

A Practicum Project  
Exploring And Analyzing Outreach Methodologies  
Utilizing The Independent Living Resource Centre  
As A Setting

by

Colleen Watters

A Practicum  
presented to the University of Manitoba  
in fulfillment of the  
thesis requirement for the degree of  
Master of Social Work  
in  
Department of Social Work

Winnipeg, Manitoba

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A PRACTICUM PROJECT EXPLORING AND ANALYZING OUTREACH  
METHODOLOGIES UTILIZING THE INDEPENDENT LIVING RESOURCE  
CENTRE AS A SETTING

BY

COLLEEN WATTERS

A practicum submitted to the Faculty of Graduate Studies  
of the University of Manitoba in partial fulfillment of the  
requirements of the degree of

MASTER OF SOCIAL WORK

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## ABSTRACT

The rationale for this practicum was based on the knowledge that there were disabled people in the community whose needs were not being met because these individuals, their families or friends, were unaware of the existence or availability of resources to address these needs. In light of concerns about this, the author wished to explore a variety of means of attempting to reach this category of potential consumers. The specific outreach methods utilized and the content/style considerations in developing these strategies were based on an exhaustive review of the literature, as well as discussions with experts in the communications field. The four methodologies employed for their efficiency were: brochures, newsletters, electronic media and personal contact outreach.

The Independent Living Resource Centre (ILRC), a self-help organization of persons with disabilities, was selected as the practicum setting. This association had a range of programs designed to address a variety of needs. These included: Peer Support and a program providing information and referral to other community services. In addition, the ILRC was consumer driven and was seen as attractive to the target population. Outreach was limited to those organizations with which the Centre might interact.

Activities were conducted between November, 1988 and August, 1989. The writer prepared outreach materials for distribution. During this phase, she was involved in consensus formation about the nature of the information to be conveyed to the target audience. Messages focussed on the Centre's major programs and provided examples of the needs and situations experienced by consumers. Statistical procedures were utilized to assess consumer response rates to the various forms of outreach. Where possible, consumer satisfaction measures were also employed. Following outreach distribution, results were calculated, analyzed and evaluated. Recommendations for future outreach projects were formulated.

Results: Twenty-three consumers approached ILRC following receipt of the outreach. One call resulted from a presentation to a consumer support group. Twenty-two contacts occurred because of media publicity and fifteen of these were in response to articles in the Winnipeg Free Press newspaper. This finding was evident despite the variations between information conveyed by ILRC to a reporter and the material he printed in the paper. A follow-up letter to the editor offered readers further exposure to data about the Centre. This, combined with the paper's high readership rates, accounted for the findings. Only one consumer indicated he was physically and socially isolated. This is not surprising in view of the difficulties locating members of this target group.

The practicum results have broader implications for self-help groups, independent living centres and community organizations. The findings and recommendations should be validated in a variety of situations and settings.

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the practicum. Allan Simpson was the central link between the Committee and the Independent Living Resource Centre. He ensured that the author's activities were congruent with the plans and programs of the association, was a key participant in the formulation of brochure and media outreach, offered ongoing support and feedback to the researcher on project pursuits, organizational dynamics and decision-making structures and evaluated media presentations. He interpreted practicum outcomes according to agency perspectives and commented on the recommendations for future research outlined in chapter 11.

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Colleen Watters

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## Chapter I

### PRACTICUM OBJECTIVES, LEARNING GOALS AND SUMMARY OF ACTIVITIES

#### 1.1 PRACTICUM OBJECTIVES

The overall objectives of this practicum were:

1. To test out the efficacy of various outreach strategies utilizing research methodologies. Project activities were conducted at the Independent Living Resource Centre (ILRC) in Winnipeg, Manitoba. This self-help, consumer organization (operated by a majority of persons with disabilities) assists disabled individuals to take charge of their lives and live more independently in the community.

2. To increase awareness of the Independent Living Resource Centre and its existence among members of the target audience. These people were to be assisted in taking advantage of the Centre services. They could also become more aware of community resources as mechanisms through which they could address their unfulfilled needs.

3. To relay information about the Centre and the outreach program in practical and concrete ways which indicate a sensitivity to consumer needs and identification

with the situations being experienced by disabled individuals and family members.

4. To document and analyze the process undertaken by the writer to plan, carry out and evaluate outreach procedures. Based on project conclusions, recommendations for conducting future reaching out efforts were to be formulated.

5. To influence the behaviour of persons with disabilities, friends, family members and organizations in such ways that those consumers with specific unfulfilled needs would be more likely to contact ILRC following receipt of the outreach messages.

## 1.2 LEARNING GOALS

This practicum enhanced the individualized learning goals of the student in three ways.

1. It enabled the development of knowledge of outreach methodologies and ways in which these could be employed in approaching a range of individuals and organizations.

2. It allowed for the enhancement of skills in interviewing, pretesting, survey design, implementation, evaluation and descriptive research procedures. The writer improved her abilities to intervene with individuals and associations and acquired skills in documenting and analyzing intervention results and formulating recommendations based on these conclusions. She gained

awareness of organizational structures and some of the factors influencing decision-making in traditional and non-traditional agency settings. The student honed strategic skills in negotiations which could be applied to a variety of situations in her own and external organizations.

3. The project permitted the author to acquire knowledge in service marketing with non-profit organizations, community development, public and media relations and public speaking.

### **1.3 SUMMARY OF PROJECT ACTIVITIES**

In accordance with the practicum objectives and learning goals outlined above, project activities were undertaken utilizing the Independent Living Resource Centre as a setting. Four broad strategies were employed to contact disabled people, friends, family members and organizations in Winnipeg who could be potential users of the association's services. These were:

1. Brochures.
2. Newsletter articles.
3. Work with newspapers, radio and television.
4. Various forms of personal contact such as:  
departmental meetings and inservices to disciplines within a major Winnipeg hospital.

All outreach methods were built around a centralized theme focussing on three of the Centre's core programs felt to be most attractive to the target audience, thereby seeking additional participants. These were: Information and Referral, Peer Support and Individual Advocacy. Descriptions of these components are given in chapter four. Particular attention was devoted to reaching those segments of the target population who were not acquainted with Centre offerings or linked to existing sources of support. Effort was given to contacting consumers who were physically and socially isolated in accordance with rationales to be delineated in chapter two. Based on the literature review presented in chapter three and personal experiences with self-help organizations and independent living centres, the student chose outreach strategies for disseminating information to this target audience.

### **1.3.1 Brief Outline of Project Activities**

Project activities began in November, 1988, and continued for a nine month time period, concluding in August, 1989. The writer had originally planned to conduct practicum pursuits within a three month time line. However, due to a number of factors which will be presented in subsequent chapters, this was impossible. A detailed chronology of study activities and time schedules will be delineated in Appendix A. However, a brief synopsis at this point will serve to summarize the author's involvements.

1. In consultation with: the Independent Living Resource Centre Board of Directors, the Public Relations Committee, staff and an external design consultant, the author worked within the organization to establish consensus on the messages to be utilized in the outreach materials. This was a gradual process.
2. The writer then prepared a generic brochure, newsletter articles, media releases and inservice presentations about the ILRC and its major programs. These were to be distributed to the target audience.
3. In consultation with the ILRC and her practicum Committee, she selected organizations to receive the outreach communications.
4. Evaluation criteria were formulated to assess the effectiveness of outreach efforts. The most salient indicator was consumer response patterns to the intervention. "Monthly Inquiry Summaries" were changed slightly in order to accurately measure these rates. These statistics were monitored prior to project commencement and throughout the duration of the outreach phase. This enabled the writer to determine which vehicles generated the greatest number of consumer contacts with the Centre. Issues influencing response rates will be discussed in chapter five.
5. Questionnaires were developed to assess levels of knowledge about ILRC among health-care professionals

before and after participation in inservices. These instruments were also utilized to evaluate the usefulness of these presentations to those in attendance. Changes in awareness patterns were monitored. The researcher observed the similarities and differences in the ways messages were presented versus their transmission to the target audience. This enabled her to speculate on how the process affected consumer response patterns and the intervening variables which were influential.

6. Following the formulation of evaluation tools, outreach materials were distributed to the previously selected sources.
7. Evaluation criteria were monitored. Results were calculated, outlined and assessed. Twenty-three individuals contacted the Centre following receipt of the outreach messages. Outreach techniques having the greatest impact included personal contact presentations and media communications, particularly information transmitted through the Winnipeg Free Press newspaper. Of equal importance were the changes in awareness levels of ILRC observed among health-care professionals following the inservices. The author was also interested in what happened to the outreach communications between their transmission by the source and their receipt by members of the target audience.

8. Recommendations were formulated to assist self-help organizations, independent living centres and community groups undertaking future outreach work.

### **1.3.2 Factors Influencing Study Findings**

This summary would not be complete without a brief discussion of some additional factors which had a direct bearing on study findings.

First, the writer as an individual performed at least three major functions during the practicum. She worked with the Independent Living Resource Centre to establish some consensus on the messages that would be conveyed in the outreach materials. In addition, she was the primary person who delivered the outreach information and also measured its impact. The author's role as a member of the Board of Directors overlapped her research function (see chapter eight for further elaboration of this topic).

Second, many outreach ventures, such as QUESADA's evaluation of mental health programs and self-help groups, produce only a one or two percent change in target population awareness and response rates (conversation with Dr. Joe Kaufert, Practicum Committee Member, 1990). As an individual, the writer did not have significant impact on the overall numbers of consumers contacting the ILRC following receipt of the outreach messages. Despite these drawbacks, the fact that one person performed these roles simultaneously is worthy of note. The slight change in

consumer response patterns following the intervention should not be ignored. The findings regarding awareness level alterations and the ways in which outreach communications were dealt with by the various organizations and media sources are worthwhile project outcomes.

Third, although the content of the material was developed as a product of group consensus, the student was the sole intervener. Her personal style embodied certain characteristics which, no doubt, influenced the impact of the publicity effort. If the intervention had been performed by persons other than the author, different style variations would have been present to affect the research in ways that could not be evaluated. Media context and other subtle researcher variables were also influential but these could not be tested as part of the intervention.

This practicum will assist the ILRC in assessing the effectiveness of its own outreach efforts. The exercise, however, has broader implications for independent living centres, self-help groups, service providers and community organizations. The data will be useful for determining the efficacy of various outreach methodologies and will aid in the establishment of measuring tools for evaluating these procedures. In addition, the documentation of the process in conducting the project will enable those reading this report to build on the activities outlined here or to selectively apply portions of this research to their own outreach ventures.

## Chapter II

### RATIONALES FOR THE STUDY

The writer identified five rationales for undertaking this practicum.

#### 2.1 IMPROVED QUALITY OF LIFE AND INDEPENDENCE

There is research evidence to indicate that significant numbers of persons with disabilities are: physically and socially isolated, unemployed or hold temporary positions, are divorced, separated or single and live on very low incomes (Fuchs et al., 1984). Support also exists for the notion that independent living centres can assist individuals in breaking this social isolation and moving towards: independence, an improved quality of life and self-determination in decisions that affect their lives. Such organizations offer a continuum of possibilities for consumers. These range from the provision of information on disability-specific and community services to participant involvement in the delivery of IL programs. Examples include: Peer Support, Individual Advocacy, Information and Referral and Service Development Projects designed to address diversified concerns.

In light of these points, the writer believed there was value in undertaking a practicum to reach disabled people who were physically and socially isolated and who were previously unaware of the Centre. Through involvement in a variety of ILRC programs, these consumers could work towards the achievement of more independent life-styles.

Before moving on to the second rationale, it is necessary to briefly document the research evidence on which the above-mentioned conclusions are based and to outline additional concerns of survey participants which independent living centres could address.

In 1984, Fuchs et al. conducted a Social Needs Assessment of The Physically Disabled study. Of the 462 persons with disabilities surveyed, 66 percent of the sample were unemployed, only 18 percent held permanent full time jobs and 65 percent lived on \$10,000 per year or less. A staggering 42 percent had to make do on less than \$5,000 per year. Forty percent of the individuals surveyed lived on their own and, of those, 23 percent had incomes of less than \$10,000 per annum. Sixty-three percent of the sample were single and 10 percent were divorced or separated. According to Fuchs et al. (1984), 75 percent of participants lived with little stimulation, opportunity or potential for social interaction.

This study identified two levels of need. The first related to "minimizing the discomfort or obstacles" which were present due to the disabilities of individuals (Fuchs, 1985, p. 5). Persons in this group wished to achieve enhancement in the quality of their lives. In part, this could be brought about through improved services. The individuals utilized programs but enjoyed some degree of independence because of marital and/or employment situations. These concerns centred around inadequacies in service levels and insufficient choice in quality and quantity of offerings. If these issues were addressed, greater fulfillment and well-being would result.

The second level of need was evident among those consumers whose circumstances were more serious than the individuals described above. They utilized services necessary for basic daily functioning and survival. These people identified concerns such as: inadequate housing or shelter, insufficient levels of economic support, lack of aids and devices to enhance their abilities to live more independently, poor employment assistance and difficulties in the areas of mobility and social support. Limitations in Home Care and transportation resources were also cited and these contributed to problems in flexibility and enlisting services which could afford greater independence (Fuchs, 1985). Consumers noted concerns about availability and accessibility of services in independent living, employment and education. Inadequacies in levels of service and the

quality and quantity of offerings were also mentioned. Some respondents felt they possessed information about where and how services could be obtained but that these programs were inaccessible to them (Fuchs, 1985).

The Obstacles Report of the Special Committee on the Disabled and the Handicapped (1981) was intended to formulate recommendations to the Federal and Provincial Governments as to how the concerns of disabled Canadians could be addressed during 1981 (The International Year of Disabled Persons) and in subsequent years. The findings were based on interviews with consumers, service providers and community groups. These reflected similar gaps in resources to those identified in the Social Needs Research. Obstacles, which included 130 recommendations, promoted the establishment of independent living centres and demonstration projects in IL. It stressed the need for people with disabilities to play key roles in the development and management of their programs. According to the report, independent living improves the quality of life for consumers and is more cost-effective than institutionalization. IL programs are more flexible than traditional provision structures and possess greater capacities to respond to individualized needs. The writer believed services offered through these centres, (in particular the Independent Living Resource Centre) could benefit greater numbers of people than were currently being

served. A project to reach additional participants was therefore warranted.

## **2.2 INFORMATION AND REFERRAL AS AN INFORMATION VEHICLE**

The Social Needs research project provided documentation for the fact that a significant proportion of disabled individuals possess inadequate information about rehabilitation, community services and programs provided by other agencies with mandates to address their needs (Fuchs et al., 1984; Fuchs, 1985). Insufficient data on independent living projects are also a concern (Fuchs et al., 1984). This accounted for the study's finding that a disparity existed between service utilization and the requirement for such services. To address the information gaps, independent living centres operate Information and Referral components which provide current data on disability-specific and community services and referral to external sources.

Based on the above research evidence and the premise that greater numbers of citizens could take advantage of the Independent Living Resource Centre's Information and Referral service, the student felt that increasing awareness of this program and contacting as many potential users as possible could benefit the organization and the consumers who would gain information through this medium.

### 2.3 THE ROLE OF PEER SUPPORT PROGRAMS

The Social Needs Survey noted that insufficient opportunities exist for consumers to discuss common issues and solutions. Fuchs et al. (1984), Fuchs (1985) and Watters (1985, unpublished) indicate that ILCs should become forums through which this type of dialogue can take place. As a core component, centres include activities directed towards the provision of various forms of peer support. Again, the author felt that greater numbers of persons could avail themselves of Peer Support through ILRC and that positive benefits to the organization and consumers would result.

People, "living lives of quiet desperation" (including the vulnerable members of the target population which this practicum was attempting to contact), may blame themselves for their disabilities, and believe that they are alone in their circumstances. They do not realize that environmental barriers contribute to their situations. If they come into contact with others who have "been there" they begin to move beyond a cycle of self-blame to a point where they feel they have common needs and rights to receive services. Discussion of concerns and viable solutions can take place through peer support opportunities. People can meet others in similar situations either on a one to one basis or in group sessions for whatever periods of time are necessary to address the presenting issues. Information can be exchanged

on any number of topics: self-esteem, relationships and sexuality, housing, home renovations or modifications, attendant care, obtaining human and non-human resources, transportation, Home Care, employment, educational concerns, etc.

In addition to the advantages already noted, the sharing process is valuable in other ways. Information on ILCs can be provided, enabling individuals and families to connect with the resources of the centres and then to decide if they have needs which these facilities can assist them in meeting, either at the time they learn of the programs or at some future point. Through exchanging ideas and support, citizens can realize they have similar needs to others and that in concert with others they can share existing knowledge or develop new solutions to their challenges. However, there may be persons for whom this type of participation is inappropriate to begin with, particularly if they are still focussed primarily on their own situations or blaming themselves for their circumstances. It may be some time before they can dialogue with others, and this factor should be considered by Centres when working with individuals.

#### **2.4 THE ROLE OF CROSS-DISABILITY REPRESENTATION**

One of the fundamental independent living principles is that centres should provide services to individuals with a wide range of disabilities. This entails responding to individualized and diversified needs, a process which presents difficulties and challenges to personnel, Boards of Directors and consumers. In contrast, rehabilitation agencies are disability-specific and provide specialized services.

The Independent Living Resource Centre, like its American and Canadian counterparts, strives to meet the needs of persons with various types and degrees of disability. The organization continues efforts to broaden its cross-disability representation and to devise creative ways of reaching and working with these persons. A study of three independent living centres (one of which was the ILRC) conducted by John Lord and Lynn Osborne-Way (1987) supported the need for further efforts in this area. The writer believed that her practicum would provide possibilities to assess the effectiveness of outreach methodologies for contacting this population. If these persons were to respond to the researcher's efforts, the ILRC could continue its examination of creative ways to address the common and diversified needs of these consumers.

## **2.5 THE RATIONALE FOR FOCUSING ON OUTREACH STRATEGIES**

Prior to conducting this research, the student undertook an extensive review of American and Canadian independent living literature in an attempt to locate material on reaching out programs. She found that outreach procedures were either sporadic in nature or not documented. Moreover, no evaluation criteria for these methodologies were specified. (See chapter three for a detailed discussion of these points). She felt that this provided a case for a project that would develop and test out various outreach methods in a Canadian IL Centre.

The Independent Living Resource Centre was utilized as a practicum setting because disabled people indicated they under-utilized traditional service structures and had unmet needs which the organization could address. The ILRC also provided a higher level of integration. Insufficient attention has been given to evaluating outreach methodologies and this location provided a suitable testing ground to conduct research in this area. The Centre wished to raise its profile in the community and to contact additional consumers who could take advantage of its programs. An outreach project designed to reach potential users would contribute to the accomplishment of this endeavour. The effectiveness of this venture could then be evaluated with a view to enhancing existing outreach strategies.

This practicum will also assist independent living centres, self-help groups, community organizations and service providers in developing and refining outreach methods, formulating evaluation mechanisms and improving already existing assessment tools. Results will be disseminated to the above-mentioned bodies for their consideration and possible implementation. The writer hopes that these associations can learn from her experiences and build upon them in their future outreach work.

**Chapter III**  
**LITERATURE REVIEW**

**3.1 INTRODUCTION**

In preparation for this practicum, the writer undertook an extensive review of the literature in a number of areas. Section one will outline those topics searched. Section two will trace the emergence of American and Canadian independent living centres, indicate how these facilities differ from traditional service structures and delineate the philosophies, principles and core programs which govern operations. Section three will examine documents on outreach strategies and evaluation methodologies employed by American and Canadian Centres. Sections four and five will consider in detail literature related to reaching out procedures and the four outreach categories utilized on this project.

**3.2 TOPIC AREAS SEARCHED**

The following topic areas were searched:

### 3.2.1 Social Movement Formation and Development

Because independent living is a social movement, a study of Social Movement formation and development provided a context for the analysis of IL in terms of its developmental stages. This analytical perspective was then applied to the Independent Living Resource Centre, thus enabling the author to gain greater understanding of the organization's development and the phases of social movement formation which are currently operative. A study of social movement theory and history contributed to an awareness of some of the central forces which sparked the emergence of IL within the American and Canadian contexts. The self-help and disabled consumer movements, in particular, have influenced the development and operations of independent living models in Canada and share common philosophies and principles with IL. Perusal of self-help literature and material which explored the establishment of independent living centres in Canada and the United States provided further understanding of the context within which the Independent Living Resource Centre developed and presently operates and of the association's central values. This type of background knowledge was essential in order for the student to undertake research at the ILRC. It is impossible to intervene with organizations without an awareness of the contexts which govern their operations.

### **3.2.2 Literature Establishing Rationales for the Practicum**

The researcher reviewed several reports which enabled her to develop rationales for undertaking this practicum. These studies have been outlined in chapter two and include: The Social Needs Assessment of the Physically Disabled Survey (Fuchs et al., 1984) and related papers by Fuchs (1985) and Watters (1985, unpublished), as well as publications related to 1981, The International Year of Disabled Persons. The Obstacles Report of the Special Committee on the Disabled and the Handicapped (1981) was one of these. This document recommended the establishment of independent living centres operated by a majority of persons with disabilities and demonstration projects in IL. The report also made recommendations for the improvement of the quality of life for disabled Canadians. The Social Needs Survey described a target population similar to those individuals which this practicum was attempting to contact and thus provided evidence for the existence of such a population and the concerns of these people.

### **3.2.3 Literature on Membership Development**

Originally, the writer had intended to undertake a practicum on membership development and participation and the factors which would increase the involvement of members in organizational work. In order to acquire knowledge relevant to this topic area, literature was perused utilizing the University of Manitoba Library Card Catalogues, Microfiche

and computerized UMSEARCH capacities. The author and University librarians developed a set of key words which they believed to be applicable to membership development. These were employed to conduct the search and included the following: "membership development", "social networking", "social support", "volunteerism", particularly in relation to recruiting, maintaining and motivating volunteers, "community development", "citizen participation", and the "development and operations of non-profit organizations". The majority of documents located were written in the context of large scale associations, although some general concepts were applicable to involvement with smaller groups. However, the literature on membership participation was scant and, for a variety of reasons including the needs of the ILRC, the focus was altered to an examination of outreach methodologies within independent living centres.

#### **3.2.4 Literature on Outreach Procedures**

In order to undertake a project in accordance with the objectives outlined in chapter one, it was necessary to acquire knowledge of reaching out procedures and other related activities, such as planning, publicity and marketing, which involve establishing contact with target populations. Utilizing key words from the above-mentioned library sources, literature directly relevant to outreach methods was perused. Subject areas encompassed: "citizen participation", "planning", "marketing in profit and

non-profit organizations", "public relations", "community relations", "promotions", "outreach", "publicity" and "prevention". One non-library source dealing with content analysis of promotional literature was also perused. This search assisted the researcher to acquire general knowledge on outreach methodologies and techniques for assessing their viability and enabled her to draw conclusions about which procedures were most efficacious for contacting target audiences. She then had the necessary background knowledge to select procedures which she believed would be effective for reaching the target group and promoting awareness of the Independent Living Resource Centre. Publications on the development and operations of American and Canadian centres were perused in an attempt to gain relevant information about outreach vehicles and tools for evaluating these methodologies. For a variety of reasons to be explored later in this chapter, documentation in this area was scant. As a result, the writer had to make some educated guesses about suitable reaching out methods for this practicum based on her general knowledge of relevant literature and personal experience in membership development with self-help groups and independent living centres.

### **3.2.5 Research Literature**

This practicum was intended to be a valuable piece of descriptive research for testing out the efficacy of various outreach procedures in independent living centres. In order

to accomplish this, it was necessary to plan, carry out and evaluate activities in accordance with principles of research design. A thorough knowledge of research methods was essential. The validity of a document based on sound methodologies would be increased. Textbooks were perused and the student paid close attention to the areas of survey design, pretesting and implementation, data analysis and program evaluation related to human service organizations. Material from the Research and Training Centre on Independent Living (University of Kansas, Lawrence, Kansas) was examined. Attempts were made to determine if this facility published surveys which could assist in evaluating the viability of reaching out methods, the level of awareness generated as a result of the intervention and the impact of outreach messages in bringing consumers into contact with the ILRC. Another relevant issue was whether or not these instruments could be utilized to record the sources through which disabled citizens learned about the association. The author found that available instrumentation could not be utilized to assess project results. Thus, she formulated her own criteria for evaluating practicum outcomes.

### **3.2.6 Statistics Canada Material**

Statistics Canada Disability Surveys were perused to obtain a profile of disabled Manitobans with respect to demographic data such as age, sex, marital status, socio-economic status

and labour force participation rates. It was hoped that viable methods for identifying disabled Canadians could be procured. This would enable the writer to develop profiles of members of the target audience responding to the outreach and draw comparisons of these individuals with disabled people in the general population on a number of dimensions. This would increase the statistical validity of survey results. The researcher was unable to find specific information in Statistics Canada data on the identification of people with disabilities which would make possible the above-mentioned comparisons and profile developments. Moreover, the numbers of people responding to the outreach project were too small to allow relevant statistical profiles to be formulated or to compare respondent characteristics with disabled citizens in the general population.

### **3.3 THE EMERGENCE AND OPERATIONS OF INDEPENDENT LIVING CENTRES**

#### **3.3.1 Emergence of Independent Living Centres**

The Independent Living Movement and independent living centres, which seek a better quality of life, independence and integration for disabled people, emerged in the United States in 1973, following the passage of Section 504 of the Rehabilitation Act. This statute prohibits discrimination on the basis of disability under any Federally funded program.

Independent living represents a reaction by citizens with disabilities to "an institutionalized view of the world". It was sparked by consumerism and is altering the thinking of rehabilitation professionals and researchers (De Jong, 1979; Derksen et al., 1985). The above-mentioned authors outline the movements which led to the development of independent living. These include the following:

1. The Civil Rights Movement was associated with Benefit Rights developed by the Poor Peoples' Campaign of the National Welfare Rights Organization. Civil Rights contributed a style to American independent living, in that protest tactics, such as demonstrations and sit-ins, have been used for advocacy purposes.
2. The Womens' and Black Peoples' Movements taught disabled citizens to consider legal protection and advancement, and to realize that societal views are sources of negative attitudes about people with disabilities.
3. Independent living was also sparked by the destructive consequences of the sick and impaired roles which exempted disabled citizens from taking responsibility for their lives and considered them to be patients or clients. People with disabilities sought intervention which took into account the needs of the whole individual, and this concept became a central part of independent living.

4. De-professionalization challenged the notion so fundamental to traditional service models that professionals are experts in all aspects of service provision and should therefore make program decisions.
5. Efforts to de-institutionalize disabled people and a reaction to the Charity Ethic were also important to IL. The Charity Ethic involves the raising of funds for specialized programs to meet consumer needs.
6. Consumerism was a response to the traditional service system and incorporated a distrust of service providers. In Canada, the Consumer Movement, which is not a delivery mechanism, is the vehicle through which provision processes are monitored. The Movement gave rise to IL which embodies a consumer philosophy.

The purpose of Independent Living is to fill existing service gaps and to empower disabled people. Individuals are involved in all aspects of programming including: development, planning, implementation, management, delivery and evaluation. Citizen control is a fundamental tenet. Centres should be separate entities to self-help groups and should be administered by non-profit community Boards, with a majority of members being persons with disabilities. The implementation of IL was made more difficult in our country than in the United States because the consumerism principles

of the self-help movement prohibited service delivery. However, there is now a growing recognition among disabled people, government bodies and the service sector that a model of delivery embracing self-help philosophies is legitimate and that many of its tenets can be incorporated into traditional service structures.

De Jong (1979, p. 435), Derksen et al. (1985, p.8) and Enns (in Freeman and Trute, 1981) contrasted the Rehabilitation and Independent Living paradigms. These emphasize the differences between traditional models and IL.

1. Definition of problem: Rehabilitation Paradigm: physical impairment, lack of vocational skills. Problem resides in the individual. IL Paradigm: dependence on professionals, relatives, etc.
2. Locus of problem: Rehabilitation Paradigm: in the individual. IL Paradigm: in the environment or the rehabilitation process.
3. Solution to problem: Rehabilitation Paradigm: professional intervention by physician, physical therapist, vocational rehabilitation counsellor, etc. IL Paradigm: Peer Counselling, Individual Advocacy, self-help, consumer control, removal of barriers.
4. Social Role: Rehabilitation Paradigm: patient/client. IL Paradigm: consumer.
5. Who Controls: Rehabilitation Paradigm: professional. IL Paradigm: consumer.

6. Desired Outcome: Rehabilitation Paradigm: maximum activities of daily living, gainful employment. IL Paradigm: Independent Living.

A conference of delegates from the Coalition of Provincial Organizations of the Handicapped (the national consumer voice of disabled persons), the Obstacles recommendations and the efforts of the Mennonite Central Committee led to the establishment of the first independent living centres in Canada, one of which included the ILRC.

### **3.3.2 Independent Living Principles**

Although American and Canadian experiences differ with respect to IL, all independent living centres are based on a set of fundamental principles.

1. Those who know best the needs of disabled people and how to meet them are citizens with disabilities (Colgan, 1989).
2. The needs of disabled people can best be met through comprehensive programs offering a variety of services (Colgan, 1989).
3. Programs should be based on consumer concepts, and organizations should provide the skills necessary to cope with a disabling environment (Colgan, 1989; Derksen et al., 1985).
4. Services seek to integrate disabled people as fully as possible into their communities (Colgan, 1989; Derksen et al., 1985).

5. The unique aspect of an IL centre is not the services it provides, but that programs are tailored to community needs identified in Centre locations. Organizations should be flexible and open to ideas as they emerge (Colgan, 1989; Derksen et al., 1985).
6. Centres are cross-disability in nature. They seek to meet the needs of persons with a wide range of disabilities (Colgan, 1989; Derksen et al., 1985).
7. Centres endorse the principle of consumer participation which ensures the involvement of an informed membership in the planning, delivery and monitoring of all major programs and activities (ILRC Bylaws, 1985).
8. Centres seek to consult with a broad range of community expertise, thus ensuring an acceptable level of standards in the delivery of programs. (ILRC Bylaws, 1985).

### **3.3.3 Core Services and Roles**

According to Derksen et al., these organizations provide combinations of the following core services: facilitating/co-ordinating support services personnel, Information and Referral, Individual Advocacy, Peer Support and various development and demonstration activities.

Fuchs (1985, p. 12) summarizes the roles which ILCs perform with their members.

1. "Providing social support as they cope with day to day problem solving and life transitions".
2. "Providing help for individual members with behavioural or attitude changes".
3. "Linking individuals with helping resources or advocating for their concerns".
4. "Working towards changing policies, programs, tactics and practices to foster IL for disabled people".

#### **3.3.4 Limitations of Independent Living in Canada**

Independent Living in Canada is more limited than it is in the United States. American centres operate with ongoing funding for major programs whereas Canadian organizations have not yet attained this stable funding base. The independent living concept is new and there is confusion with the Canadian consumer movement, which is founded on similar philosophies and principles (Derksen et al., 1985). Thus, centres do not possess the quantity of monetary and non-monetary resources available to service agencies. Under-utilization of the IL structure is also evident. Because of this, there are constraints on programming, the number of consumers who can be served and the range of issues that can be addressed. As IL attains greater recognition and endorsement by Federal and Provincial Governments and the wider community and a stable funding base is achieved, this situation will no doubt improve.

### **3.3.5 IL Centres as a Viable Alternative**

Despite the above-mentioned limitations, ILCs are concerned about disabled people and the under-representation of these persons in the traditional service system. Citizens are dissatisfied with mechanisms which operate on the basis of the rehabilitation and medical models. Independent Living programs offer viable alternatives and allow individuals to meet their needs within a framework which advocates consumer control and self-determination in decisions that affect their lives.

### **3.4 LITERATURE SEARCH RELATED TO INDEPENDENT LIVING CENTRES**

To determine the outreach strategies and evaluation methodologies employed by American and Canadian independent living centres, the writer perused a number of literature sources and contacted one Disability Information Service in Calgary, Alberta.

Material from the Research and Training Centre on Independent Living (University of Kansas, Lawrence, Kansas) made reference to the use of consumer self-report measures and data collected from service providers and community groups as evaluation tools. Information was gathered through surveys, which were formulated to assess how citizens with disabilities and organizations viewed the services of American IL Centres.

Literature on outreach strategies utilized by centres in Canada and the United States was scant. Two American publications made reference to methodologies. in this area. The first was a report entitled: Comprehensive Evaluation of Title VII, Part B of the Rehabilitation Act of 1973 as amended, Centres for Independent Living Programs (Final Report). It was compiled by Berkeley Planning Associates (Berkeley, California), The Centre for Resource Management (Hampton, New Hampshire) and the Research and Training Centre on Independent Living (University of Kansas, Lawrence, Kansas). The document contained some information on evaluation as noted above, but devoted only one paragraph to outreach. This indicated that reaching out to urban areas involved publicity efforts and the establishment of contacts with private and public community agencies and professionals to ensure that referrals of consumers were made to the various IL centres. The passage then stated the percentages of disabled citizens reporting on a survey that they heard of the Centres through publicity, directly from staff, from other persons with disabilities, by word of mouth or through social service agencies. According to the report, no attempt was made to determine the effectiveness of these outreach methods and whether or not certain procedures were more successful than others. Efforts to reach individuals in rural areas involved visiting homes in order to minimize difficulties related to distance access. The section ended by pointing out that the impact of

reaching out was hard to assess. However, this statement was not substantiated by research evidence and no reasons were given for the problems encountered in evaluating the effectiveness of outreach strategies. This document did not specify characteristics of the target population surveyed, so there is no way of knowing whether or not vulnerable individuals were included.

The second publication, Marketing Plan: How to Win Friends and Influence People in Eastern Nebraska, was compiled by the League for Human Dignity, an Independent Living Centre in Lincoln, Nebraska. This document indicated that outreach was conducted utilizing personal contacts with agencies, professionals and consumers, media sources including newsletters and newspapers, and organizational mailouts and presentations. Although these methods support those outlined in planning, publicity and marketing literature to be reviewed later, the material did not mention whether or not any of the individuals reached belonged to vulnerable target groups. It was impossible to determine if the study results could be generalized to the citizens with disabilities that this practicum was attempting to reach.

A number of Canadian sources were perused, but none made direct reference to outreach methodologies. The majority of these, including the study of three independent living centres conducted by John Lord and Lynn Osborne-Way (1987), noted that additional work in this area was required.

Contact was made with the Walter Dinsdale Centre in Calgary, Alberta, which operates Disability Information Services of Canada (DISC). This computer network on disability issues links self-help groups, service providers, government bodies, community organizations, independent living centres and disabled individuals. From information acquired at a seminar, the writer was under the impression that this facility provided research assistance to its users, and would thus be valuable in locating material for the practicum. Due to the fact that DISC had to limit its areas of involvement, this turned out not to be the case. The system does not have the capacity to undertake database searches, and no material could be located on outreach methods employed by Canadian IL centres. DISC enables its members to exchange information on disability-related topics and offers an electronic mail service. Thus, the facility is valuable in some respects, but could not assist the author with her literature search.

Due to the fact that IL centres are continuing to formulate and refine methodologies for program evaluation, the writer could not find much information in this area. Material from the United States was also difficult to track down, and it was hard to determine the reasons for this. Perhaps the correct sources were not being tapped, or it could be that procedures for evaluating programs in the U.S. are in a similar stage of development. This is speculation, as no substantiated evidence could be located.

With respect to outreach, it is possible to surmise why data on this topic appeared to be sparse. The Comprehensive Evaluation of Title VII study noted that U.S. centres do not have sufficient funds to respond to the service needs of all potential members of the target population, despite the fact they may wish to contact these individuals. One solution to this dilemma is not to advertise programs or to do so in a minimal fashion. If this strategy is adopted, the number of consumers seeking centre services will increase only slightly. As a result, the process of demonstrating to funding bodies that greater monetary and non-monetary resources are required for provision is made more difficult.

A similar situation currently exists in this country. Canadian centres have less capacity than those in the United States to meet the needs of users. Thus, they are confronted with the outreach dilemma noted above, but to a much greater extent. To advertise programs stretches existing resources to the limit, and the tendency is to refrain from publicity or to minimize it. If this tactic is followed, the number of consumers served will rise marginally. It will thus be more difficult to demonstrate that there is a greater requirement for monetary and non-monetary resources. If outreach efforts are undertaken and the number of citizens seeking programs increases, then a stronger case can be made for requesting additional support to respond to identified needs. If, at the same time, this brings about further evidence of demonstrated

concerns with which centres are unable to cope, there is the possibility that these organizations could be accused of unethical conduct. Centres could decide to collect documentation of individualized need to promote service expansion in the long term. If no methods existed for dealing with the presenting issues, then consumer outreach efforts could be extinguished, thus contributing to the vulnerability of these persons.

To avoid the problem of accumulating user needs to which it is unable to respond, the Independent Living Resource Centre advertises services in a minimal fashion, focussing on those programs that can address the issues of additional participants. If the organization encounters concerns which they are unable to fulfill, they either refer the consumers to other resources or provide direction to citizens on methods of devising their own solutions. The ethical questions have been discussed with Centre personnel, who are prepared to implement additional procedures to deal with them, should this prove necessary.

To date, outreach efforts in North American IL centres have been sporadic. This is due in part to the newness of these facilities, the fact that they are in formative stages of development, the scarcity of resources for meeting consumer needs and the ethical dilemmas previously noted. No systematic methodologies exist for evaluating those reaching out processes that do take place. In this

practicum, the author made recommendations with respect to ongoing outreach programs and assisted organizations to develop and refine assessment techniques.

### **3.5 REVIEW OF LITERATURE RELATED TO OUTREACH METHODOLOGIES**

#### **3.5.1 Introduction**

In this portion of the literature review, the researcher will explore material directly related to the outreach methodologies employed in this practicum. With the exception of two pieces (one on content analysis of promotional literature and the other a marketing plan for the League of Human Dignity in Lincoln, Nebraska, many of the writings were depicted in the context of large corporations, planning organizations and citizens' groups. These materials contained: general concepts with respect to marketing, public relations, promotions and publicity, which were applicable to smaller associations and to this project. Mention has already been made of the University of Manitoba Library sources utilized to conduct the search. In addition, external references were also employed. These included a piece dealing with content analysis of promotional literature, a chapter on outreach methodologies used in industrial social work settings and booklets on prevention from the Addiction Research Foundation and the Alcoholism Foundation of Manitoba.

The majority of authors included reaching out under such headings as: education, information exchange, marketing, promotions, publicity and public relations. Only one source (Newman, 1983) adopted the term "outreach". The prevention booklets compiled by the Addiction Research Foundation (1986) and the Alcoholism Foundation (N.D). labeled reaching out as "influence strategy". Through this process, promotional messages seek to bring about attitude or behavioural changes in individuals. There is little indication in the literature as to how evaluation of influence programs has been undertaken in the past, methods for measuring the effectiveness of these efforts or what is actually being assessed. Despite the lack of scientific rigor with respect to strategy measurement, it is known that, in order for influence programs to be effective, the objectives must be clearly specified in behavioural terms and the source of messages examined for credibility vis-a-vis the target population. Although the primary purposes of this practicum involve employing a number of strategies with a potential group of disabled consumers, evaluating these methodologies and disseminating the results, a subsidiary goal is to change knowledge and attitudes among those contacted with respect to independent living philosophies, concepts, programs and the host agency. Since influence projects work best if the projects convey the achievement of tangible benefits as rewards for participation, it is necessary for outreach materials to emphasize the positive aspects of offerings.

This section will present general remarks concerning reaching out methods in preparation for a discussion of four specific outreach categories to be outlined in section four.

### **3.5.2 Goals, Objectives and Outcomes**

In order to be effective, any marketing program or outreach venture should have specified goals, objectives and outcomes. These should be realistic, measureable and achievable and should be outlined prior to commencement. It is important to define the population for whom the efforts are intended, how these individuals should respond, how wide the audience should be and how frequently they should be approached (Evans and Berman, 1984; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983). These authors indicate that goals and objectives of publicity should be congruent with those of organizations and should be an integral part of the planning exercise. The ultimate expectation is that members of the target group will utilize the services offered, but this is the end of a long process which moves these individuals through differing stages of buyer readiness. It is important for the marketing communicator to know in which of these states the audience find themselves at any given point and how progression to the next stage can take place. Kotler (1975, 1982) and Kotler and McDougall (1983) identify six stages of readiness which characterize persons who are considering whether or not to buy products or purchase services.

These include the following:

1. Awareness: in this state, awareness of products or services must be built.
2. Knowledge: here it is important for individuals to enhance their learning about products and services beyond the basic awareness level. Communications must centre around such factors as the nature of services, the benefits derived and what citizens can expect. At this point, the target market can be sampled to determine if it is knowledgeable about products or services and the extent and content of that knowing. The public images of organizations and offerings can also be assessed. Image is a key factor in communication programs (Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984). It is unlikely that persons will purchase products or services if their images of these entities is not positive. Lauffer notes that organizations should ensure that the public's images are identical with self-images. Agencies should explore whether or not there are differing public images, the ways in which those perceptions influence the support they would like to capture and, if there are difficulties, how these can be addressed. Lauffer emphasizes the importance of symbols in image building as a means to spark interest, and that communicating messages with

the correct words is crucial. More will be said about messages at a later point.

3. Liking: at this stage the communicator must enhance desire for products or services in members of the target group. The positive aspects of organizations and the benefits of utilization assist individuals in becoming more favourably disposed towards certain entities.
4. Preference: as an extension to the third state, consumer preferences for certain products and services must be strengthened. Since potential users are currently considering choices, they must be given information which would lead them to select given options over others. Surveys can be conducted to determine if preferences have altered or strengthened.
5. Conviction: here the communicator's task is to indicate to consumers the reasons why their choices are correct.
6. Action: finally, a communication must lead persons to purchase products or utilize organizational offerings. Individuals will then be able to evaluate their satisfaction or dissatisfaction with the options selected and will take appropriate steps to deal with these feelings.

In order for the communicator to move consumers through the above-mentioned stages, it is important for him or her to understand their needs and wants and some of the factors which lead to consuming behaviours. In addition to individualized needs, these include interests, desires and motivations, information about services and the benefits of entities, preferences for some offerings over others, situational variables and the attitudes of others. Kotler and McDougall note that, prior to launching marketing efforts, it is necessary to define the stage of readiness in which the majority of members of the target population find themselves and then to design campaigns to correspond to the consuming behaviours of those individuals. If different sectors of the audience are in various readiness states, specific tasks related to each stage must be created, as well as separate marketing programs for each. The authors do not provide research evidence to support the above-mentioned points. Rather, they outline a number of strategies and techniques based on opinions and experiences in the marketing field.

### **3.5.3 Theme Generation**

Kotler (1975, 1982) and Kotler and McDougall (1983) indicate that marketing programs should be built around centralized themes which bring about desired behavioural changes in members of the target audience. Themes can be generated in various ways. For example, theme designers can converse

with consumers to determine how they view services, communicate information about these offerings and express their desires. Appropriate themes can then be generated based on these responses. Brainstorming can be employed as a technique, or programs can be designed based on facts known about organizations. Whatever the themes or the processes utilized to develop them, credible, desirable and interesting information about offerings must be conveyed. The unique features not provided by other options must also be delineated.

#### **3.5.4 Message Content, Structure, Format and Style**

According to Kotler (1975, 1982) and Kotler and McDougall (1983), theme generation must be followed by decisions about message content, structure, format, style, etc. With respect to content, these authors note the importance of communicating to the audience the benefits of specific actions and reasons why individuals should think or do certain things. People require motivators to move them towards behavioural changes. There is no evidence that humorous messages are more effective than straightforward appeals (Kotler and McDougall, 1983, p. 425). Structure relates to conclusion-drawing and order of presentation. Greater impact is achieved if communications draw inferences, rather than leaving these up to the audience. Kotler and McDougall indicate that research evidence exists to support these statements. The exceptions occur when

messages are viewed as untrustworthy, when an audience is highly intelligent, or feels annoyed because of influence attempts. These writers then discuss the issue of whether or not communications are more effective if one or two sides of an argument are presented. They point out that two-sided arguments enhance credibility and work best with educated individuals and those originally opposed to the messages. One-sided arguments are effective with those already in favour of the positions being advanced and in situations where an audience requires information of a pro and con nature in order to make informed decisions. With respect to whether or not the strongest arguments should be presented first or last, Kotler and McDougall note that research evidence is mixed. Outlining the strongest views first has the advantage of establishing interest and attention which will dwindle as the communications move towards weaker and anti-climatic points. If the audience is opposed to given positions, then the communicator should start with the other side's arguments and present the most positive ideas first. The only finding about which there is no dispute is that the strongest views should never be outlined in the middle of messages.

When considering format and style of print and visual media, elements such as headlines, copy, illustrations and colour are important. These should be clear and eye catching. If verbal presentations are employed, words,

voice quality, tone and vocalization are relevant. Television combines all the above-mentioned factors with body language and other non-verbal clues. Again, these must be conveyed clearly and in an appealing manner. Whatever the medium, Nolte and Wilcox (1984) indicate that communications must relate to the objectives of outreach efforts and should be understandable and believable.

### **3.5.5 Content Analysis of Promotional Literature**

Related to the foregoing discussion is an article by Braun and Gregson (1987) dealing with content analysis of promotional literature. Although this piece concerns employment, it stresses the importance of content analysis of messages and is thus relevant here. If organizations are to successfully market their services, they must decide what promotional materials to use, what should be included and how to word oral and written presentations. This type of analysis aids in the above-mentioned factors and enables the creation of messages that will reach the populations the programs are intended to serve.

Message content not only contains factual information but opinions and interpretive judgments which imply positive or negative values. These will have greater influence on consumers with respect to attitudes about associations and their services. In order to analyze the communications in promotional literature for content, the actors must be

identified, along with appropriate attributes and actions. Based on these character sketches, questions about the messages being imparted can then be answered. Appropriateness and impact are also relevant. More specifically, the questions are:

1. What messages are sources conveying to users and the general public about organizations and their programs?
2. What is the potential impact of these communications on individual acceptance and understanding of services?
3. Are these messages congruent with the philosophies and capabilities of offerings?

The article suggests reading every piece of promotional literature, identifying the actors and the corresponding attributes and actions. It is important to examine what attributes and descriptive phrases communicate about programs and consumers. Are these discussions conveyed positively or negatively?

In assessing the potential impact of the messages on acceptance and understanding of programs, it is important to consider the ways in which these communications are presented and to whom they are likely to appeal. For example, messages which employ terms such as "problem" and "difficulty" may only attract participants who feel they

have concerns which they cannot deal with on their own. Persons who believe they should handle challenges independently would not be influenced to utilize services. Portraying programs and participants in positive ways will affect whether or not individuals feel more inclined to contact organizations (Addiction Research Foundation, 1986; Alcoholism Foundation of Manitoba, N.D.; Braun and Gregson, 1987). Once the impression is conveyed that offerings are relevant to individual situations and concerns, a sense of hope is kindled that their needs can be fulfilled (Newman, 1983).

It is at this point that the question of message congruence becomes relevant (Braun and Gregson, 1987; Fagence, 1977; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Rados, 1981). These authors indicate that the services offered must be in line with the expectations of the target population with respect to what can actually be delivered. If this is not the case, it is unlikely that consumers will be influenced by the messages and thus they will not utilize programs. If they attempt to take advantage of offerings and then discover that the advertised services cannot be delivered, reaching out efforts could be extinguished. The reputations of these associations are also likely to suffer. Since groups cannot appeal to the entire population, it is important to identify the target market and to address the concerns of those

individuals. Messages should clearly communicate the philosophies and purposes of services. Promotional literature should be pretested with a sample of the target population prior to distribution. This assists in content analysis and enables changes to be made in materials, where necessary (Addiction Research Foundation, 1987; Alcoholism Foundation of Manitoba, N.D.; Fagence, 1977; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Nolte and Wilcox, 1984). The points raised in this section are based on the authors' experiences with promotional communications and not on research evidence.

### **3.5.6 Market Segmentation**

Organizations can best make decisions about which sectors of a market to target on the basis of segmentation (Engle et al., 1983; Evans and Berman, 1984; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Rados, 1981). Markets can be segmented demographically, geographically, psychographically or behaviouristically. Psychographics refers to variables such as personality, life-style and social class. Behaviouristics include factors related to the occasions which prompted purchase of products, benefits sought, user status, usage rates, degrees of loyalty to offerings and readiness stages. Buyers seek varying advantages in different types of products and services. Individuals can be users of services, potential users, first time consumers, non-users, or ex-users (Kotler, 1975, 1982; Kotler and McDougall, 1983).

Engle, Evans and Berman, Kotler, McDougall and Rados indicate that efficiency cannot be maintained if associations view the entire market as being equally interested in all services or possessing identical resources. Some individuals will be more responsive to certain offerings than to others. It is not possible to adapt marketing strategies to the unique needs and tastes of all potential consumers. Rather, efficiency is enhanced by searching for groups of people who can be approached as separate segments. Organizations can then direct their efforts toward a few of these targets. Some associations do not practice segmentation (this is termed "undifferentiated marketing"), others involve themselves in concentrated marketing by working with one or two segments, while still others feel that differentiated segmentation is advantageous. This necessitates serving more than two sectors of a population with a different marketing program for each. Rados (1981) notes that, in some cases, it is possible to design one marketing plan and alter specific elements to conform to the individualized needs of several target groups. Segmentation is more efficient because it enables the development of projects which are tailored to the requirements and desires of separate clusters of consumers. Organizations can also devote greater attention to those portions of the population they feel could benefit most from promotional efforts.

Whether or not associations choose to practice undifferentiated marketing, concentrated segmentation or differentiated marketing depends on a number of factors. These include: organizational resources, product or service homogeneity and methods employed by customers who are in competition with them. Whatever segments are drawn, they must be measureable, reachable, accessible to those undertaking marketing programs and substantial enough in size to make it worthwhile to develop separate promotional packages for them. Segmentation allows the concentration of attention on those sectors of a population that particular programs are intended to reach. Failure to segment in this way results in high costs and time, money and resources being wasted in contacts with those who are not members of the target group or those who could derive the least benefit from campaigns (Engle et al., 1983; Evans and Berman, 1984; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Rados, 1981). These authors do not cite research evidence to support their conclusions. Discussions are based on opinions and experiences in the marketing field.

### **3.5.7 Factors Influencing Meaningful Participation**

In order to participate meaningfully in programs, citizens must first be made aware of their existence and then provided with knowledge about services, what they can realistically expect, how projects will benefit them and why they should choose these offerings over others (Burke, 1968;

Fagence, 1977; Glass, 1979; Lauffer, 1984; Rados, 1981). Glass refers to this process as "education" and Fagence indicates that, in order for participation to occur, persons must not only become informed about programs and significant issues, but they must be given the means through which their needs can be communicated. According to Fagence, providing citizens with information is not true participation. Rather, this is the first step in the process. Materials must stimulate interest and involvement on the part of individuals. Personal needs, motivations, educational level and socio-economic status also influence project participation. People must feel they will achieve success in whatever they undertake, as fear of failure and lack of confidence are barriers to participation (Addiction Research Foundation, 1986; Alcoholism Foundation of Manitoba, N.D.; Fagence, 1977). Literature provided to consumers must address these issues if meaningful involvement is to take place. Although sources by Burke, Fagence and Glass deal with participation in the context of planning and large citizens' groups, the points raised can apply to awareness efforts undertaken by all types of organizations. No research evidence is cited to support the conclusions outlined here.

### 3.5.8 Advantages of Organizational Involvement

Related to the foregoing is the fact that organizations should design their outreach efforts to conform to the motivations of members of the target population, and should outline to users the advantages of organizational involvement. Benefits will differ from person to person and from association to association (Addiction Research Foundation, 1986; Alcoholism Foundation of Manitoba, N.D.; Engle et al., 1983; Evans and Berman, 1984; Kotler, 1975, 1982; Kotler and McDougall, 1983; Newman, 1983; Phillips in Schwartz, 1984; Rados, 1981). Fagence (1977), Froland et al. (1981), MacNair (1981) and Phillips (in Schwartz, 1984) discuss this in terms of exchange theory. According to Phillips (Schwartz, p. 319), this theory contends that all interactions are based on costs and what individuals give and receive. To sustain programs, the rewards to participants must exceed or balance these costs. Phillips calls this "equity" and indicates that this principle assists in service evaluation. The relationship between cost and reward motivations is modified by the degree to which the expectations of citizens are met. Projects must identify their users and potential users, the advantages of involvement and the limitations of what can be offered. Phillips notes that the benefits and purposes should be clearly stated, as this results in greater satisfaction on the part of consumers. Failure to do this can build up false hopes in individuals, extinguish reaching out efforts,

generate fear that people will not succeed and create mistrust with respect to future participation opportunities.

MacNair notes that exchanges involve reciprocity, give and take and a strong relationship characterized by reciprocal benefits and rewards (MacNair, 1981, p. 3). In balanced exchanges, each party recognizes that there are rights and obligations to the other, respects each other's roles in decision making, makes joint choices and influences one another. Each also expects to provide tangible contributions and derive mutual benefits. The conclusions drawn in the foregoing sections are based on the opinions of the authors and not on research evidence.

With respect to independent living programs, outreach materials should stress the positive aspects of involvement and the mutual gains for participants and agencies. Disabled persons can benefit in any number of ways which are virtually inexhaustible. These include: increased opportunities to exercise self-determination over their lives, the achievement of greater degrees of independence, chances to fulfill individualized needs or to find answers to questions about IL and community services and to exchange ideas and knowledge with others in similar situations. There are also advantages to independent living organizations. As a result of consumer involvement, centres can broaden their cross-disability perspectives, develop resource pools of persons willing to share their expertise

and accumulate evidence that independent living philosophies and concepts are being accepted. There is an increased need for monetary and non-monetary support for programs. Such data is beneficial to organizations, community groups, government bodies and funders. Contacts with associations can result in mutual benefits for these groups and IL centres, the possibilities for information exchange, liaison activities and the utilization or purchase of one another's services.

As well as devoting attention to benefits, it is also necessary to consider the reasons why consumers and agencies may not wish to involve themselves with IL programs. Although no research support could be located, staff have mentioned the following factors based on experiences with other organizations: fear of the unknown, uncertainty about what to expect, the possibility that outreach efforts could be rebuffed and incidents involving past failures. These elements can influence whether or not individuals with disabilities contact independent living centres. Groups and associations may not realize the mutual benefits of participation, they may be concerned about service duplication and they might perceive themselves as being too busy to distribute IL literature. Other reasons can include: confidentiality issues, wishing to protect their own turf, hesitancy because the IL approach and the centres are relatively new and the feeling that organizational requests could stretch time and resources to the limit.

Associations which are asked to distribute materials could be given information about independent living philosophies, concepts and services and the benefits of involvement with centres. The defrayment of mailing costs, groups offering to facilitate or handle dissemination and increased publicity for associations could be promoted as advantages.

### **3.5.9 Types of Information That Can Be Relayed by Outreach**

Outreach materials can be utilized to relay general information about organizations, thus acquainting users and potential users with the philosophies, goals, overall operations and services. Data about those served and issues of concern can be provided, but it is important that these materials remain current at all times (Fagence, 1977; Lauffer, 1984; League for Human Dignity, 1985; Newman, 1983). Generalized communications offer information, promote interest and awareness and enhance or alter organizational images in the minds of various publics (Engle et al., 1983; Rados, 1981). These materials can include: brochures, newsletters, fact sheets, annual reports or summaries of these, news releases or feature articles (Engle et al., 1983; Fagence, 1977; Lauffer, 1984).

A number of sources believe that reaching out efforts are more effective if messages are tailored to the needs, interests and situations of the target population under study (Addiction Research Foundation, 1986; Alcoholism

Foundation of Manitoba, N.D.; Braun and Gregson, 1987; Engle et al., 1983; Evans and Berman, 1984; Fagence, 1977; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Newman, 1983; Rados, 1981). If different populations are being contacted through promotional campaigns, this calls for various types of publicity geared to the characteristics, motivations and issues of each group. Vignettes, which identify with the experiences of consumers and clearly indicate the range of possible responses to these circumstances, are useful in this regard (Fuchs et al., 1984). At the very least, outreach materials should describe organizations and promotional efforts, indicate the programs offered, note the benefits of participation and create scenarios which depict various consumer situations and possible modes of response. All documents can be humanized and help seeking can be portrayed as constructive, normal and universal (Newman, 1983). Characteristics of warmth, empathy, hopefulness, confidentiality and service accessibility should be conveyed. Braun and Gregson (1987) and Newman (1983) stress the importance of ensuring that negative labels are not employed to describe members of the target population. Rather, these citizens and their circumstances should be discussed in positive and non-threatening ways.

### **3.5.10 Limitations of Outreach Impact**

As previously noted in the introduction, there is literature to indicate that many reaching out ventures, particularly in the mental health field, produce only a one or two percent change in consultation and minimal alteration in target population awareness. In light of this observation, the incremental rise in consumer response rates and participant awareness levels is not surprising. This area will be explored further in later chapters (conversations with Dr. Joe Kaufert, Practicum Committee Member, 1990).

## **3.6 REVIEW OF LITERATURE RELATED TO OUTREACH CATEGORIES**

### **3.6.1 Introduction**

In this section, the writer will review literature related to the four categories of outreach employed in this practicum. These are brochures, newsletter articles, work with media sources, including newspapers, radio and television, and personal contacts. Each of these strategies will be discussed separately, following which some observations will be made about the collective use of these methodologies.

### **3.6.2 Brochures**

Brochures can be employed to convey general information about associations but are more effective if tailored to the needs and circumstances of the target population. Nolte and Wilcox (1984) note that pamphlets can deliver simple

messages that do not require detailed explanations. Prior to preparation, the purposes of these materials should be clearly determined and the necessity for the publicity verified. Questions as to the nature and size of the audience, the types of data required and methods for communicating with these persons should be addressed. It is also necessary to consider such factors as usage and life span, brochure size and format and distribution procedures. These publications should be dramatic and focus on the unique aspects of organizations. Since associations pay for the preparation, printing and dissemination of pamphlets, there is considerable freedom with respect to message content and format. Writing must be simple, brief and understandable and should reflect an awareness of the audience and their information requirements. Sub-headings, illustrations and visual variety are important. Organizational names should be prominently displayed, along with symbols, such as logos. Credibility and professionalism can be projected through these communications (Nolte and Wilcox, 1984; Tedone, 1983). Researching the brochures of other groups can be helpful, and it is essential that realistic time schedules, parameters and budgets be established.

Oaks (1977) indicates that brochures are appealing, enable material to be presented to an extensive audience and offer recipients a permanent record of the contents.

However, this medium requires lengthy preparation time, carries high costs and provides low response rates. Pamphlets are impersonal and, at best, offer a shot gun approach to targeting specific sectors of populations.

### **3.6.3 Newsletters**

The above-mentioned points about the nature and size of the audience, the objectives of the publicity and the structure, content and format of messages also apply to newsletters. These vehicles permit fuller treatment of subjects and can contain articles on the goals and objectives of organizations, areas of concern, accomplishments, services, activity reports, research updates, news about staff and members, suggestions that will assist the membership in various aspects of their daily lives and notices of upcoming events. Profiles of individuals can also be included (Nolte and Wilcox, 1984). Most newsletters are between one and four pages in length and are identifiable at a glance. Distinctive headings should appear throughout the publication. The newsletter title and organizational name, address and symbolism should be placed on the front cover or first page. Factors such as layout, structure, placement of illustrations and number of columns should be considered. These must remain consistent from issue to issue. Paper selection, type face and size, use of headlines, design simplicity and conciseness and length of items are also important. Copy should be interspersed with photos (Nolte

and Wilcox, 1984; Tedone, 1983). Tedone notes that the types of publications produced depend upon organizational goals, the nature of the audience and available finances.

Associations can prepare their publications or submit articles for inclusion in the newsletters of other community groups. If this latter course is followed, it is important to realize that these pieces can be edited. This can affect story content and impact, and organizations relinquish some control of the materials they submit. The dangers of this can be minimized if information is prepared in accordance with the editorial policies of newsletters and if editors are contacted to determine whether or not articles accurately reflect the needs and goals of organizations and the audience. Program descriptions can also be verified for preciseness and misconceptions corrected. Associations can refuse to provide materials in situations where sufficient space has not been granted to include all data relevant to outreach efforts.

According to Lauffer (1984), League for Human Dignity (1985) and Newman (1983), brochures and newsletters are effective promotional tools, particularly when combined with forms of publicity which enable direct contact with consumers. Lauffer indicates that promotion specialists support the efficacy of these vehicles. Conclusions are based on marketing and publicity experiences and not on research evidence.

Newman (1983) surveyed workers in three industrial settings. These individuals had received brochures and newsletters about a new counselling program designed to meet their needs. He found that these sources did increase awareness among employees of the project and how it could assist them. The publicity depicted counsellors as receptive people who could respond to situations in positive ways. Following receipt of pamphlets and newsletters, workers were questioned as to their perceptions of the counsellors. Newman discovered that employees' views of these helpers were synonymous with those portrayed in outreach materials.

It should be noted that the impact of brochures and newsletters in generating consumer contacts to organizations is limited. These vehicles do not permit direct interaction between associations and the target audience and are less effective than those methodologies that allow personal communications between groups and the citizens served. Because of their indirect nature, there is no guarantee that newsletters and brochures will reach those for whom they are intended and this factor is a prohibiter to their utilization. The efficacy of these tools is also difficult to evaluate. Organizations can only measure the numbers of persons who learned about their services through these vehicles and subsequently called for information or intervention. There is no way to assess how many potential

users were exposed to the materials but chose not to contact these associations. These points will be elaborated further in later chapters.

#### **3.6.4 Media Sources**

Work with newspapers, radio and television can be utilized to convey generalized information about organizations. However, messages transmitted through the media are more effective when tailored to the interests, needs and motivations of the target group. Before discussing specifics with respect to newspapers, radio and television, the author will deal with points applicable to all media.

The following paragraphs are based on the marketing, planning and promotional experiences of Fagence (1977), Evans and Berman (1984), Holley and Peltz (1986), Kotler (1975, 1982), Kotler and McDougall (1983), Lauffer (1984), Litwak and Meyer (1974), Nolte and Wilcox (1984), Oaks (1977), Rados (1981) and Tedone (1983).

1. Publicity is unpaid mass communication designed to convey information or ideas, change attitudes and, in some instances, motivate individuals to action. Its functions are performing, persuading and reminding. Publicity has several advantages. It is free to organizations and commands greater credibility than advertising because it appears to be normal news rather than sponsored information. It catches those off guard who might be attempting to avoid

advertising and it arouses greater attention and costs less. This format must be honest, accurate and tailored to the requirements of the media for which it is intended.

In order for these advantages to be realized, a publicity plan should be formulated with objectives specified, responsibilities determined and message elements, as well as appropriate communication channels developed. Decisions about the audience to receive the communications should be based on research and segmentation. Variables such as entity awareness, knowledge and desire are important. Issues related to frequency of message exposure, timing, scheduling and budgeting must be considered. Objectives should be measureable, realistic, achievable and should conform to overall organizational goals. Publicity should be pretested prior to the campaign launch, with revisions executed according to survey results. Following the completion of campaigns, these efforts should be evaluated. Those exposed to messages can be questioned to determine if changes in awareness, attitudes or actions occurred. The number of persons subsequently contacting organizations can be tabulated. In addition, media should be monitored for utilization of materials. If articles or information are not employed, then the contributions of other associations can be studied to determine improvements which can more closely approximate the requirements of publications, radio or television media in the future. Other sophisticated

assessment techniques exist but these are beyond the scope of this research.

Due to the fact that publicity is free in nature, organizations have little control over the final form of this communication, since it is prepared and distributed by media personnel. Although associations write their own press releases, these may be altered by reporters and broadcasters to conform to the needs of the sources utilizing them. Skills are required to prepare materials (Kotler, 1975, 1982; Kotler and McDougall, 1983; Rados, 1981). Organizations may not always have access to individuals who possess this training. Failure to execute the necessary elements in the publicity plan can result in time and money being wasted, and efforts which do not reach the appropriate target audience with messages and communication channels which best meet their needs.

2. When organizing publicity campaigns, promotion groups or media committees can be utilized to plan, implement and evaluate these ventures (Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983). These bodies can be composed of association staff, media personnel, consumers and representatives from community groups, particularly if several organizations are involved. Prior to commencement, these committees should determine their purposes and scope and formulate publicity plans to execute their assigned tasks.

3. Publicity campaigns begin with written news releases which convey generalized information about associations as well as more specific data related to promotional efforts. Although preparation methods for these items differ slightly according to the medium being employed, there are general guidelines. (Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Media releases should open with a short headline designed to capture interest and stimulate individuals to read on. The first two paragraphs should contain the basic elements of the stories being conveyed and should answer the questions "who", "what", "where", "when" and "why". The information should be thought provoking and possess news value. Messages should be clear, easily understood and accurate. Subsequent paragraphs can fill in more details about publicity efforts or the work of associations, but these should be less significant points than those outlined at the beginning. In situations where media releases will be printed or utilized on radio and TV, they are shortened by reporters and broadcasters. The concluding paragraphs are dropped first. Sentences and paragraphs should be short and material should be well written and concise. The objective is to entice media personnel to follow up on releases. Subsequent contacts can take the form of telephone calls, interviews, articles, features on organizations or inclusion of portions of press information in columns and/or on radio and television. Organizational names, contact persons,

addresses and phone numbers should be placed on all pages, with release dates displayed prominently at the top of the first page. Items should be typed double spaced with wide margins. This enables reporters and editors to make notes.

4. An up to date media list with names, addresses and phone numbers of personalities, along with the sources they represent, is essential in assisting organizations to distribute relevant information and cultivate ongoing relationships and contacts with editors, reporters and broadcasters (Holley and Peltz, 1986).

5. News releases should be pretested prior to distribution. Pretesters include: media personnel, members of the target population and persons unfamiliar with organizations preparing these materials. Changes can be made according to survey results. Following the pretest, releases can be mailed to media sources, along with covering letters explaining the purposes of these items and requesting interviews on radio and television or coverage in print. This process should be followed up with phone calls to ascertain whether or not materials were received by the correct persons and to further discuss media publicity (Holley and Peltz, 1986; Nolte and Wilcox, 1984; Tedone, 1983). These contacts provide opportunities to sell organizations and programs to personnel and indicate why requests are important and in the best interests of the media. Without these phone calls, releases could easily be ignored.

6. Promotion specialists in the field endorse the concept of media kits which can be utilized in contacts with press, television and radio personnel (Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983). These packets should contain information about organizations, consumers and general areas of concern. Materials can be prepared in the form of fact sheets, annual reports (or summaries of these), brochures, newsletters, news stories or features written by organizational representatives. Position papers or background articles dealing with the development and operations of associations can be included. Logos, letterhead and other identity symbols can be employed to create lasting images of groups and to capture attention. The kits should be professionally prepared, remain current and be submitted with covering letters explaining the objectives of these vehicles.

7. Those launching publicity campaigns should determine which sources are utilized by members of the target audience and the most efficient methods for reaching these individuals. Time factors and the availability of monetary and non-monetary resources should be taken into account. It is most likely that the listening, viewing and reading habits of the population will differ. Therefore, various newspapers, radio and television stations and programs will have to be tapped. Citizens are more likely to turn on radios and televisions during day time hours. The nature of

organizational offerings and the communications to be conveyed are also influential factors in determining the promotional vehicles to be employed (Evans and Berman, 1984; Fagence, 1977; Holley and Peltz, 1986; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983).

8. In order to stimulate accurate and knowledgeable reporting on the part of media sources, regular information should be offered through credible associations (Fagence, 1977; Holley and Peltz, 1986; Kotler, 1975, 1982; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Credibility can be enhanced if members of the target population are: involved in material preparation and presentation, available for press conferences or interviews, sensitive to the requirements of media personalities and conduct themselves in professional ways. If frequent contact is maintained, ongoing relationships with key people could form, thus enabling these individuals to develop knowledge of associations and their concerns and to report thought provoking and worthwhile issues to the community (Fagence, 1977; Holley and Peltz, 1986; Kotler, 1975, 1982; League for Human Dignity, 1985; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). These liaisons should be built on mutual respect for the abilities of the various parties, professionalism and need sensitivity and should be cultivated and maintained over time (Lauffer, 1984; Nolte

and Wilcox, 1984). Availability, honesty, co-operation and dependability are important. The efforts of reporters can be commended at times when praise is warranted (Tedone, 1983). Most media people struggle to meet deadlines and are overworked and over stimulated by events. Organizations can offer previously prepared articles or publicity, lead reporters to story ideas and work with them to devise the best angles for publicity. Journalists may be putting themselves on the line to deal with associations and groups can make these liaisons worthwhile. Letters of appreciation are important and increase the likelihood of further co-operation with newspaper, radio and television personalities.

In order to raise the consciousness of the public and the target population about organizational activities and pertinent issues, individuals from the media must become aware of these prior to reporting to the community. Ongoing relationships can enhance this process and enable regular data and reactions from associations about relevant concerns to be obtained. In the final analysis however, whether coverage is secured depends upon whether or not materials constitute national or local public interest, the degree of newsworthiness, the requirements of various sources and scheduling, space, time and cost considerations. According to Tedone, newsworthiness is determined by such factors as importance and relevance of items, impact, the magnitude and

oddity of events, whether or not conflict is present and timeliness. Each medium possesses attitudes, interests and styles, and news releases should be tailored to the requirements of individual sources. Human elements, personal characteristics and the number of people affected by happenings are also relevant (Nolte and Wilcox, 1984; Tedone, 1983).

The remainder of this section will be devoted to a discussion of newspapers, radio and television. Points are drawn from the work of Engle et al., (1983), Evans and Berman (1984), Fagence (1977), Holley and Peltz (1986), Kotler (1982), Lauffer (1984), League for Human Dignity (1985), Nolte and Wilcox (1984), Oaks (1977), Rados (1981) and Tedone (1983).

#### **3.6.4.1 Newspapers**

The majority of newspapers carry stories about human service organizations and policy issues about which they are concerned (Lauffer, 1984). These inform the public and shape opinion. Metro papers have supplements on specific days of the week which can include a variety of feature articles on families, life-styles, daily living or organizational involvements (Fagence, 1977; Lauffer, 1984). These can be utilized by associations to communicate valuable information about their activities and issues of importance. Newspapers provide space for community

calendars and public service announcements about special events. Data about associations can be carried in weekly papers, employee bulletins, school and college publications, neighbourhood papers, ethnic publicity and shoppers' guides. Tenants' and organizational newspapers offer similar opportunities. Specialty publications can reach members of the target population more personally than general sources. Organizations can utilize press releases, news stories, editorials, specialized and/or regular columns written by representatives and letters to the editor to convey messages (Holley and Peltz, 1986; Kotler, 1982; Lauffer, 1984; League for Human Dignity, 1985; Nolte and Wilcox, 1984; Tedone, 1983). These vehicles should focus on current or anticipated events, issues of importance to the community, data on activities or people, changes in organizational services or the outcomes of worthwhile happenings. The messages should evoke favourable responses in those who will be exposed to them and should be interesting, well prepared, eye catching and timely. Communications should inform and promote community understanding, but they should be variable in nature or they will not be published more than once. Due to the fact that newspapers are visual media, illustrations, headlines and other visualizations will add appealing dimensions to messages and increase the likelihood that the audience will read them.

Feature articles permit fuller treatment of issues and the work of associations. Since they do not have to be released immediately, they can be retained until such time as sufficient space is available. These materials should be bylined and can be written by individuals from community groups or journalists. In the latter case, story ideas or information are provided. These features may appear once or be serialized. Columns, which are also bylined, can describe programs and issues or offer direct help to those in need (Lauffer, 1984, p. 309). Data for columns and features can be given to newspapers on a regular basis. The League for Human Dignity (1985) suggests that journalists work with organizations to develop ways to increase publicity opportunities.

It is important to note that when articles are compiled by reporters utilizing interview data or written documentation, associations have limited control over the final product. Some reporters encourage phone calls from group representatives to verify the accuracy of materials prior to the release of newspapers. Other editors and journalists do not feel this type of intervention is appropriate. In situations where errors occur, organizations should evaluate the seriousness of these mistakes. Major flaws relating to inaccuracies in data or erroneous assumptions should be corrected, but complaints about minor details should be avoided (Holley and Peltz,

1986; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Letters to the editor can be utilized to deal with these errors, solicit support for organizational accomplishments, explain services and express opinions or ideas about articles which appeared previously in daily or weekly papers. These items are not usually edited, thus ensuring that messages can be accurately communicated to the readership. Letters can also be employed to commend the work of reporters and editors. These vehicles will most likely be printed, so they should be prepared with tact.

A number of authors outline advantages and disadvantages of newspapers (Engle et al., 1983; Holley and Peltz, 1986; Kotler, 1982; Nolte and Wilcox, 1984; Oaks, 1977; Rados, 1981; Tedone, 1983). Positive aspects include: flexibility, timeliness, high readership rates, high acceptance and believability and long copy period. These publications must be bought by consumers and there is greater reader involvement (Rados, 1981). Print also produces greater retention of complex materials than is possible through oral media (Engle et al., 1983). In addition, these vehicles carry a good local market. The chief disadvantages of newspapers relate to their short life span, poor reproduction quality and small pass along rates.

Holley and Peltz (1986), Lauffer (1984, pp. 311-312), Nolte and Wilcox (1984) and Tedone (1983) list several tips which can increase press appeal.

1. It is important to utilize reporters who are interested in the subject matter and to direct press materials to these individuals.
2. Prior to preparing for newspaper interviews, it is necessary to determine the purposes of these sessions, whether or not news stories or feature articles are to be formulated and the other factors involved. It is then essential to devise a list of main points that must be communicated, possible questions and relevant answers and supporting information. These data should be tailored to the advantage of organizations. Statistical facts and figures should be readily available. Those to be involved in the interviews should role play these situations prior to the actual sessions. This enables participants to gain practice in handling circumstances which could arise and discuss issues in non-threatening atmospheres.
3. When submitting columns or features to newspapers, include photographs with captioning. If this is not possible, then words can be used to graphically describe images.
4. Material will be received more positively if it is typed double spaced on eight and half by eleven paper with wide margins. Technical terms should be defined. The rules for writing news releases have been discussed earlier and should be followed.

Indication should be given as to the newspaper sections for which pieces are intended. If prepared copy is utilized, sources and purposes for the information should be noted.

#### **3.6.4.2 Radio**

Radio can be utilized effectively in several ways. Talk shows are particularly valuable for promoting events, expressing opinions and exchanging information on a variety of issues (Holl y and Peltz, 1986, p. 50; Lauffer, 1984, p. 312; Nolte and Wilcox, 1984; Tedone, 1983). In some cases, these programs can motivate people to action. To secure opportunities to appear on these shows, organizations should send news releases and press kits to producers and then follow up with phone calls. Representatives can request air time, indicate the reasons the listening audience would be interested in the issues they wish to present and note that appearances on past talk shows generated listener responses. Once dates and times to participate have been granted, organizational spokespersons can make preparations. This process is similar to that described for newspaper interviews.

Talk shows begin with brief presentations by associational experts, go on to respond to phoned in questions and promote dialogue between callers. These programs will generate greater audience participation if

spokespersons are well prepared, know their facts, are capable of presenting convincing messages in articulate and lively fashion and can communicate clearly and simply. In addition, points should be tailored to the needs of listeners, the pros and cons of issues should be dealt with and speakers should attempt to control the ways in which facts are presented (Holley and Peltz, 1986, p. 53). Talk show appearances can add to the general well-being of organizations and promote understanding of service providers and their programs (Lauffer, 1984, p. 313). This author indicates further that getting on air does not require long term commitments or extensive preparations. Individuals can call talk shows and make their points.

Through interview programs, associations can express opinions on relevant issues, impart information or promote upcoming events. Local people can provide guest editorials or air tapes of special activities or meetings. Thought provoking speakers suggested by associations can also be featured. News releases and pre-recorded or pre-written messages can be broadcast when time permits. If reporters are aware that organizational representatives are available, these persons can provide resource information on issues of mutual importance to themselves and radio stations. Public service announcements are also useful vehicles through which upcoming events or projects can be publicized.

Although accessibility to the air waves is public policy and opportunities for expression are encouraged, radio personnel are not required to give time to particular groups (Lauffer, 1984; Tedone, 1983).

Lauffer, Tedone and Nolte and Wilcox provide format suggestions to assist organizations in utilizing radio.

1. Radio communications should be identified at the top of the first page and on all subsequent pages.
2. It is important to clarify whether or not items are news releases, public service announcements or editorial comments.
3. Messages should be clear and understandable, and announcers should be able to read them without difficulty.
4. Items should be triple spaced and paragraphs should not be carried over from one page to the next.
5. It is important to note that broadcasters and members of the target audience have different tastes with respect to programs and stations. More people will listen to their radios during the day than at night.

According to a number of authors, radio has advantages and disadvantages (Engle et al., 1983; Holley and Peltz, 1986; Kotler, 1982; Nolte and Wilcox, 1984; Oaks, 1977; Rados, 1981; Tedone, 1983). Positive qualities include: mass use, geographic and demographic flexibility, short copy

time, low cost, favourable psychological effect, speed and flexibility. Stations broadcast different programs to appeal to a variety of consumer tastes. Through radio, listeners can retain simple messages with minimum involvement. Less preparation is required by spokespersons for this medium than for television. However, radio provides audio presentation only, has fleeting exposure and its structure for establishing listener ratings may not be standardized.

#### **3.6.4.3 Television**

Television offers additional opportunities for associations to impart information, promote programs or publicize upcoming events or projects. When preparing materials for television, the above-mentioned guidelines for radio can be utilized (Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Since TV is a visual medium, illustrations, photographs and charts can highlight messages (Fagence, 1977; Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Fagence, Nolte and Wilcox and Tedone indicate that the audience is more likely to comprehend and relate to simple messages. However, Engle et al. (1983) note that there is no substantiation that television enables viewers to retain data more effectively than other media. As with radio, phone in shows encourage consumers to respond to questions and issues posed by program hosts or guests. Through the availability of public

access channels, organizations can produce their own shows highlighting their work and areas of concern. Different members of the target audience watch various television channels and this factor should be taken into account when preparing outreach materials.

Several writers outline the advantages and disadvantages of television (Engle et al., 1983; Holley and Peltz, 1986; Kotler, 1982; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983). Positive aspects include: the possibility of combining sight, sound and movement, sense appeal, the fact that the medium commands full target group attention and emotional involvement and television reaches large numbers of people. The cost per viewer is relatively small and the medium offers high geographic and demographic selectivity. Drawbacks are that TV has fleeting exposure, provides no opportunities for interaction with receivers and requires major preparation on the part of participants. Production costs are also high.

#### **3.6.4.4 Additional Points Applicable to Radio and Television**

Some additional points are applicable to radio and television (Holley and Peltz, 1986; Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983).

1. When preparing presentations for radio and television, organizations should state issues

forcefully but remain moderate in tone (Lauffer, p. 317).

2. If several associations are to appear on the same programs, some knowledge of affiliations and issues of concern is necessary. This enables the preparation of statements or positions which are complementary and do not duplicate those of other groups.
3. Other important factors include: maintaining a sense of humour, exercising calmness and control, dressing neatly and avoiding the use of anger.
4. Call in and interview programs offer associations opportunities to communicate messages without editing or paraphrasing. Thus, listeners or viewers are more likely to be exposed to accurate communications, provided these are effectively expressed.
5. Television enables organizations to submit public service announcements for inclusion on community calendars.

#### **3.6.4.5 Limitations of Mass Media Outreach**

Although phone in programs provide opportunities for associations to dialogue with callers and can thus generate some degree of consumer response, the use of mass media has limitations according to Litwak and Meyer (1974). The capacity to reach individuals depends upon the abilities of these people to read, view or listen to communications.

Those most likely to assimilate messages will already be predisposed to them. Media involvement may produce knowledge development but this does not necessarily lead to attitude or behavioural changes. Although mass media has the potential to mobilize large numbers of people who are positively disposed to associations and can be utilized to bolster other outreach methods, the impact of publicity can be misjudged. Assessing changes in awareness, knowledge, perceptions, attitudes and actions following campaigns is not synonymous with the fact that efforts reach vast numbers of individuals. Measuring alterations in attitudinal and behavioural aspects is more effective in determining results. There is the danger of placing too much emphasis on the number of persons contacted (Litwak and Meyer, 1974; Nolte and Wilcox, 1984). Unless promotion projects have been operative for long periods of time, it is unlikely that these efforts will generate high rates of response. Litwak and Meyer note that a major drawback of mass media is its inability to interact with consumers on a face to face basis. This factor influences results. In addition, there are no methods to determine how many citizens were exposed to vehicles but chose not to contact associations for information or intervention. Organizations can only measure the number of persons who assimilated the communications and subsequently called for assistance.

### **3.6.5 Personal Contact Outreach**

#### **3.6.5.1 Introduction**

Personal contact, the final outreach category to be considered in this section, involves reaching out by organizations to users and potential users of services, associations, government bodies and community groups (Engle et al., 1983; Evans and Berman, 1984; Kotler, 1975, 1982; Kotler and McDougall, 1983; Lauffer, 1984; League for Human Dignity, 1985; Nolte and Wilcox, 1984; Oaks, 1977; Rados, 1981; Tedone, 1983).

#### **3.6.5.2 Authors**

According to the above-mentioned authors, personal contacts can take several forms.

Evans and Berman (1984) and Kotler and McDougall (1983) indicate these involvements centre around personal selling and service marketing. Strategies of these types relate to oral presentations with customers or small groups of individuals for the purposes of making sales or promoting services. Personal selling and service marketing work best with concentrated and well defined sectors of target populations. These media permit greater flexibility, can be adapted to the requirements of marketers and customers and involve two way communication flow and dynamic interaction. Those contacted are more likely to purchase products or utilize programs. Immediate feedback can be received with

respect to consumer satisfaction with services and the strengths and weaknesses of various offerings. Personal selling and service marketing can reach small numbers of people at any given time and involve higher costs than mass marketing methodologies. Rados (1981) also mentions personal selling.

Kotler (1975) indicates that personal contacts connote face to face relations between organizational representatives and members of the target audience. Impressions are created by dress, speech and treatment of clients by employees. Kotler points out that the majority of association workers are not trained in the finer points of public relations. If personal contacts are to be successful, this kind of skill development is important. The personal contact function can assume three roles within marketing organizations. These are selling, servicing and monitoring. Selling attempts to locate new clients or to sell programs to existing clientele. Kotler then delineates the advantages of selling which are identical to those noted by Evans and Berman (1984), Kotler and McDougall (1983) and Rados (1981). Servicing relates to "consulting, informing or assisting clients" and has a "direct impact on future patronage and customer satisfaction" among consumers (Kotler, 1975, p. 214). The third personal contact function involves monitoring developments between clients and competitors. New needs not outlined in statistical records and reports can be identified.

In a later edition of the same book (1982), Kotler places personal contact under the banner of public relations. He describes "focus groups" where six to ten people discuss their views of organizational methods for measuring the effectiveness of public relations efforts and the images held by various members of the community. Nolte and Wilcox (1984) also make a case for the utilization of focus groups for identical purposes. According to Kotler (1982), Engle et al (1983) and Oaks (1977), personal contacts also include meetings with relevant publics, members of target populations, associations and media personalities. A number of sources support the value of events to stimulate interest and involvement by users and potential users of services. These gatherings are important in generating media stories as a means of reaching additional consumers. (Engle et al, 1983; Nolte and Wilcox, 1984; Rados, 1981.) Personal appearances and speeches are also forms of face to face interaction, but these are not as intimate or direct as small group sessions or one to one discussions. (Kotler, 1982; Nolte and Wilcox, 1984; Oaks, 1977; Rados, 1981.)

Lauffer (1984) points out that personal contacts are often more effective than mass forms of outreach in selling ideas or services and clarifying programs. Organizational representatives can be evaluated along with the messages they portray. Direct communication with people allows communications to be tailored to the needs and circumstances

of different target audiences and permits mutual learning to occur among consumers and associations. These informal sessions can be followed up with more formal presentations, according to Lauffer. These encompass: lectures, interviews, public forums, panels, seminars and workshops (Lauffer, 1984; Nolte and Wilcox, 1984; Tedone, 1983). Press conferences, speakers' bureaus, speeches, telephone relays, lobbying, displays and coalitions are categorized as direct communications procedures by several sources (Nolte and Wilcox, 1984; Oaks, 1977; Rados, 1981; Tedone, 1983). These methodologies can be utilized in combination and each has advantages and disadvantages. Due to the fact that the majority of these processes are not being employed as outreach vehicles in this practicum, their positive and negative features will not be detailed here. Presentations are being made to departments within a Winnipeg hospital and the author is staffing a display booth in that location, in an attempt to reach consumers with disabilities. These methods are not as effective in generating citizen response because they do not permit direct communication with the target audience. Rather, messages are transmitted through third parties. Numerous transmitter and receiver variables influence whether or not the communications reach the individuals for whom they are intended and the nature of the messages received by these people. This subject will be discussed further at a later point.

The League for Human Dignity, an Independent Living Centre in Lincoln, Nebraska, distributed a marketing plan which mentions several forms of personal contact. These include: formulating ongoing relationships with newspaper reporters, health-care professionals and hospital administrators, presentations at staff meetings of social service agencies and hospitals and promoting working liaisons with associations, churches and seniors' bodies. Self-help groups, small business and industry, service clubs and county boards are also mentioned as contact sources. According to the Marketing Plan, outreach can take several forms: notably telephone communications, personal visits, individual interviews and meeting appearances. All involvements are designed to reach disabled consumers, professionals, organizations, churches and service associations to acquaint them with League offerings. Through these processes, it is hoped that the number of persons and agencies taking advantage of Centre programs and making referrals to the League will increase. No mention is made of vulnerable populations or whether or not any of those reached are in high risk situations.

Newman (1983) discusses personal contact as it relates to an outreach project carried out with employees in three industrial social work settings. All interactions were designed to inform potential participants of the availability of a new counselling program at their places of

employment and how this project could be of assistance. Newman's outreach effort utilized several forms of personal communication. These included: workshops, meetings with external agencies to gain more information about resources for employees and counsellors' involvements in public events. These provided comfortable and non-threatening atmospheres for interaction.

According to the authors discussed in the foregoing paragraphs, personal contact is more effective than mass outreach processes in contacting users and potential users of services, selling ideas or programs, communicating information about the offerings of organizations or establishing resource networks for referral. Moreover, person to person communications are superior to speeches, presentations, panels and other procedures involving work with large groups. In addition to those advantages already noted, personal interactions are not standardized and can be individually adapted to the requirements of the participants. Questions can be asked, commitments, objections and reactions sought and follow up arrangements made. For those target group members who are unaware of their needs, associations can provide assistance in determining desires, selecting options and viable solutions to concerns and evaluating those choices (Litwak and Meyer, 1974; Rados, 1981). These interactions should be humanized as much as possible. Newman (1983) and Tedone (1983) note

that workshops place greater emphasis on audience participation and learning. These provide opportunities for information exchange, dialogue on relevant issues, clarification of communications and obtaining answers to pertinent questions.

Litwak and Meyer (1974), Oaks (1977) and Rados (1981) point out that personal contact facilitates communication of complex materials and assists in correcting message distortions or misunderstandings. Immediate consumer responses and feedback can be obtained and negotiation between the parties is possible (Oaks, 1977). Oaks indicates that person to person interaction is time consuming, particularly if one individual or small groups of receivers are involved, and these sessions cannot be repeated. Methodologies which permit direct information exchange with the target audience are superior to those types of personal contact involving message transmission through third parties. Reasons for this have been outlined and will be discussed further in the intervention section.

### **3.6.6 Outreach Methodologies Utilized in Combination**

This is not to say that brochures, newsletters and media utilization are totally ineffective. These methods generate awareness among the public and the target market. Mass media outreach can be employed in conjunction with personal contact procedures to convey relevant information about

organizations and the services offered. Efficiency is enhanced when communications are tailored to the requirements of citizens for whom reaching out efforts are intended (Braun and Gregson, 1987; Engle et al, 1983; Evans and Berman, 1984; Fagence, 1977; Holley and Peltz, 1986; Lauffer, 1984; League for Human Dignity, 1985; Litwak and Meyer, 1974; Oaks, 1977; Nolte and Wilcox, 1984; Rados, 1981; Tedone, 1983). With the exception of Litwak and Meyer who studied viable linking mechanisms for communities and schools and Newman's research which has already been discussed, conclusions are based on practical experiences in the marketing and planning fields.

In Newman's employee project, the author utilized brochures, posters, company newsletters and various forms of personal contact with workers and outside agencies. Following the communications about the new counselling program, individuals were surveyed to determine the impact of various sources in influencing program use. Newman found that the outreach "appears to have created awareness among the vast majority of employees in the work sites". Results also suggest that, "while mass outreach has been a source of general information..., personal outreach (including word of mouth referrals) is an important variable among the employees seeking help. This is not to suggest that more generalized outreach is not effective. It suggests that there is a need for both" (Newman, 1983, p. 79). Results

indicate that brochures, newsletters, work with media personnel and other impersonal forms of communication should not comprise the bulk of publicity campaigns. Rather, these generalized procedures should be utilized in conjunction with personal contact methodologies.

None of the sources discussed in this literature review mentions work with vulnerable populations or effective ways to reach these citizens. It is possible to speculate that the research and practical evidence concerning the viability of various reaching out vehicles can be generalized to high risk groups. However, these conclusions cannot be drawn with any certainty. Hence, one of the goals of this practicum is to test out these speculations with vulnerable members of the target population.

#### **3.6.6.1 Literature Support for Outreach Methodologies in Combination**

There is literature support for the use of brochures, newsletters, work with media sources and forms of personal contact in combination. The following is a list of the outreach strategies employed by various authors and the ways in which these were combined.

1. Braun and Gregson (1987): pamphlets and company newsletters.
2. Fagence (1977): brochures, newspapers, radio and television.

3. Engle et al (1983): work with media sources and various forms of personal contact.
4. Evans and Berman (1984): work with media sources and various forms of personal contact.
5. Kotler and McDougall (1983): same as Evans and Berman.
6. Kotler (1975, 1982): brochures, newspapers, radio and television and various forms of personal contact.
7. Lauffer (1984): pamphlets, newsletters, newspapers, radio and television and various forms of personal contact.
8. League for Human Dignity (1985): pamphlets, newsletters, newspapers and the development of working relationships with external organizations and reporters. These were cultivated through telephone contacts, personal visits, interviews and meeting presentations.
9. Litwak and Meyer (1974): mass media communications and various forms of personal contact.
10. Newman (1983): Brochures, company newsletters and various personal contact methods. These included: workshops, meetings with consumers and external organizations and participation in company events.
11. Nolte and Wilcox (1984): pamphlets, newsletters and several forms of personal contact.
12. Oaks (1977): brochures, work with newspapers, radio and television and various forms of personal contact.

13. Rados (1981): brochures, newsletters, work with media sources and various forms of personal contact.
14. Tedone (1983): brochures, newsletters, work with newspapers, radio and television and various forms of personal contact.

The number of people responding to personal outreach is difficult to measure accurately. Organizations can only count those individuals who are exposed to the communications and subsequently call for intervention or information. It is impossible to deduce those citizens who hear the outreach messages but choose not to engage in follow up contact.

## Chapter IV

### ORGANIZATIONAL SETTING

#### 4.1 INTRODUCTION

The Independent Living Resource Centre is a self-help, consumer controlled organization established in February, 1984, under the sponsorship of the Mennonite Central Committee and the Manitoba League of the Physically Handicapped. Incorporation occurred in 1985. Through the provision of information, independent living services and opportunities for consumer participation and self-determination, the Centre "enables and promotes the right of people with disabilities to achieve their IL goals, direct the decisions and resources which affect their daily lives" and ensure involvement to the fullest extent possible in community life (ILRC, 1989).

#### 4.2 PRINCIPLES OF INDEPENDENT LIVING CENTRES

Before discussing service provision, it is important to note that the ILRC, though reflecting the unique needs of the community in which it is located, shares a set of common principles with all Canadian independent living centres. These are outlined in the Association's Bylaws (ILRC, 1985) and include the following:

1. Consumer Control: all services and managerial structures are governed by a majority of people with disabilities and/or their parents or guardians (as in cases where individuals require advocates).
2. Consumer Participation: this principle ensures the participation of an informed organizational membership of disabled consumers in the planning, delivery and monitoring of all major programs and activities initiated by the Centre.
3. Cross-disability Constituency: this makes certain that the association will reflect a wide cross section of the disabled community and will attempt to respond to the individualized unmet needs of all potential consumers of service.
4. Community Involvement: this principle advocates for consultation with a broad range of community expertise, thus ensuring an acceptable level of service standards in the development and delivery of ILRC programs.
5. Flexibility: this principle calls for the organization to be responsive to ever changing needs and to avoid duplication of existing services. Efforts are made to fill gaps in current community programs.

The Bylaws also outline a number of Independent Living Resource Centre goals:

1. "The ILRC encourages and enables the self-determination, self-help and full participation of all persons with disabilities in the community".
2. The organization develops and provides "specific independent living, information, training, peer support, individual advocacy and support services" to respond to the unmet needs of disabled citizens and their organizations.
3. The Centre provides information and referral services for individuals, organizations, community groups and government departments "concerned with sharing informational resources and services" to meet the needs of persons with disabilities.
4. The ILRC initiates "research processes, demonstration models and projects related to independent living".
5. Through the development and implementation of public education programs, the Centre promotes independent living concepts and opportunities.

#### **4.3 INDEPENDENT LIVING RESOURCE CENTRE PROGRAMS**

Canadian and American independent living literature and the Canadian Association of Independent Living Centres (of which ILRC is a member) indicate that Centres must provide four essential core programs. These are: Information and Referral, Individual Advocacy, Peer Support and Research and Demonstration Activities. The characteristics and nature of these components differ depending upon available resources

and the unique needs of the communities in which they are located. In addition to the core offerings, the ILRC has developed several other programs. In the following paragraphs, the author will discuss the major components in greater detail.

#### **4.3.1 Information and Referral**

Information and Referral is available to disabled persons, families, friends, organizations, community groups and government departments. Information on a wide range of independent living and disability-related issues can be obtained. These include: housing and accommodations, home modifications and renovations, accessibility of buildings and facilities, transportation, education, personal care resources, family and child rearing, independent living skill development programs, technical devices such as computers, wheelchairs and adapted kitchen equipment, etc. Staff provide individualized research assistance to consumers on areas of concern and referral of persons to agency, community, government and self-help sources in situations where information and/or services are not available at ILRC. Also offered is a resource library containing materials on independent living and disability-related issues, a housing registry, various publications, such as a manual on moving, and other public relations source booklets. Computerized files and database networks have been created to enable the quick retrieval of

information. These resources are constantly being updated and expanded.

#### **4.3.2 Peer Support**

Peer Support provides opportunities for persons with disabilities and family members to share emotional support, life experiences and information on disability-related issues and community resources. Peer support volunteers are available to work with consumers through individual matches, group sessions or on a one time basis. Relationships continue for as long as the parties feel comfortable. Peer Support can assist in any number of areas. These include: knowledge of community resources, adjustment to a new disability, sexuality and relationships, body image and self-esteem, isolation and loneliness, dealing with public attitudes towards disabled people, transition to independent living, pregnancy, handling personality conflicts with personal care attendants and addressing service needs.

#### **4.3.3 Individual Advocacy**

Individual Advocacy assists citizens with disabilities who are experiencing difficulties negotiating with service resources or in other aspects of need fulfillment. Concerns in a variety of areas can be addressed. These include: rights to services, human rights, rights related to tenant, housing and income security issues, social service appeal procedures, etc. Advocacy requests are approached on an

individual basis, depending upon the wishes of consumers, their experiences and abilities to deal with service systems. It may be necessary for staff to act as mediators between disabled persons and providers, assist people to develop and/or enhance advocacy and negotiation skills or, in some instances, to assume advocate roles with program personnel on behalf of citizens. Other methods include: case work referral, utilization of volunteer peer advocates or involving consultants to work directly with participants. Consultation occurs in situations where issues are too complex to resolve in other ways. Independent living skills learning seminars are held to present problem solving models for dealing with service systems, and these sessions provide opportunities for consumers to share experiences with respect to advocacy.

#### **4.3.4 Research and Demonstration Activities**

The ILRC operates a number of research and demonstration projects. Several of these will be described below.

##### **4.3.4.1 Volunteer Work Support**

Consumers are assisted to determine their abilities, interests, skills and goals, trained in the knowledge to participate in volunteer opportunities at ILRC and in the community and matched with volunteer placements suitable to their needs and expertise. Assertiveness training, peer support, information on technical devices and ways to adapt

volunteer work settings are provided. Staff are available to offer individualized support as needed.

#### **4.3.4.2 Other Research Projects**

Other research projects centre around the establishment of unique independent living and housing options for individuals and groups, the creation of a technical devices product display facility and the application of independent living concepts to work with seniors. Research on self managed attendant staff systems and the needs and concerns of ventilator dependent individuals is also taking place.

#### **4.3.4.3 Additional Program Components**

In addition to the core services, the ILRC offers three additional components for consumers.

1. Leisure Education is available to Home Care recipients between the ages of 18 and 65 years who have disabilities and are physically and socially isolated in their homes or other living situations. Participants are assisted to determine their leisure interests and goals and the community resources which can best meet these needs. They are then matched with leisure companions who accompany them to activities until such time as they no longer require this assistance. Skills acquired through this program can be applied to other aspects of life such as volunteer pursuits. Information about leisure

opportunities in the community is provided to all disabled consumers who wish it. Research is currently underway to determine feasible methods and funding sources to expand this project to individuals not in receipt of Home Care Services.

2. Vacation Relief offers physical and emotional support to those disabled persons wishing to go on outings or take short vacations with or without family members. Trained facilitators provide personal care attendant assistance to participants as a central element of the program. Vacation Relief operates only during the summer months.
3. Independent Living Skills Learning seminars assist consumers to develop and enhance life skills such as assertiveness, self direction, relationships, etc. Presented either to groups or individuals depending upon needs, seminars can address a variety of topics. These include: self-confidence and self-image, advocacy, sexuality and relationships, alcohol and drug dependency, self managed attendant staff systems, income security, income tax issues and disability, rights and responsibilities, problem solving models, technical devices, etc. The requirement for various skill areas changes continually and the list of issues addressed is determined by consumer requests. Skills seminars provide opportunities to learn useful techniques and

approaches to independent living. Participants can share ideas and experiences with others in a supportive and growth producing atmosphere.

#### **4.4 ORGANIZATIONAL CONTEXT**

It is important to note that the above-mentioned programs do not exist within a static organizational context. The Independent Living Resource Centre is a dynamic association which is constantly evolving and changing as it responds to new and emerging needs and challenges presented by consumers. There were a number of factors which influenced the course of events during the practicum.

Since its inception, the ILRC has grown rapidly, with the establishment of the core programs outlined in the previous section, as well as several other projects. The Federal Government agreed to provide core funding for a five year period but, as yet, no ongoing monies have been forthcoming from the Province of Manitoba. This has necessitated undertaking other projects which can generate a source of revenue for the organization. Although the period of growth has slowed somewhat over the past year, the ILRC is still heavily involved in research ventures to address new need areas.

Shortly before the commencement of the practicum, core monies were received for the Information and Referral, Peer Support and Individual Advocacy Programs. Information and

Referral was somewhat more established than the other two components due to the earlier receipt of funds and start date. Peer Support and Individual Advocacy were entering redevelopment phases, following periods of inactivity without full time staff in these areas. It was necessary to formulate new program objectives, goals and directions, establish evaluation criteria and set targets with respect to the ideal numbers of consumers that could be served. In addition, potential users of services had to be recruited and discussions on ways to accomplish such recruitment were taking place. Participants were utilizing these programs prior to the commencement of the outreach practicum but the author and the ILRC Board and staff believed that the current project would aid in the location of additional participants. There were some fears that this venture would attract greater numbers of persons than could easily be accommodated by these programs. Hesitations were discussed openly with Board and staff, with the proviso that methods would be devised for dealing with this situation should it arise. As will become clear in later chapters, a small number of consumers responded to the outreach and their needs could easily be addressed by the association.

Despite these hesitations, the organization wished to become more widely known in the community and to develop a higher profile among government bodies, funders, associations and consumers. The Board and the Public

Relations Committee felt the development of new information packages would contribute to the accomplishment of this endeavour. Existing publicity materials were out of date. This was the first time ILRC consciously sought to undertake outreach into the community and to evaluate the results. As literature reviewed earlier indicates, good quality publicity packets would contribute to the success of this venture. The Board of Directors, Public Relations Committee, staff and the author were then faced with the task of deciding exactly how ILRC should be projected in the reaching out materials. Individuals were struggling with questions about the images of the association that would most clearly explain independent living concepts and organizational work and, at the same time, elicit awareness building and positive responses to the outreach messages from consumers, agencies, government bodies and potential funders. Participants in this process, including the consultant hired to assist in the formulation of the information packages, held various views on appropriate organizational images and how these should be communicated. The discussions on brochure development and image that took place are documented in chapter five.

It was this climate of program development, challenge, growth and issues about the most effective ways to convey independent living concepts and association offerings that formed the context for the practicum.

## Chapter V

### PREPARATION OF OUTREACH MATERIALS

#### 5.1 INTRODUCTION

This chapter will describe the process of preparing outreach materials for distribution, including an outline of the strategies employed by the writer and personnel of the Independent Living Resource Centre to make decisions about the nature of the messages to be contained in brochure, newsletter, media and personal contact vehicles. Newsletter articles and inservice presentations were prepared by the author in consultation with her practicum adviser and ILRC program co-ordinators for Information and Referral, Peer Support and Individual Advocacy. These sources provided feedback which assisted in determining the relevance of this publicity to the target audiences and the accuracy of the researcher's portrayal of Centre offerings. Wherever possible, consultation also took place with organizations receiving newsletter pieces and inservices to ensure that these communications were relevant to readers and participants.

In the case of brochure and media outreach, decisions about the nature of messages were brought about through negotiations and consensus building on the part of the

writer, ILRC Board and staff levels and a design consultant hired to assist in revising the Centre's information packages.

In addition to the above-mentioned points, this chapter includes a discussion of the steps undertaken to determine which sources would receive the intervention. Throughout, the student will relate her descriptions to the literature reviewed in chapter three of this report.

The practicum began in November, 1988, with the preparation of outreach materials for distribution, as well as attempts to design criteria to evaluate the intervention. Activities continued until August 31, 1989, at which time monitoring of consumer responses to reaching out processes ceased. The researcher had originally planned to complete this project over a three month period. Due to a number of factors which will be delineated below, preparation of brochures and news releases took much longer than expected.

## **5.2 PREPARATION OF BROCHURES**

### **5.2.1 Introduction**

Prior to project commencement, the ILRC Public Relations Committee, program staff and the author examined the Centre's general information and program pamphlets. From this perusal, it became clear that these pieces were out of date and required revision. The original intention was to prepare a new generic brochure for the practicum discussing the philosophy and goals of the ILRC, the programs offered

and providing situational examples demonstrating an understanding of the circumstances experienced by consumers. A general pamphlet would offer sufficient information to enable those with unfulfilled needs or questions to call the Centre, should they wish to do so. Brochures on the various components of the association would be revised as time and money permitted. The Centre received new Federal funding to support core programs and the Managing Director and Board felt that some of this allocation could be utilized to revise program packets. The Public Relations Committee, in consultation with the Board, made a decision to produce a new generic pamphlet, with accompanying folder and program inserts, and to engage a design consultant to assist in this process. This Committee believed they had insufficient publicity knowledge to undertake this task on their own. Someone with these skills could prepare materials that would raise the organization's profile in the community among consumers, service providers, government officials and potential funders. Organizational image would also be enhanced. A design consultant could impart valuable knowledge of public relations style and processes to Board and staff members. This learning would help these persons to feel more confident about preparing future publicity. Richard Chamberlin of Richard Chamberlin and Associates was hired to produce a complete public relations package.

As part of the practicum design, the writer agreed to prepare all outreach materials she would be utilizing on the project. It was thus important that she assume a central role in formulating the generic brochure. With the assistance of her adviser and the Managing Director, she negotiated an arrangement with Richard that would enable her to design pamphlet drafts for his perusal. He would have input on public relations style, format, layout and visual imagery. These were areas in which the writer believed she had insufficient knowledge, and she appreciated the advice of a consultant. Such a process would contribute to the student's individualized learning goals. Richard was asked not to alter brochure content in any significant way without first discussing this with the author. It was important that the generic pamphlet conform to literature about the preparation of brochures and that discussions of Centre philosophy be congruent with goals and objectives.

Since the writer wished to expedite the process of brochure preparation as much as possible so that she could begin distribution, she was confronted with the desire to act quickly but also to work towards consensus within the organization concerning the nature of the messages to be contained in the generic pamphlet and the entire information package. However, the exercise of reaching agreement on these issues took much longer than expected and the new folders and inserts were not completed until May, 1989.

There are several reasons for this. First, Public relations is a dynamic and somewhat nebulous area. Associations must establish organizational images within communities. These perceptions will alter in response to changing group and consumer needs, the views of personnel, situational factors, adjustments in services or programs, etc. Questions about the nature of the messages conveyed to target audiences and appropriate procedures for transmitting information are relevant to this discussion. Solutions to these dilemmas are in a constant state of flux and are determined by the above-mentioned organizational processes. Once associations become comfortable with their community images, the tasks of devising effective strategies and methodologies to communicate messages to their target groups becomes easier. Association personnel espouse differing views on the foregoing issues and ways of dealing with these opinions must be formulated.

Consensus formation is more difficult to achieve in organizations with multilevel communication structures such as the ILRC. Representatives from committee, Board and staff levels are often directly involved in negotiations to bring about agreement, but information must also filter to those participants who do not attend the negotiation sessions. Members of the Public Relations Committee (including the researcher), the Managing Director and Information Officer (as staff support person to the

Committee) met directly with the design consultant. These individuals had varying opinions about overall themes for the packages, public relations style, format, message content, layout and graphics. Program co-ordinators who designed inserts on their specific areas also held views on these matters. Because this was the first time ILRC had developed professional quality materials for outreach purposes, all parties involved were unsure of the organizational images that should be portrayed, how best to communicate message content to target audiences and the types of information to convey. Individuals were naturally sensitive about these matters and were concerned about the accuracy and relevance of all publicity. Within this context, the Board, the Public Relations Committee, the Managing Director, the writer and the consultant worked to develop consensus on the information packages. The author attempted to facilitate the progression of this process through a series of steps.

### **5.2.2 Steps in the Consensus Process**

1. During the month of December, 1988, the student began preparing drafts of a generic brochure outlining ILRC philosophy and goals, describing Centre programs and depicting examples of situations experienced by consumers. The drafting commenced prior to the decision that the generic pamphlet should be part of the revised information packages.

2. In December, a series of meetings was organized, with the design consultant, members of the Public Relations Committee, the Managing Director and Information Officer in attendance. During these sessions, ILRC representatives acquainted Richard Chamberlin with Centre philosophy and goals and participants brainstormed on possible style, content, format, layout and visual imagery for the information packages. They examined several formats and, through consensus, agreed on the concept of a folder with a philosophical statement on the inside cover and accompanying inserts. This would enable individual brochures to be revised or added, without revamping the entire publicity packet. Richard indicated he felt the packages should be part of an overall marketing plan for the ILRC. Continuity of material would be enhanced if a centralized theme or phrase appeared on the folder, with accompanying sub-themes on each insert. Those in attendance spent considerable time discussing thematic ideas. Differing views were expressed, as well as some uncertainty as to which themes would most accurately reflect the essence of ILRC. Lists of choices were developed and participants gradually narrowed these down until a consensus was reached on the overall slogan of Building Independent Life-Styles. Achieving Independent Life-Styles was chosen as the theme for the generic pamphlet. Richard Chamberlin indicated he would prepare a draft layout for the information packages.

3. The writer continued to refine drafts of the generic brochure. She received feedback from the Public Relations Committee Chairperson, the Managing Director, an ILRC staff person with creative writing experience, her practicum adviser and the design consultant. Her first drafts were too lengthy and were written in academic style rather than in public relations format. Richard indicated that public relations style employs headings which are eye catching, short sentences and phrases which are designed to capture the attention of readers. The researcher attempted to make refinements based on the comments of these individuals. She pretested the brochure with several community organizations known to ILRC. Feedback was received from the Coalition of Provincial Organizations of the Handicapped, E-Quality Employment, Reaching Out Employment Services and the Manitoba League of the Physically Handicapped. The Association for Community Living and the Canadian Paraplegic Association did not respond. Pretest groups were asked questions about the nature of the messages communicated, whether or not they would feel inclined to utilize ILRC after reading the material and about pamphlet content, format and tone. Suggestions were sought as to how the pretest draft could be altered to make it more attractive to consumers and organizations (see Appendix B for a copy of the pretest kit). Comments from those associations which responded indicated positive views of ILRC, that they would utilize organizational offerings and that the material was

generally attractive to consumers. Suggestions were made as to format, layout and minor content changes. Based on this feedback, the author made further draft refinements.

4. In January, 1989, the design consultant submitted layouts for the perusal of organizational representatives. These drafts were taken to staff by the Managing Director for examination. This process took until the end of January to complete. The practicum adviser and Managing Director met with the researcher to ensure that she had control of the content and format of the generic brochure. The adviser was concerned that the design consultant was too heavily involved in the process and that the student did not have the opportunity to prepare materials as an independent piece of practice. The Managing Director perceived no difficulties in allowing the author to work independently. He indicated it was necessary to receive feedback to ensure that her pamphlet was congruent with program inserts being formulated by staff.

5. During January, the writer continued to obtain comments on brochure drafts from the Managing Director, the Public Relations Chairperson, ILRC staff and members of the practicum committee. In some cases, feedback from various individuals differed with respect to content, format, layout, program descriptions, situational material, etc. The researcher was faced with the task of deciding what to incorporate into the redrafting process and that which

should be ignored. She decided what items to include based on literature on brochure preparation reviewed earlier, as well as the above-mentioned comments. The writer found this process somewhat frustrating, as she sometimes felt she had to assimilate all the feedback in order to satisfy everyone. In retrospect, she could have taken a firmer stand on pamphlet content, thus asserting a greater degree of control over the process.

6. In February, the author continued her efforts to move the organization towards consensus on brochure preparation by facilitating meetings with the parties involved. With the assistance of ILRC participants, Richard drafted a structure to be followed for the preparation of the general pamphlet and program inserts. This included: space for visual imagery, situational illustrations and/or program descriptions, a place for the name and address of the organization and the Centre logo. Inserts would be laid out in column format. Decisions were also made about the structural elements to be incorporated into the generic pamphlet. The brochure would begin with the presentation of realistic circumstances experienced by potential consumers, followed by a philosophical statement of the essence of ILRC. Options for addressing the above-mentioned situations would be outlined, along with the range of choices available at the Centre for meeting citizen needs. Programs would be listed and the address and telephone number of ILRC given.

Space would be provided for the organizational logo. Richard believed that all inserts should utilize identical visual images of people engaged in daily activities, as this would offer a unifying effect. The pictures would be arranged in a different order on each insert. Discussions also took place on a mission or philosophical statement for the inside cover of the folder. Final decisions on the content of this draft were not made at this point. Program co-ordinators began preparation of inserts on their respective areas according to previously agreed upon structural elements.

7. During February, the student continued the process of redrafting the generic brochure. The frustrations she had experienced in January were present and she did communicate these feelings to those offering comments on her drafts. Again, she could have taken a firmer stand, indicating what material she could alter and which information could not be changed. One of her drafts was revised by the design consultant and included some statements which were not congruent with the philosophical elements she believed ILRC representatives had communicated to him. At this point, the writer realized that Richard had slightly different views on the Centre's philosophy and that participants held differing perceptions of public relations and communication style. She worked with Richard to correct his philosophical misconceptions and asked that he not alter significantly the

statements contained in the generic brochure, without verifying these changes with her. The consultant honoured this request.

8. In March, the process of developing program inserts continued and discussions began on the collage of images for the folder and inserts. Richard made a presentation to the Board and received approval for the concept of the folder and inserts. Some input on visual imagery was also provided.

9. In March, the researcher negotiated agreement with the Public Relations Chairperson and Managing Director on: the situational illustrations to be contained in the generic pamphlet, a brief statement describing ILRC, options for dealing with the circumstances presented, a list of programs and an invitation for consumers to call for assistance in meeting needs. Brochure content was congruent with existing literature. Lists of ILRC offerings identical to those on the general pamphlet would appear on each insert. The author submitted her final draft to the design consultant and he made some minor alterations in sentence structure and grammatical elements. The nature of the messages conveyed and the philosophical statements remained intact.

10. In April, final selection on the imagery was made by the design consultant and Centre representatives. Drafting of program inserts was completed and submitted to the

consultant for final changes with respect to style, sentence structure and grammar. Following these revisions, all inserts and the folder were returned for final perusal and approval by the Public Relations Committee, the Managing Director and staff. The material was then resubmitted to the consultant for type setting and negotiations with the printer.

11. On May 1, the completed packages were returned to the Centre and the writer distributed the generic pamphlet to target organizations.

### **5.2.3 Analysis of the Brochure Preparation Process**

In retrospect, the writer learned a great deal from this lengthy process. She came to appreciate the simplicity of public relations style and how this differs from academic writing. Important data was gleaned about format, layout, content and graphics which could be utilized in preparing outreach publicity. She heard differing perceptions of the nature of reaching out communications and participated in the process of coming to consensus on how information could be conveyed to consumers in ways which would stimulate them to pay attention. The complexity of organizational decision-making was brought home to her as she and other personnel attempted to facilitate meetings between the various ILRC levels and the design consultant to reach agreement on central issues in the preparation of the packages.

She realized that several factors accounted for the delays and the lengthy nature of the consensus formation process. First, in order to complete the project within a reasonable time period, the writer wished to facilitate task completion. However, three of the core programs were in formative stages of development and staff were establishing overall objectives, goals and directions for their areas. It was not an ideal time to formulate public relations materials.

Second, the student's own learning tasks contributed to the delay. Her first drafts of the generic brochure were too lengthy and contained situational examples and program descriptions which required refinement prior to inclusion in a pamphlet. She had to acquire skills in public relations style in order to write suitable material and resolve questions about the nature of messages to be communicated to the target populations. She produced drafts and revised these on the basis of feedback received from numerous individuals. This series of events took time and progressed more slowly than expected.

Third, at times, the author was too heavily oriented towards task completion and could have dealt more expeditiously with process issues. Her own frustrations, no doubt, hampered her abilities to facilitate this. Participants wanted to ensure that messages were conveyed in ways that would reach consumers, communicate an

identification with their situations and stimulate them to respond. Questions about organizational imagery and sensitivity to methods of depicting programs and circumstances were present and these could have been acknowledged and dealt with more openly by the author.

As with the majority of public relations exercises, the project did not generate firm answers on which outreach messages were most effective in reaching consumer populations. This is due to the changing nature of publicity and the fact that there are no ideal solutions to these communication issues. Associations generate their own procedures for dealing with public relations dilemmas and these will alter in light of organizational dynamics, changing client needs, situational variables, adjustments in services, etc. The practicum provided a basis for further exploration of these areas and continued discussion about image and decision-making structures. In future, the ILRC and other associations conducting outreach ventures will be faced with identical questions and the necessity of building consensus to facilitate task completion. It is hoped that the process may be somewhat less arduous.

There are no ideal methods which can be implemented to ensure that this is the case. One possible solution to facilitate negotiation and consensus building on outreach materials of this nature would involve the establishment of a publicity sub-committee of the Public Relations Committee.

This body would be composed of public relations specialists who had been educated and sensitized about IL philosophies and concepts, staff and Board representatives and consumers. These individuals could oversee the preparation of publicity packages and the approval of initial drafts. This would decrease the volume of information communicated between the various organizational levels, facilitate the transmission of data through the Board of Directors, committees and staff and promote negotiation and consensus building. In the opinion of the author, it is still vital that all components of the association be an integral part of the process. The sub-committee could expedite information flow, ensure that relevant persons and groups are involved and communicate the belief that all parties are equal partners in the effort to grapple with issues and respond to emerging publicity challenges.

### **5.3 PREPARATION OF NEWSLETTER OUTREACH**

Between February and April, 1989, the writer prepared articles on the ILRC for the following newsletters:

1. Manitoba Social Worker, The Manitoba Association of Social Workers.
2. Muscular Dystrophy Association Newsletter, Muscular Dystrophy Association.
3. Ups and Downs, The Stroke Association of Manitoba.

4. The College of Physicians and Surgeons Newsletter,  
College of Physicians and Surgeons of Manitoba.

Decisions to prepare pieces for the first three newsletters were taken simultaneously with choices about which organizations should receive outreach materials. With respect to the College of Physicians and Surgeons, this vehicle was selected only after other avenues had been explored.

Due to the fact that a member of the writer's practicum committee knew a contact person with the Association of Family Medicine, it was decided to check out this organization first. In addition, it was also felt that a number of individuals in the general population visited family clinics and some of these individuals might be people with disabilities. It was important for physicians to be attuned to the needs of disabled citizens. If these professionals were to integrate consumer and independent living philosophies and concepts into their work, knowledge of IL and the local Centre as a resource was vital. Physicians would be in a better position to make appropriate referrals to ILRC.

In order to determine how to access family physicians, the author contacted a member of the Faculty (Department of Family Medicine) at the University of Manitoba. This individual indicated that a bulletin was distributed to the U of M Medical Faculty and there was a National Journal of

Family Medicine. The writer felt that outreach which targeted Faculty members was too narrow in scope, while a national journal was not an appropriate vehicle to reach Manitoba physicians. There were two additional sources through which to publicize ILRC. These were the Manitoba Chapter of the College of Family Medicine and the Manitoba Medical Association.

In March, the author telephoned the President of the Manitoba Chapter of the College of Family Physicians. He indicated that the next issue of the newsletter would be published in June, 1989, but he could not guarantee space for an article. At the time, the researcher believed the intervention phase would be completed by June, so that a piece printed then would be too late to have any impact on the project.

Contact was made with the Manitoba Medical Association. The newsletter editor advised that space was at a premium. Any article submitted could be only eight lines in length. This was insufficient to describe ILRC, outline programs or provide information about how persons could contact the Centre. It was suggested that the author telephone the College of Physicians and Surgeons. The writer called the College and was informed that approximately half a page of space was available in the May issue of the newsletter. This would enable a fuller portrayal of the Centre.

The four newsletter pieces on ILRC were prepared in accordance with the literature on outreach reviewed earlier. Within the confines of space, write-ups contained: an overview of the association's philosophy and goals, discussion of organizational mandate and funding sources, an outline of programs and the inclusion of situational examples. Publicity was written from the point of view of the audience who would be reading each article. In the case of social workers and physicians, illustrations relevant to their professions were utilized. Readers were encouraged to convey information to patients/clients. Pieces for Ups and Downs and The Muscular Dystrophy Association Newsletter were prepared for disabled consumers, friends and family members. Organizational representatives were contacted to ensure that situational examples would be relevant to their target populations.

With respect to the Stroke Association of Manitoba and the College of Physicians and Surgeons, space was at a premium. This made the task of writing pieces which incorporated all relevant points more difficult. Only a few Centre programs with accompanying illustrations could be included. Focus was placed on the core offerings, since these were key Centre elements and were seeking additional consumers.

All newsletter pieces were formulated in consultation with the researcher's primary adviser, who provided feedback

and suggested changes. Since he was a member of the Social Work profession, the writer believed he could offer valuable assistance in depicting publicity in terminology familiar to the discipline and incorporating relevant illustrations. ILRC program personnel were consulted to ensure that descriptions of key components were realistic. In many cases, articles had to be prepared within very short time periods. These constraints made it impossible to involve the Public Relations Committee, the Managing Director and other staff. Material was not pretested due to time limitations. In addition, there were difficulties locating pretesters with similar characteristics to the target audiences (see Appendix D for copies of newsletter pieces sent to organizations and those which were printed). These will be analyzed in a later chapter.

## **5.4 PREPARATION OF MEDIA OUTREACH**

### **5.4.1 Introduction**

During the months of May, June and early July, the writer prepared media outreach, including news releases and accompanying covering letters, for distribution to newspapers, radio and television stations. Prior to this, she was involved in background work. She met with Susan Hart-Kulbaba of the Manitoba Federation of Labour, who has experience in mass-voice media. Susan and the writer discussed points to be considered when preparing for interviews and how to handle difficult questions posed by media personnel. She also explored the above-mentioned

areas with her practicum adviser. She perused relevant articles on the formulation of press materials and techniques for media interviewing. The majority of these references have been presented in the literature review. One piece could not be placed in the bibliography due to difficulties in locating an author and other publication data.

#### **5.4.2 Steps in Preparing Media Releases**

Media releases were prepared utilizing the following steps:

1. In accordance with literature which states that media outreach should be built around centralized themes, the writer decided to focus on three of the Centre's core programs, namely, Peer Support, Individual Advocacy and Information and Referral. These areas were expanding due to the receipt of monies from the Federal Department of Health and Welfare and were attractive to consumers. Additional participants could also be accommodated. The decision about themes was made in consultation with the ILRC Board of Directors, the Public Relations Committee, the Managing Director and staff representatives.

2. In May, the researcher began preparing drafts of a media release and accompanying covering letters. The above-mentioned Centre personnel perused these items. Some revisions were made on the basis of comments provided by these individuals. The Managing Director advised the

student to pretest the materials with media representatives, indicating that his knowledge of this area was limited. The practicum committee supported this recommendation.

3. In May, the author pretested the media release and covering letter with three persons working in the field. One individual had been involved with newspapers, another was the editor of an agricultural magazine and a third was employed by a radio station. The pretest kit contained the above-mentioned drafts and a form which asked participants for comments on various aspects of the materials. These included: content, style and format, newsworthiness, whether or not the release dealt with the key questions of "who", "what", "where", "when" and "why" and if information would generate enough interest among these individuals to prompt them to undertake follow-up. Feedback was also sought on how the publicity could be changed to increase the likelihood that it would be read by persons receiving it (see Appendix E for a copy of the pretest kit). Comments from the pretesters supported literature on the preparation of news releases which was reviewed earlier. Material should be clear and concise, paragraphs and sentences brief and a lead paragraph giving essential information should be followed by data which expands on the points raised in the opening statements. Releases should be designed to capture interest and covering letters should be personalized. Pretester comments pointed out sections of the material

which were unclear, suggested slight changes in wording which would improve the overall impact of the messages and indicated that one or two contact names should appear at the top of the release. Feedback on content, format and layout was also offered. Based on the above-mentioned input, the researcher made further refinements to the news release and covering letters.

4. During May and June, the researcher continued to make refinements to the media information and compile a list of newspaper reporters and radio and television personalities to whom the material could be sent. She sought further feedback from the Public Relations Committee Chairperson, ILRC staff with creative writing experience and the Managing Director on the news release and covering letter. She placed these items in the Managing Director's mailbox with a note requesting comments. He was extremely busy at this juncture and no feedback was received from him. The writer believed this silence signified agreement with the nature of the materials and prepared for distribution of what she hoped would be the final drafts. Copies of these items were provided to the Managing Director.

5. On June 15, he indicated he had some concerns about some aspects of the material but could not discuss it until a later point because he was leaving town.

6. The researcher attended a meeting of the Public Relations Committee to raise some of the issues regarding the media publicity. She was referred back to the Managing Director to explore the concerns he put forward.

7. She met with him several times during the last week in June to deal with the press material. He was concerned about some aspects of wording. For example, the student had referred to the outreach venture as a "campaign". He felt the term signified a fund raising program. A compromise was negotiated and the reaching out project was called a "promotional effort". Other alterations in sentence structure were agreed upon through discussion to improve clarity of presentation. He concurred with the overall messages being conveyed, format and layout. As a result of these meetings, the writer realized she had spent insufficient time with staff acquainting them as to the purposes of the press materials and how media outreach was to be conducted. She had written memos explaining these aspects but had not attended a weekly staff session to clarify points or to answer questions. Some personnel felt that names of the co-ordinators of the Peer Support, Individual Advocacy and Information and Referral Programs should appear on the media release as contacts, in addition to the writer. The author pointed out the feedback received from pretesters. This indicated that media representatives following up on information found it more expedient to speak

with one or two organizational contacts. She noted that she would not compromise on this aspect and that a decision needed to be made on the persons' names to be placed on the media release.

8. The Program Development Co-ordinator felt it would be valuable for the writer to meet with an ILRC summer student studying communications at Red River Community College. She had some experience in preparing publicity materials. Another project employee had written media releases on the Vacation Relief Program which were well received by newspaper, radio and television personalities. This individual also attended the sessions which were held in late June and early July. The researcher explained her frustration with the lengthy nature of the preparation process and her wish to reach a consensus on the final version as quickly as possible. Covering letters were deemed acceptable. The summer students proposed changes in wording to improve presentation clarity. The nature of the messages remained unaltered. It should be noted that the writer concurred with some of the suggestions but disagreed with others. She indicated issues on which she was willing to compromise and those on which she would not alter her position. These choices were based on comments of media pretesters. Through negotiation and discussion, agreement on a final version of the news release was reached in early July. This item was typed and prepared for distribution. Covering letters had been completed at an earlier point.

### **5.4.3 Content of Covering Letter and Media Release**

The letter to the media offered a one sentence description of ILRC. It mentioned that the Centre was launching a promotional effort to acquaint disabled persons, friends and family members with programs and indicated that the target population was part of the reading, listening or viewing audience. Requests for time on radio and television programs or newspaper interviews were then made. Some newspapers were asked to print the enclosed media release. The letter provided a contact person who could be reached for further information and indicated that the writer would phone the media representatives to discuss the press material further. In accordance with literature reviewed earlier, the letters were addressed to specific individuals, thus making follow-up easier. This also facilitated the consideration of requests by the appropriate media personnel.

Media releases provided a short description of the ILRC and the overall goal of the organization, explained the promotional effort and outlined the key aspects of the Peer Support, Individual Advocacy and Information and Referral Programs. Situational examples were given and a brief list of other Centre components delineated. The release ended by giving the names and telephone numbers of the writer and the Information Officer as contacts for follow-up (see Appendix F for copies of the covering letter and news release).

#### **5.4.4 Factors Explaining the Media Preparation Process**

In the opinion of the researcher, the reasons and factors accounting for delays in brochure preparation are relevant to the lengthy process required to formulate media publicity for distribution. Numerous individuals were involved in providing feedback to the author on media vehicles and these persons espoused differing views in accordance with previous experience. Those offering comments included: three pretesters, the Public Relations Committee, the Managing Director, ILRC staff, summer students and the practicum Committee. The author's dual roles as Committee and Board member and researcher had an impact on the preparation process. Communication channels differ for information conveyed through Board and Committees and that transmitted between staff members. As much as possible, she attempted to ensure that written and verbal data was funneled through the various organizational levels. In one instance, she received approval from the Public Relations Committee to proceed with the preparation and distribution of a final version of the media release. However, she had neglected to clearly articulate to staff the purposes of the outreach, planned follow-up activities or to clarify decisions about the contact names to appear on the release and covering letters. This situation was rectified through meetings with the Managing Director and other personnel prior to the conclusion of the distribution phase.

For the most part, issues were discussed through open communication, negotiation and compromise between organizational levels. Again, the researcher felt she placed too much emphasis on task issues to the detriment of process concerns. She stated her positions more clearly with respect to views on media outreach than she had when preparing brochures and was firmer in noting which circumstances were open to compromise. Reasons for her opinions were given. With respect to media preparation, the practicum did not generate clear solutions about which messages were most effective in reaching consumer populations. Public relations dilemmas have no answers but form the basis for further exploration of relevant issues such as: the nature of reaching out communications and questions about organizational imagery and decision-making structures. The author reiterates the view that one possible method to facilitate the negotiation and consensus building process on reaching out materials would involve the establishment of a publicity sub-committee of the Public Relations Committee. This body would oversee the preparation of media communications. The reasons for its formation have already been noted in an earlier section of this chapter so will not be repeated here.

## **5.5 PREPARATION OF PERSONAL CONTACT OUTREACH**

### **5.5.1 Introduction**

Personal contact outreach was limited primarily to inservices on ILRC provided to various disciplines within the Rehabilitation Hospital and the Health Sciences Centre. Limitations of this kind were imposed so that reaching out could be conducted in greater depth than would otherwise have been possible. In addition, time considerations were a factor. Had the writer chosen to contact all the organizations on her original list of sources, outreach would have been superficial and the impact more difficult to measure.

### **5.5.2 Steps in the Preparation of Personal Contact Outreach**

Personal contact outreach was undertaken utilizing several steps.

Since the writer was unsure of how to reach the major disciplines within the Rehabilitation Hospital and Health Sciences Centre, she telephoned the Director of Social Work requesting a meeting with members of the Department who worked in the Rehab. The practicum adviser had suggested that she begin with social work, since that was her profession. A meeting with Rehab. social workers was held in late March, 1989, to discuss techniques for reaching social workers, nurses, occupational therapists, physiotherapists and physicians within the Rehab. and the

Health Sciences Centre. Those present indicated they would pass information about ILRC along to other social workers, in the Rehab. and requested brochures to give to consumers upon discharge from this facility. They felt that each discipline should be approached separately with offers to provide inservices. It was also believed that the writer could prepare an article for the Health Sciences Centre newspaper. The author later contacted the Public Relations Co-ordinator to check out this possibility. She was told that articles on employees or disciplines within the Health Sciences Centre were accepted for publication and that contributions from organizations outside this facility were not considered. Staff writers prepared all submissions to ensure high quality and standards for the newspaper. This was clearly not a viable option for the current project. The Rehab. social workers also told the writer about a display booth located within the main Health Sciences complex and that associations could book that space to sell items or display their work.

Following the meeting with the Rehab. social workers, the researcher contacted representatives from a variety of disciplines during the month of April. She requested time to provide inservices to departmental staff and discussed with most contacts the types of situations with which they were confronted. This was to enable her to utilize examples relevant to the professionals who would be attending the

various presentations. Time did not permit her to discuss illustrations with the occupational therapy department. This necessitated that she check out the relevance of situations with participants during the inservice, and this made preparation more difficult. The following contacts to arrange inservices were undertaken:

1. Occupational Therapy: Ms. Marg Faber, Assistant Director.
2. Nursing: Ms. Joyce Neville, Nursing Supervisor, Rehab-Respiratory, Rehab. Hospital. Ms. Bev Davis, Inservice Nurse, Rehab-Respiratory.
3. Physiotherapy: Ms. Mary Cechetto, Director.
4. Physiotherapy: Dr. Carol Myles-Tapping, Physiotherapy Research Scientist. The writer met with Dr. Myles-Tapping to gain a clearer understanding of the structure of the Physiotherapy Department and the Rehab. Hospital.
5. The writer also met with Dr. Ron Bowie, School of Medical Rehabilitation, to further discuss the structure of the Rehab. and the Health Sciences Centre.
6. The writer had contact with Ms. Joan Sims, an Occupational Therapist within the Rehab. Hospital. Joan organized a support group for persons with limb amputations, and the author offered to give these individuals information about Centre programs. The

invitation was accepted and the writer met with 12 members of this support group.

7. The writer attempted several times to establish contact with physicians in the Rehab. Members of the above-mentioned disciplines indicated they did not know how to reach doctors, and even some physicians admitted this was a difficult task. For these reasons, medical personnel could not be contacted. This was unfortunate, as the writer believes that it is important for physicians to be aware of the needs of persons with disabilities and organizations such as ILRC which are available to address concerns. Publicity secured in the College of Physicians and Surgeons newsletter was insufficient to provide a thorough understanding of the Centre and its offerings.

The writer assembled material for inservice presentations during April and May, 1989. Content was based on points about outreach previously outlined in the literature. Sessions were tailored to the professionals or consumers in the target audience, and incorporated an overview of ILRC and its philosophy and goals, a discussion of the organization's mandate and the ways in which the IL model complements and differs from the health care structure. A delineation of major program components was provided. The benefits of consumer participation in the Centre were noted

and those present were asked to convey information to patients with needs that could possibly be fulfilled by ILRC. Examples relevant to the target audience were integrated into each inservice. Program personnel were consulted to ensure that discussions of key components were realistic. However, for the reasons outlined in the foregoing section, the Public Relations Committee, the Managing Director and other staff were not involved in presentation preparation. An analysis of these sessions will be undertaken in later chapters.

The author was able to book time in the Health Sciences complex display booth for early June. This provided additional opportunities for outreach intervention within the hospital, as employees would be able to learn more about the Centre and to obtain brochures, ILRC newsletters, etc.

## **5.6 ORGANIZATIONS SELECTED FOR RECEIPT OF OUTREACH INTERVENTION**

### **5.6.1 Introduction**

Prior to undertaking the current project, the writer had perused the Social Planning Council's Manual of Social Services to select possible targets for receipt of outreach intervention. From this document, she made a list of over 50 organizations. These included: those providing disability-specific services, self-help groups meeting the needs of persons with disabilities, community associations offering generic services to the Winnipeg-based population,

counselling centres, hospitals and inner city business and residents groups. The inner city organizations were listed because of the writer's intention to reach vulnerable members of the target population residing in Winnipeg's core. The writer attempted to narrow down her original list by telephoning each association to determine mandate and whether or not disabled people were likely to utilize services. Despite this, the list was still too large for easy manageability. Targeting 50 groups would have resulted in superficial outreach, the impact of which would have been impossible to measure.

On the basis of feedback from ILRC staff (including the Information Officer who has liaisons with a number of sources) and the practicum Committee, the author was assisted in categorizing organizations and making decisions about those which were to receive combinations of brochure, newsletter and personal contact outreach.

#### **5.6.2 Final List of Target Organizations**

The final list of target organizations included the following:

1. Professional Association: The Manitoba Association of Social Workers, (MASW). This Association was chosen because of the fact that many professionals came into contact with disabled persons and/or their families in their daily practice. Those workers who

did not have members of these target groups as clients at the time of the project might meet them at a future point. The author believed that an article would acquaint readers with some of the needs and issues of concern to people with disabilities and their families. MASW published a monthly newsletter which was distributed to over 200 social workers and the researcher could prepare a piece on ILRC for submission to this vehicle. The Manitoba Institute of Registered Social Workers was also contacted. This source was later ruled out because no regular newsletter was published. In addition, the Institute had fewer members than did MASW.

2. Hospital: The Rehabilitation Hospital and the Health Sciences Centre. These facilities were selected on the basis of comments received from consumers of ILRC who had been patients. It was their feeling that some staff were unaware of the needs of persons with disabilities. In addition, the Rehabilitation Hospital has contact with newly disabled citizens who have not yet dealt with the traditional rehabilitation structure. The writer believed that these potential consumers could benefit from information about an organization with an operating model different from the medical or service paradigms.

3. One medical-related association: The Association of Family Medicine. A choice to target this organization was made because the author believed that a large sector of the population, including those with disabilities, visit family clinics or general practitioners. It was important for these physicians to be made aware of the needs of disabled citizens. Upon further examination, the author learned that submitting an article for the Association's newsletter was not practical. Distributing brochures to all members of this group was also impossible, and breaking down the mailing list so that only Winnipeg-based physicians received publicity proved problematic. The College of Physicians and Surgeons Newsletter was eventually targeted because this publication reached over 2000 doctors and gaining access to it was relatively easy.
4. Student Counselling Centres at the Universities of Manitoba and Winnipeg, Resource Centre for Handicapped Students (Red River Community College.) Special Programs Office (Student Affairs, University of Manitoba) carries major responsibility for assisting students with disabilities to meet their needs. The above-mentioned sources were chosen because personnel could distribute brochures on ILRC to disabled students who came into their offices. These facilities did not publish newsletters.

5. Psychological Services Centre and Interfaith Pastoral Institute are located close to the student counselling centres at the U. of M. and U. of W. respectively. The writer believed that these generic counselling facilities could come into contact with disabled persons and their families, and would therefore be suitable outreach targets.
6. A disability-specific group, the Stroke Association of Manitoba, was selected due to its philosophical differences from ILRC and because the Association did not refer consumers to the Centre. In addition, ILRC users made negative comments about their dealings with this organization. The writer hoped that brochure and newsletter outreach would acquaint members of the Stroke Association with an alternative source of assistance (the ILRC), and promote dialogue between the researcher and Association staff. The Muscular Dystrophy Association was also approached because they were publishing their first newsletter, and this provided an opportunity to give information about the Centre to readers. This source was easy to access and plenty of space was available. Brochures were also distributed to this group.

The writer and her advisory committee also selected a number of additional organizations which could be utilized as outreach targets, should it be necessary to rule out any of the above-mentioned sources.

The writer employed several methods to choose targets for media outreach. In the case of radio and television programs, she selected those that provided either phone-in or interview formats. These shows enabled her to communicate reaching out messages directly to listeners or viewers. This minimized the possibility that communications could be distorted or misinterpreted by radio and television interviewers. Call-in programs promoted dialogue between the author and consumers, attempted to establish rapport and a slight relationship with these individuals and permitted her to address their questions and/or concerns. The author monitored television and radio shows regularly, and thus had ideas about which interview and phone-in programs would be viable outreach vehicles.

The following radio and television programs were selected:

1. CBC Radio: Questionnaire.
2. CJOB: Action Line.
3. CKO FM Radio: Good Morning Winnipeg.
4. Q94 FM-1290 Fox: Sunday Report.
5. CKND TV: Good Company.
6. CKY Television: Today's World.
7. VPW, Community Access Channel 11. Blind Trek (interview program). The Host of this show read about ILRC in the Winnipeg Free Press. He contacted the writer requesting that a Centre representative

appear on his program to acquaint viewers with ILRC offerings.

With respect to newspapers, the writer was aware that the Winnipeg Free Press and Winnipeg Sun were read by a large number of Winnipeggers and, on this basis alone, would provide viable reaching out vehicles. She also knew that the City operated several community newspapers, and she consulted the Yellow Pages of the Winnipeg Telephone Directory (1989) for a list of these sources (Winnipeg Yellow Pages Directory, Manitoba Telephone System, 1989). Community papers were either delivered to the households of Winnipeggers and/or were available through subscription.

The following newspapers were utilized as outreach targets:

1. Canadian Publishers, Western Office (formerly Flyer Force Newspapers).
2. The Downtowner.
3. Filipino Journal.
4. Inner City Voice.
5. Jewish Post and News.
6. Kanada Kurier (Kurier German Weekly Newspaper).
7. La Liberte French Newspapers.
8. Icelandic Weekly.
9. The Manitoban (University of Manitoba).
10. MSOS Journal (Manitoba Society of Seniors).

11. New Age Connection.
12. Czas (Polish Press).
13. Seniors Today Weekly Newspaper.
14. Ukrainian Voice.
15. The Uniter (University of Winnipeg). This newspaper does not publish during the summer months. Since media outreach was conducted in July and August, 1989, this source could not be utilized.
16. Uptown Gazette.
17. Winnipeg Free Press newspaper.
18. Winnipeg Sun.

## Chapter VI

### FORMULATION OF EVALUATION CRITERIA

#### 6.1 INTRODUCTION

In this chapter, the writer will outline the criteria formulated to evaluate the results of this practicum. It was important to document the processes utilized to undertake reaching out interventions and to make recommendations for future work of this nature at the ILRC and within other organizations. In addition, it was necessary to trace the course of the outreach communications from the point of transmission through the source to the time these messages were received by the audience. This would assist associations conducting similar ventures to refine the methodologies employed to convey information to the target population and to attempt to control variables influencing communication processes to the extent that this is possible. However, this type of documentation, in and of itself, was insufficient to assess project impact. Additional yardsticks were required.

## 6.2 STATISTICAL OUTCOME MEASURES

The most salient indicator of outreach results was the number of calls received as a consequence of the intervention. In this regard, the student believed that outcomes could be measured through direct assessment of referral of consumers to ILRC within the limited duration of the project. Given limitations in the Centre's record keeping system and the fact that referral of disabled citizens (particularly from health-care and social service agencies) might continue to occur after completion of the intervention, tabulating consumer contacts during the practicum was not a definitive outcome measure. However, this was the best that could be achieved under the circumstances.

The first dilemma confronting the author was to devise effective ways of measuring response rates. Upon examination, it became clear that the ILRC's record keeping system was not specific enough to enable the gathering of information on the following essential factors:

1. Did callers learn about ILRC through brochures? If so, which organizations distributed these pamphlets?
2. Did respondents learn about the Centre through newsletter articles? If so, in which newsletter was the material printed?
3. Did callers learn about the Centre through a combination of brochure and newsletter outreach?

4. Did respondents learn about ILRC through radio and television programs? If so, what is the name of the program and the station or channel?
5. Did callers learn about the Centre from professionals at Health Sciences Centre who received personal contact outreach? If so, were these professionals social workers, physiotherapists, occupational therapists or nurses?
6. Did callers learn about ILRC through combinations of any of the above outreach methods? If so, which combinations of techniques?

The original intention was to revise the Centre's intake procedures so that these would be specific enough to collect the information described above. In fact, the writer drafted a number of revised consumer contact forms for perusal by ILRC staff. Several meetings were held to determine whether or not these revisions could be utilized. A number of drafts were prepared and refined. In consultation with the Information Officer, the Program Development Co-ordinator and members of the practicum committee, a decision was made not to revamp the entire record keeping system but to simply add additional questions to the existing monthly inquiry summary. There were several reasons for this choice.

First, the Information Officer (the person who takes inquiries from those coming to ILRC for information) believed that the majority of items on the revised intake

drafts were already incorporated into the Centre's statistics forms. She need only add the material with respect to specificity of outreach sources to enable the collection of sufficient data to assess the impact of the practicum intervention.

Second, the draft summary contact documents contained twelve items for caller response. The Information Officer and other program personnel were concerned about this. One of the unique features of ILRC is the non-bureaucratic nature of the organization and the fact that consumers are not expected to answer extensive queries as part of the intake process. Individuals would find it cumbersome to respond to twelve separate items and would receive the impression that the Centre was bureaucratic. This would detract from the primary purpose of contact which is for persons to obtain assistance in answering questions, gathering information or meeting unfulfilled needs.

Third, the organization was planning to revise methodologies for collecting statistical information from consumers and was in the process of determining the materials that should be gathered and appropriate procedures for collecting these data. The Board of Directors and staff were struggling with statistical issues. Personnel felt a great deal of work would be necessary to revise record keeping forms for the current project and these efforts would be compounded if later decisions were taken to make further alterations to these systems.

Unfortunately, there are no available copies of the ILRC monthly inquiry summary with the added items on specificity of outreach source. The Information Officer took note of the additional data required to assess project impact. She then asked callers for their responses. This is not good research practice and some of the response categories may have been subject to validity or reliability problems. Improvements on this area could be made in the future. It is essential that exact data collection instruments be utilized to gather information from respondents. Although the writer trusted the Information Officer to obtain the necessary items, this is not foolproof and could have resulted in vital material being omitted from data collection.

### **6.3 PRE-INTERVENTION AND POST-INTERVENTION STATISTICS**

Pre-intervention statistics were collected from January through March, 1989, in order to determine from which sources consumers learned about the Centre prior to outreach distribution. This material was compared with post-intervention data. The intervention commenced in March with the publication of the first newsletter article and broadcast of a radio interview on Q94 FM-1290 Fox and continued until August 31, 1989. At this point, all monitoring of consumer responses to outreach ceased.

There is no way to determine or measure the number of individuals who were exposed to the reaching out messages but chose for whatever reasons not to contact ILRC. It should also be noted that some outreach strategies, such as those involving contact with professional groups, relay information to target audiences which are not consumers with disabilities. Referral patterns generated from this sector will differ from those encountered with disabled citizens. In reaching social workers, for example, one might expect that the final impact of referral to ILRC might be delayed. It is therefore possible that the writer would be measuring intervening variables rather than professional referrals.

#### **6.4 EVALUATION OF INSERVICES**

With respect to inservices with health-care professionals, the author's original intention was to seek verbal feedback from participants as to the impact of these presentations and how they could be changed to increase their usefulness to persons in attendance. In late April, the first session was given to 53 occupational therapists and this evaluation technique was employed. Following this presentation, the writer met with her adviser to discuss the proceedings and he felt that the implementation of an additional measuring tool was warranted. He pointed out that inservices provided to professionals with the expectation that participants will pass the information on to patients/clients do not bring presenters into direct contact with disabled consumers.

Because of this, it was anticipated that consumer response rates would be lower than those achieved through outreach vehicles which allowed for communication with the target audience. The introduction of a measuring instrument would enable inservice participants to evaluate the presentations and provide valuable information to the author as to the impact of these sessions. Changes in professional knowledge and receptivity to independent living and awareness of the ILRC as a resource, which occurred as a result of inservices, could be assessed.

The student and her practicum adviser designed a short questionnaire with seven items to be distributed at future Health Sciences Centre presentations. The following information was sought from participants:

1. To what extent does respondent see his/her role as discussing external social service agencies with patients/consumers?
2. To what extent does respondent take an active role in referring patients/consumers to external social service agencies?
3. To what extent was respondent familiar with ILRC before this presentation?
4. How comprehensive was the information provided in this presentation?
5. How clear was the presentation?

6. Based on the presentation, how frequently would respondent be inclined to refer clients/consumers to ILRC?
7. How much more information would respondent require in order to refer to or inform patients/clients about ILRC?
8. Respondent was asked to provide comments which would increase the usefulness of the presentation to him/her.

(See Appendix G for a complete copy of the questionnaire. The results of this survey will be discussed further in chapter nine.)

#### **6.5 ANALYSIS OF OUTREACH INTERVENTIONS**

In addition to the evaluation techniques, all inservices, newsletter articles, newspaper publicity and radio and television interviews were analyzed by the writer. Such factors as: comprehensiveness and clarity, the degree to which the author focussed on major program components of the Centre, use of relevant examples and whether or not equal time was given to key ILRC offerings were considered. Strong and weak points of each article, interview or presentation were examined. In addition, the practicum adviser and some ILRC staff listened to inservice tapes and radio programs and viewed television sessions. These individuals provided useful feedback to assist the

researcher in preparing future outreach and contributed to the accomplishment of her learning objectives with respect to media relations (see chapter nine for further discussion and analysis of outreach activities).

## Chapter VII

### DISTRIBUTION OF OUTREACH MATERIALS

#### 7.1 INTRODUCTION

Following preparation, all outreach materials were distributed to the target associations. This chapter will outline the distribution process, indicate any follow-up activities undertaken and delineate the reaching out vehicles received by organizations.

#### 7.2 DISTRIBUTION OF BROCHURES

On May 1, brochures were ready for distribution to organizations. Some were mailed out, while others were distributed at hospital inservices. All associations and departments within the Health Sciences Centre to receive brochures were contacted by the writer to ascertain the number of pamphlets required. Representatives were asked to pass these outreach materials on to members of their staff and consumers, in the event that these individuals wished to call ILRC for further information or assistance in meeting needs.

### 7.3 DISTRIBUTION OF NEWSLETTER OUTREACH

Following preparation, each newsletter article was distributed to the organization for which it was intended.

The distribution dates and respective associations were:

1. February 22: piece on ILRC mailed to the Stroke Association for publication in their newsletter Ups and Downs, March, 1989.
2. March 14: piece delivered to Manitoba Association of Social Workers Offices for inclusion in the Manitoba Social Worker, April, 1989.
3. April 3: article distributed to the Muscular Dystrophy Association for publication in the April, 1989 edition of the newsletter.
4. April 13: distributed piece to the College of Physicians and Surgeons for publication in the May edition of the newsletter.

The above-mentioned organizations were contacted to obtain copies of the newsletters when they appeared. No other follow-up activities were necessary.

### 7.4 INSERVICES

In a foregoing chapter, the writer outlined those departments within the Rehabilitation Hospital and Health Sciences Centre receiving inservice presentations. Persons from these departments were telephoned to confirm session dates and to ascertain the numbers of individuals who would

be in attendance. This gave the writer an indication of how many brochures to carry with her, as participants were given pamphlets to distribute to staff within their departments and consumers. Brochure and newsletter articles were assembled for the display booth prior to the date on which the display was to be held.

#### 7.5 MEDIA OUTREACH

Media releases and covering letters were distributed to radio and TV stations and newspapers on July 11, 1989. In accordance with literature on media relations which stressed the value of telephone contact following the distribution of press materials, the writer began this task on July 13. Media personnel had the opportunity to pose questions or seek information on the publicity kit, while the author could indicate the reasons for requesting radio and TV interviews and newspaper coverage. This type of selling was necessary to minimize the danger that the media releases would be ignored by those receiving them, and to enable awareness building among personnel about the issues of concern to disabled people and the Independent Living Resource Centre. Rapport between the writer and the media contacts was also strengthened, and discussions were held about the possibilities of portions of the press release being printed in newspapers, interviews with reporters or time on radio and TV programs. In some cases, the writer made more than one phone call to media sources to ascertain

the status of her press material and to keep her requests fresh in their minds.

The results of publicity efforts will be outlined in a later chapter. The following press and radio sources did not grant coverage to ILRC:

1. Radio: CJOB Action Line. There were no available spots until September, 1989.
2. Canadian Publishers. No specific reasons were given. Most likely, space considerations were a factor.
3. Filipino Journal. Same as above.
4. Icelandic Weekly. According to newspaper staff, the ILRC is not an ethnic organization. The writer did point out disabled people of ethnic origin would be likely to read the publication and be interested in learning about the Centre.
5. La Liberte. This paper published material primarily related to the St. Boniface and Francophone communities and did not have space for a piece on ILRC. The editor did not rule out the possibility that an article could be accommodated at some future time.
6. MSOS Journal. The editor had originally planned to do a feature on ILRC. However, she was leaving her position in August and did not have time to undertake this task. She indicated that the Centre could contact the new editor regarding the possibility of publishing a piece.

7. New Age Connection. The writer was told that this paper dealt with metaphysics and holistic health and was not an appropriate vehicle for outreach.
8. Czas (Polish Press). No reason for refusal was provided.
9. Ukrainian Voice. No reason for refusal was provided.
10. The Uniter (University of Winnipeg). This paper did not publish in the summer months. Because outreach was undertaken during July and August, this vehicle could not be utilized.
11. Winnipeg Sun. No reason for refusal was provided.

#### **7.6 LIST OF ORGANIZATIONS AND TYPES OF OUTREACH RECEIVED**

Some associations received only one type of outreach, while others were provided with combinations of vehicles. This depended largely on the nature of the organizations and whether or not given methodologies were appropriate or available to the writer. Some groups did not publish newsletters, for example. In situations where combinations of reaching out techniques were utilized, a cascading or double impact effect was created. This offered greater probability that larger numbers of individuals would be exposed to the messages and/or that some persons would receive more than one communication. This factor will be explored in more detail at a later point.

The following is a list of associations and the types of outreach received.

1. College of Physicians and Surgeons. Newsletter.
2. Health Sciences Centre, Department of Occupational Therapy: personal contact (inservice) and brochures.
3. Health Sciences Centre, Department of Physiotherapy: personal contact (inservice ) and brochures.
4. Health Sciences Centre, Rehabilitation Hospital, Department of Nursing: personal contact (two inservices) and brochures.
5. Health Sciences Centre, Rehabilitation Hospital, Department of Social Work: personal contact (departmental meeting) and brochures.
6. Health Sciences Centre, Rehabilitation Hospital, Department of Occupational Therapy, support group of patients with limb amputations: personal contact (inservice) and brochures.
7. Health Sciences Centre, display booth. ILRC newsletters and brochures and personal contact. The writer was available to answer questions or provide information to those who visited the area.
8. Manitoba Association of Social Workers: newsletter.
9. Muscular Dystrophy Association: newsletter and brochures.
10. Stroke Association of Manitoba: newsletter and brochures.

11. Red River Community College, Resource Centre for Handicapped Students: brochures.
12. University of Manitoba, Psychological Services Centre: brochures.
13. University of Manitoba, Student Affairs, Special Programs Office. brochures.
14. University of Manitoba, Student Counselling Services. brochures.
15. University of Winnipeg, Interfaith Pastoral Institute. brochures.
16. University of Winnipeg, Student Counselling Services. brochures.

Media sources received media releases and covering letters. ILRC publicity packages, including the generic brochures, annual reports and an article by Maureen Colgan on the philosophy, history and current happenings in the Centre were provided to individuals requesting background information to prepare articles or interviews. In these instances, brochures were not utilized as outreach vehicles.

**Chapter VIII**  
**BOARD/STAFF RELATIONS**

**8.1 INTRODUCTION**

This practicum would not have been complete without the support and assistance of the Managing Director, the Program Development Co-ordinator, staff, the Public Relations Committee and the Board of Directors. The current chapter will explore Board/staff relations and indicate how the author's dual roles as Board member and researcher affected the practicum.

**8.2 ROLES OF STAFF AND BOARD MEMBERS**

As members of the author's practicum committee, the Managing Director and Program Development Co-ordinator performed the functions associated with committee membership.

In addition, these individuals were involved in the following ways:

1. Facilitating communication among ILRC staff about project activities and co-ordinating the writer's requests for administrative assistance, such as typing and aid from the Information Officer and program co-ordinators.

2. Keeping abreast of practicum activities, providing input on research design and informing the writer about ILRC happenings on an ongoing basis. These individuals also attempted to ensure that project plans were integrated and co-ordinated with Centre programs and schedules.
3. Assisting with negotiations, particularly with the design consultant, around the nature of outreach communications and the content of information packages. Assistance in designing media releases was provided. These persons were involved in dealing with areas of difficulty such as delays in the progression of practicum pursuits.
4. Aiding in the formulation of outreach materials and offering feedback to the researcher so that changes could be made in accordance with these comments.
5. Approving final versions of reaching out communications prior to distribution. When opportunities for newspaper coverage and radio and television interviews had been secured, the Managing Director and program co-ordinators facilitated the writer's requests to staff that consumers be located to participate in the intervention.

The student made every effort to involve staff in project activities. Some persons (by virtue of their Centre roles) were directly concerned with the practicum. The Information

Officer assisted in designing the system that would measure consumer response rates to the outreach. She played a key function in facilitating contacts and negotiations with the design consultant around the production of the generic brochure and kept up to date on happenings with respect to reaching out efforts. She handled the majority of calls from consumers responding to the outreach and provided the writer with current data on the numbers of respondents. Without her co-operation, the project would not have been a success.

Other ILRC staff were involved as well. They provided administrative support in typing press materials, offered assistance with pamphlet formulation, worked on drafts of media outreach and aided in setting up displays. The writer met with program co-ordinators to ensure that outreach efforts portrayed Centre offerings in realistic, positive and current ways. They provided names of consumers who could participate on television programs and were available to assist with press interviews where this was required.

To facilitate staff relations, the researcher attended several meetings to discuss practicum activities, promoted internal communications with personnel on happenings and produced monthly memos to staff and Board members to serve as updates. She attempted to get to know these individuals as people and to show interest in their work.

### **8.3 THE AUTHOR'S DUAL ROLES AND PRACTICUM IMPACT**

As a researcher, the author was charged with the function of working within the ILRC to establish consensus on the messages that would be put forward in the outreach materials. She delivered the communications and measured the impact of these messages on target audiences. In addition to these research responsibilities, she continued to serve on the Centre Board of Directors and on two committees. The writer joined the Board in 1984, following the establishment of the organization. She was thus familiar with its policy-making, communication and decision-making structures and she was involved in determining program directions on the basis of policies approved by the general membership.

For the most part, the student was able to perform the dual roles of researcher and Board member effectively and to channel information throughout the various organizational levels. This necessitated open communication with Board and staff, not only about project pursuits but the nature of her roles and the presence of occasional role strain.

It is quite probable that staff became confused in these two different but complementary functions. As a Board member, she was responsible for overseeing the entire operations of the association, whereas her research duties required that she work directly under personnel. She remained open about these role ambiguities, the necessity to

separate the roles and the times when this was difficult. This openness eased staff tensions and promoted rapport development.

There were instances when the dual roles impacted the progression of project activities. It was necessary to channel information through Board, committee and staff levels and to involve these organizational sectors in negotiations about the nature of outreach messages. In some cases, this process took longer than the author had originally expected. It should be noted that the multiplicity of levels through which data had to flow was not directly related to the writer's status as a Board member. Rather, her dual roles generated confusion in her mind as to which organizational levels were responsible for approving major pieces of outreach or to whom she should be reporting. The Board channels information through the Managing Director, the committees funnel material through the Board and, during the practicum, the staff communicated with the Program Development Co-ordinator and through her to the Managing Director. The position of Program Development Co-ordinator has since been eliminated and the staff transmit data through the Managing Director.

This confusion was particularly evident with respect to media outreach. The researcher worked primarily with the Public Relations Committee, the Managing Director and the media pretesters to develop news releases and covering

letters. Although staff provided some feedback to her on an individual basis, they were not directly involved in the process. At the outset, she should have attended a staff meeting to explain the purposes of the media outreach, plans for follow-up activities and ways in which personnel could participate. Due to oversight, she neglected this task. She channeled her media release drafts through the Public Relations Committee and the Managing Director who is a member of the practicum committee. Because of his full schedule, it was sometimes difficult for him to read material and provide feedback within designated time lines. This resulted in time delays. Failure to communicate effectively with personnel in this instance generated concerns among these individuals about how programs were portrayed in the outreach, who would serve as contact persons for press, radio and television interviewers and some content and format issues. These dilemmas were dealt with in negotiations with the Managing Director. Input from the Program Development Co-ordinator and two summer students with communications experience was also helpful in this regard. The researcher attended a Centre staff meeting to discuss the media venture and to answer any questions that arose. This situation caused time delays but these were offset by the fact that the above-mentioned issues were handled efficiently.

Despite the author's dual roles, practicum activities progressed without major breakdowns in communication. When role strain occurred, she was open about this, which was appreciated by Board and staff members. Good co-operation was received by all organizational levels.

The writer's Board membership was advantageous during the project. This was evident in the distribution of media outreach, in relationships with media personnel and in dealings with departmental staff in the Rehabilitation Hospital and Health Sciences Centre. Her designation created the impression that she was knowledgeable about ILRC and its programs and enhanced organizational credibility.

#### **8.4 BOARD FUNCTIONS**

Board members assumed functions during the practicum. The Public Relations Committee was an integral part of the negotiation and consensus building process around the development of information packages and offered feedback on the assembly and refinement of reaching out materials. Monthly memos detailing project pursuits were distributed to Board personnel and regular verbal updates were forthcoming from the author, the Managing Director and Dr. Joe Kaufert, a practicum committee member. The Board approved the new publicity packets, endorsed practicum directions and commented on the writer's involvements.

### 8.5 A FINAL NOTE

This chapter would be incomplete without a note of appreciation to the ILRC Board of Directors and staff for their support and co-operation. Their assistance was invaluable and contributed to the fulfillment of practicum objectives. Without their involvement, this venture could not have been a reality.

## Chapter IX

### OUTREACH RESULTS

#### 9.1 INTRODUCTION

In this chapter, the researcher will discuss the results of brochure, newsletter, media and personal contact outreach, indicating consumer response rates to these activities. With the exception of brochures, the focus of reaching out efforts will be outlined, and the similarities and differences between messages projected by the source (ILRC) and communications to the audience will be compared. The writer will analyze printed publicity, radio and television interviews and inservice presentations, noting the strong and weak points of each outreach activity. Inservices were evaluated utilizing a combination of consumer response rates and questionnaires to be filled out by participants. These survey findings will be discussed later.

#### 9.2 BROCHURE OUTREACH

As previously indicated, a number of organizations received brochures as the only form of outreach distribution. These included: Interfaith Pastoral Institute, Psychological Services Centre, Resource Centre for Handicapped Students, Special Programs (Student Affairs, University of Manitoba)

and the Student Counselling Centres at the Universities of Manitoba and Winnipeg. No calls were received at ILRC from disabled persons, friends, family members or associations indicating they had heard about the Centre through brochures distributed through the above-mentioned sources.

### **9.3 BROCHURE AND NEWSLETTER OUTREACH**

#### **9.3.1 Introduction**

The writer distributed a combination of brochure and newsletter outreach to the Muscular Dystrophy Association and the Stroke Association of Manitoba, while the College of Physicians and Surgeons and the Manitoba Association of Social Workers were provided with newsletter articles. No contacts were received from disabled persons, friends, family members, professionals or organizations indicating that they had learned about the Centre from newsletters or brochures offered through any of these sources. This result was evident despite the combination of reaching out strategies provided to the Muscular Dystrophy Association and the Stroke Association of Manitoba.

#### **9.3.2 Results of Brochure and Newsletter Outreach**

Prior to offering preliminary speculation on the reasons for the zero response rates or discussing results of work with media sources, each newsletter article will be described and analyzed.

Medium: newsletter. Name of article and author: "The Independent Living Resource Centre" by Colleen Watters. Name of Newsletter, College of Physicians and Surgeons Newsletter, v. 25, number 3. Date: April, 1989. Number of readers: over 2000. Focus of article distributed to organization:

1. Physicians reading this newsletter must meet the medical, psychological and social needs of their patients. A discussion follows as to some of the situations these professionals might encounter, and the ILRC is portrayed as a responsive organization that can assist in sorting out a variety of issues. Here the writer was attempting to prepare the article from the point of view of physicians who would be reading the newsletter.
2. ILRC is contrasted with the traditional service structure, some key IL principles are delineated and the Centre's mandate is described.
3. The following ILRC programs are outlined with indications as to how these could be used by physicians: Peer Support, Individual Advocacy and Vacation Relief. Other components are also listed.
4. Physicians are invited to call for further information and to pass points conveyed in the piece on to patients/consumers in the event that these persons may wish to contact the Centre. An address and phone number are given.

Article printed in newsletter: "The Independent Living Resource Centre" by Colleen Watters. Focus of Article:

1. An address and phone number for the Centre are given, the self-help nature of the organization described and some of the funders noted.
2. Mention is made of the fact that ILRC is part of a network of similar centres across Canada that enables people with disabilities "to involve themselves as fully as possible through Peer Support, Information and Referral, Individual Advocacy and Vacation Relief, among other needs that may be encountered in this group."

How the message projected by source differs from that communicated to the audience. Although the printed article discusses the self-help nature and mandate of the Centre, indicates that ILRC is part of a network of similar facilities across Canada, lists some of the programs offered and gives an address and phone number for contact purposes, the personalized frame of reference for the piece is omitted. No program descriptions are included. Readers are given sufficient data to obtain some sense of the nature of the organization, but there is no indication of the cross-disability focus or the key elements of programs. In the opinion of the writer, such omissions make it difficult for physicians who are attempting to determine whether or not to refer particular patients to ILRC. According to

literature previously discussed, personalized material is more likely to be read and eliminating the frame of reference could increase the possibility that the piece would be ignored by physicians.

Medium: newsletter. Name of article and author: "The Independent Living Resource Centre: a New Concept in Self-help Service Provision", by Colleen Watters. Name of newsletter, Manitoba Social Worker, v. 22, number 3, April, 1989. Number of members receiving newsletter: approximately 238. Focus of article distributed to organization:

1. Social workers are often expected to be all things to all people, which is very difficult. A discussion follows as to some of the possible social work situations and questions these professionals might encounter. ILRC is portrayed as a facility that can assist in sorting out a variety of needs and issues. As with the College of Physicians and Surgeons Newsletter, the writer is preparing the article from the point of view of social workers who will be reading this publication.
2. ILRC is contrasted with the traditional service structure, some key IL principles are delineated and the Centre's mandate is described. Mention is made of the fact that the organization is part of a network of similar associations across Canada.

3. The following ILRC programs are outlined with indications as to how these could be utilized by social workers: Peer Support, Information and Referral, Individual Advocacy, Leisure Education, Vacation Relief and Supportive Housing Assistance. Other components are listed.
4. Social workers are asked to call for further information, and to convey the salient points in the piece to consumers/clients, in the event that these persons might wish to contact ILRC. An address and phone number are provided.

Article printed in Newsletter. "The Independent Living Resource Centre: A New Concept in Self-help Service Provision", by Colleen Watters. Focus of article: The message conveyed by the printed newsletter piece is virtually identical with that distributed to the organization by the writer. Although minor editorial changes are made, these do not affect the communications transmitted to the readers. Because of the personalized frame of reference, in the opinion of the writer, social workers are more likely to read this article. These professionals can gain a clear indication of the nature of ILRC, the population served and the key elements of programs. This facilitates the process of determining whether or not particular client needs or worker issues could be addressed through the Centre. Sentences in the

article are too lengthy. This is the fault of the researcher and not the Editorial Committee of MASW. The Committee deserves credit for the fact that the message conveyed in the piece is congruent with that portrayed by the writer in the version submitted for publication.

Medium: newsletter. Name of article and author: "The Independent Living Resource Centre" by Colleen Watters. Name of newsletter: The Muscular Dystrophy Association Newsletter, April, 1989. Number of members receiving newsletter: 120. Focus of article distributed to the Muscular Dystrophy Association:

1. A number of situational examples are outlined to indicate an understanding of the possible circumstances confronting disabled consumers, friends and family members. Help-seeking is normalized, and ILRC is portrayed as a responsive organization which can assist individuals in finding solutions to a variety of issues. Some possible ways of handling requests are outlined. As with the other newsletter articles discussed earlier, the researcher prepared this publicity utilizing a personal frame of reference. This indicates empathy for the circumstances experienced by readers, a sense of hope and a willingness to assist persons in responding to their situations.

2. Major ILRC programs are described with indications as to how these could be utilized by disabled consumers, friends and family members. These offerings are: Peer Support, Information and Referral, Leisure Education and Vacation Relief. Individual Advocacy was not outlined in detail because the Muscular Dystrophy Association provides this component. Every attempt was made to avoid the depiction of programs which could be misinterpreted as service duplication. The Centre's self-help nature was also mentioned.
3. Disabled consumers, friends and family members are invited to contact ILRC for further information or for assistance in meeting needs and responding to issues.

Article printed in newsletter. "The Independent Living Resource Centre" by Colleen Watters. Focus of article: the message conveyed in the published piece is congruent with that distributed to the Muscular Dystrophy Association by the writer, and the organization deserves commendation for this. Readers are more likely to pay attention because of the personalized frame of reference, and can gain a clear indication of the nature of ILRC, the population served and the major program elements. Consumers, friends and family members are able to determine whether or not they have needs which the Centre can address, and it is hoped that the feeling of empathy depicted in the article is communicated to these individuals.

Medium: newsletter. Name of article and author: "The Independent Living Resource Centre" by Colleen Watters. Name of newsletter: Ups and Downs (The Stroke Association of Manitoba), Spring, 1989. Number of copies distributed, 400. Focus of article distributed to organization:

1. The article began with a discussion of four situational examples which those consumers with strokes might realistically confront. This is followed by an indication of the fact that ILRC is a responsive organization which understands the circumstances experienced by disabled individuals, friends and family members. The writer is providing a personal frame of reference, communicating empathy and hope and noting the Centre's role in finding solutions to a variety of issues. Ten lines of space were provided in the Stroke Association's Newsletter, and the researcher had to decide whether or not to focus on situational material or describe programs. It was impossible to undertake both tasks. The writer opted for the first choice because of literature indicating that publicity prepared from the audience point of view is likely to attract more attention. It will also communicate empathy and responsiveness and indicate that consumers are not alone in their circumstances.

2. Disabled individuals, friends and family members are given information about the self-help nature of ILRC and the fact that the Centre responds to requests from individuals with a variety of disabilities. This is in contrast to the Stroke Association which focuses on a single disability.
3. Mention is made of the multiplicity of programs operated by the Centre and readers are provided with ILRC's address and phone number in the event that they may wish to call for further information.

Article printed in Newsletter. No title. Focus of article:

1. The ILRC is depicted as a self-help organization operated by people with disabilities.
2. Mention is made of the variety of programs offered by the Centre and the fact that the association responds to requests.
3. Readers are given an address and phone number to call for further information.

How the message communicated by source differs from that conveyed to the audience: Disabled consumers, friends and family members reading this article know that the ILRC is a self-help organization, that a variety of programs are offered and that the Centre responds to requests. Indication is given as to where further information can be

obtained. Because the writer was provided with insufficient space to describe major program components, she felt that the situational examples would delineate some of the questions and concerns with which readers could receive assistance. However, this personalized frame of reference was omitted from the piece. Consumers, friends and family members had no way to determine what the ILRC offers. In the opinion of the writer, this rendered the publicity virtually meaningless and not likely to generate much response. Because of the lessons learned from this experience, the researcher will never prepare a newsletter article unless she can be assured that sufficient space is available to communicate essential information components.

### **9.3.3 Notes about Newsletter and Brochure Outreach Results**

Chapter 10 will provide a more detailed evaluation of outreach results but a few points concerning brochures and newsletters should be noted here. In the present project, these materials were distributed to the offices of target organizations, with invitations for these groups to convey this information to their members/clients. This method did not provide the writer with direct consumer contact and she had no way of determining to whom these items would be forwarded. Communication through third party sources is less reliable than direct contact in terms of message transmission and accuracy in some cases. It was expected that consumer response rates from this type of outreach

would be lower than those achieved through strategies which provided opportunities for interaction between the communicator and the target audience. This proved to be an accurate observation for this practicum.

#### **9.4 PERSONAL CONTACT OUTREACH**

##### **9.4.1 Introduction**

Personal contact outreach was conducted within the Rehabilitation Hospital and Health Sciences Centre. Activities included a departmental meeting with social workers in the Rehab., inservices to occupational therapists and physiotherapists working in all areas of the Health Sciences Centre and two presentations to Rehab-Respiratory nurses. The writer also provided an informal session on ILRC to a support group of persons with limb amputations established by an occupational therapist in the Rehab. This section will outline the above-mentioned outreach efforts. Where appropriate, an analysis of these activities will be undertaken, and participant evaluations of inservices will be included.

##### **9.4.2 Inservice Results**

Medium: departmental meeting, Department of Social Work, Rehabilitation Hospital. Date: March 28, 1989. Number of Participants from Rehab: 3. Participants from ILRC: Colleen Watters, Researcher. Note: the Rehab. Hospital has four social workers providing services to consumers in

addition to a program director. His responsibilities cover the Women's Centre, the Children's Centre and the Rehab. Two Rehab. workers could not be present.

Focus of meeting:

1. The writer explained the purpose of her practicum and indicated she wished to undertake outreach activities in the Rehab. She asked the workers for suggestions as to how she might go about this task.
2. She updated participants on ILRC programs and distributed the Centre brochures which were in use at the time. Since this meeting was held prior to May 1, the new information packages were not yet ready. Two of the workers had mentioned they had utilized ILRC programs in the past and were familiar with some of the components.
3. Workers requested copies of the new information packages to distribute to other staff members and to consumers prior to discharge. In some instances, disabled individuals take several months to follow up on the information because, upon returning home, they are focussed primarily on their own rehabilitation. However, these persons may choose not to contact community resources for whatever reasons.
4. The writer was provided with some suggestions as to how she could proceed with outreach efforts. They included: investigating the possibility of writing

an article on ILRC for the Health Sciences Centre Newspaper The Chronicle, booking the kiosk in the Medical Support Building to hold an information day for hospital staff and speaking to a support group of persons with limb amputations established by an occupational therapist. As previously indicated, the preparation of a piece for the hospital newspaper was not feasible. Those present advised the researcher to approach occupational therapists, physiotherapists, nurses and physicians within the Rehab. regarding the possibility of providing separate inservices to the staff of each discipline.

5. The writer agreed to provide workers with copies of the generic brochure when completed, and they offered to facilitate contacts with staff known to them who could assist with outreach efforts.

Since this meeting was held to determine how to proceed with reaching out activities and involved information sharing and dialogue between participants, the writer did not analyze its content or process.

On May 1 when the new information packages were completed, generic brochures were distributed to the Rehab. social workers.

Medium: inservice. Department of Occupational Therapy (includes therapists in the Rehab. Hospital, Physical

Medicine, Psychiatry and the General Centre). Date: April 27, 1989. Length: 30 minutes. Number of participants from Occupational Therapy: 46 (there are 53 therapists in the Department). Participants from ILRC: Colleen Watters, researcher. Number of calls received at ILRC as a result: 0.

Focus of presentation:

1. The writer indicated that the inservice was intended to provide information on ILRC to those present to pass on to disabled individuals, so that as many consumers as possible could be reached. The presentation offered an overview of Centre programs.
2. Occupational therapists were invited to call ILRC with questions, in addition to conveying points about ILRC components to their patients/consumers.
3. The researcher noted how the presentation could be useful to participants, namely to assist therapists in making referrals to ILRC or in answering questions posed by persons with disabilities, friends and family members.
4. Mention was made of the fact that ILRC is part of a network of independent living centres across Canada, IL principles and philosophy were delineated and the association's mandate was discussed.
5. The researcher indicated how the independent living model differs from the medical paradigm and how ILRC utilizes the health care system.

6. The following ILRC programs were discussed: Peer Support, Information and Referral, Individual Advocacy, Vacation Relief, Supportive Housing Assistance, Leisure Education, Independent Living Skills Seminars and research projects.
7. An address and phone number for ILRC were provided, and the presenter addressed questions from participants.

Therapists verbally indicated that the inservice and situational examples were relevant to their daily work. Written evaluations of presentations were not instituted until a later point. When the new information packets were complete, generic brochures were distributed to the Occupational Therapy Department. The contact person was asked to provide this information to her staff who, in turn, were encouraged to pass it on to consumers.

Analysis of Inservice: the presentation to therapists was well organized and clear and gave a thorough outline of major ILRC programs with relevant examples. Difficulties with the concepts of self-help and consumer control could have been covered. Responsiveness and flexibility are not specific to self-help organizations but are also of concern to rehabilitation service providers. This was not clarified in the presentation. Greater emphasis could have been placed on empowerment, as well as the process by which ILRC creates its own role without undermining the resources

utilized by professionals. The writer was unable to contact the director of the Department prior to the inservice to discuss the referral process, or whether or not the situational examples chosen were relevant to participants.

The practicum adviser listened to a tape of the inservice and the analysis is partially based on his comments. He raised the issue of whether or not verbal feedback was sufficient as an evaluation tool. This led to the development of a short questionnaire to be administered to participants in order to assess the usefulness of future presentations.

Medium: inservices. Presentations to nurses in the Rehabilitation Hospital. Participants were primarily from spinal cord and rehab-respiratory units. Individuals with back and head injuries and arthritis are also patients in the Rehab. but no nurses from these areas were present. Dates: May 10 and May 19, 1989. Length: One hour. Number of participants from the Rehab.: 29. Participants from ILRC: Colleen Watters, Researcher. Number of calls received at ILRC as a result: 0. Note: there are approximately 237 nurses in the Rehabilitation Hospital. These persons are part of multi-disciplinary teams which include nurses, physicians, social workers, occupational therapists, physiotherapists and dietitians. Weekly team meetings are held to deal with issues concerning total patient care. Any team member can make referrals to departments within the

hospital or to external organizations, but these are usually discussed at team sessions and with the patients' physicians. Average attendance at nursing inservices is between six and eight people. The writer conferred with a supervisor in the Rehab. who indicated that to recruit 29 people for an inservice on ILRC was quite good. Due to other commitments, nurses are sometimes unable to leave their wards to participate. The researcher also conferred with an inservice educator to ensure that her examples would be relevant to those in attendance.

Focus of presentations: the same as for inservice to occupational therapists. However, situational examples related to nurses were utilized, and greater attention was devoted to a discussion of current ILRC programs. Future plans were given less time. In light of analysis of a previous inservice, flexibility and responsiveness to individualized needs were not presented as concepts germane only to independent living programs. Empowerment was emphasized to a greater degree.

Responses to Questionnaire to Be Used for Inservice  
Presentations

Rehabilitation Hospital

Responses from Inservices to Nurses

May 10 and 19, 1989.

Participants: 29. Total number of respondents: 20.

A. To what extent do you see your role as discussing external social service agencies with your patients/consumers?

1. Frequently, 8 (40 percent.)
2. Sometimes, 5 (20 percent.)
3. Seldom, 3 (15 percent.)
4. Never, 1 (5 percent.)
5. No response, 3 (15 percent.)

B. To what extent do you take an active role in referring your patients/consumers to external social service agencies?

1. Frequently, 3 (15 percent.)
2. Sometimes, 7 (35 percent.)
3. Seldom, 5 (25 percent.)
4. Never, 3 (15 percent.)
5. No response, 2 (10 percent.)

C. To what extent were you familiar with ILRC before this presentation?

1. Very familiar, 1 (5 percent.)
  2. Somewhat familiar, 2 (10 percent.)
  3. Not too familiar, 6 (30 percent.)
  4. Not at all familiar, 11 (55 percent.)
- D. The information provided in this presentation was:
5. Comprehensive, 16 (80 percent.)
  6. Somewhat comprehensive, 5 (15 percent.)
  7. Not very comprehensive, 1 (5 percent.)
  8. Not comprehensive at all, 0 (0 percent.)
- E. The presentation was:
1. Very clear, 14 (70 percent.)
  2. Generally clear, 6 (30 percent.)
  3. Not very clear, 0 (0 percent.)
  4. Not clear at all, 0 (0 percent.)
- F. Based on the presentation, I would be inclined to refer clients/consumers to ILRC?
1. Much more frequently, 12, (60 percent.)
  2. Somewhat more frequently, 8 (40 percent.)
  3. Somewhat less frequently, 0 (0 percent.)
  4. Not at all, 0 (0 percent.)
- G. In order to refer to or inform patients/consumers about ILRC, I would require:
1. No more information, 4 (20 percent.)

2. Very little information, 4 (20 percent.)
3. Some more information, 10, (50 percent.)
4. Much more information, 2 (10 percent.)

Participants were asked to comment on changes which would increase the usefulness of this inservice. Only seven individuals provided feedback of this type, while 13 questionnaires contained no comments. A summary of comments indicated that the presentation was well received, and that awareness of ILRC and its programs had increased. The information would benefit patients and enable professionals to make referrals to the Centre. One individual requested more comprehensive examples of how ILRC benefited consumers. This comment was made following the first inservice. Also noted was the need for more audio-visual material such as overheads. Both these issues were rectified in the presentation on May 10. The researcher utilized overheads of core programs, although a complete set of slides of all components was not available. In addition, she attempted to utilize concrete examples to address the feeling that some of the illustrations were too abstract for participants to clearly comprehend. One person thought the presentation moved too fast and was difficult to grasp. Judging from questionnaire responses, participants found the presentations useful and indicated increased knowledge and awareness of ILRC and its programs.

Analysis of Presentations by the Researcher: she listened to a tape of the May 10th inservice. The May 19th presentation was not recorded due to its format. Since only four people attended this session, a discussion focus was employed, and the author felt that taping would detract from its informality. The presentation was clear and comprehensive, with the purpose being outlined at the outset. The researcher covered major ILRC programs, devoting primary attention to the core offerings as key elements of the Centre. She addressed the issue of threat and that professionals might feel IL organizations were infringing on their domain. The relationship of the IL model to the health care system was delineated, empowerment discussed and the legitimacy of the professional role in addition to peer support was outlined. Relevant examples were provided, and the Centre's target population was defined. In the question period, the author noted that, prior to referring consumers to ILRC, service personnel should make certain that these persons wished involvement with the Centre. Brochures were distributed to all participants, and they were asked to pass this information on to staff persons who could not attend, members of multi-disciplinary teams and consumers.

Medium: presentation to a support group of 12 persons with limb amputations established by an occupational therapist. Date: May 19. Length: one hour.

Focus of presentation:

1. The writer explained to participants about ILRC, its goals and philosophy and how the Centre differs from traditional rehabilitation structures.
2. She described the following programs with situational examples: Peer Support, Information and Referral, Individual Advocacy, Leisure Education, Vacation Relief and Independent Living Skills Seminars. Other components were also listed. The researcher continually checked with participants to ensure that examples were relevant to their situations and asked for clarification that the message was being understood.
3. Consumers were most interested in Peer Support and Information and Referral and how they could share their ideas about dealing with limb amputations with others in similar situations. The presenter noted that their views were welcome and outlined how opinions and information could be conveyed to the ILRC.
4. A number of participants lived in rural areas and limited involvement of ILRC with those outside Winnipeg was noted as an issue which the Centre must address.
5. An address and phone number for ILRC were provided.

Analysis of Presentation: the presentation was clear and comprehensive and covered the major ILRC programs. The writer was careful to check out the relevancy of examples and whether or not participants had heard the messages correctly. Some of the illustrations were still too abstract for individuals to grasp, indicating the inherent dilemmas and learning process in attempting to find clear ways to explain IL concepts. Many of the participants were unsure of the situations they would face upon re-entering the community but could call for assistance once they got a feel for those issues. The writer was empathic to the needs of these consumers, and could have spent more time getting in touch with their pain. However participants focussed primarily on their frustrations in dealing with bureaucracies, waiting lists for their services, and attempting to determine the mandate of various providers.

The evaluation form for inservice presentations was geared to professionals and, because of this, was not utilized with this group of consumers. Participants indicated verbally that they found this material useful. No tape was made because the writer felt this might inhibit the open sharing of information between presenter and consumers.

This group later called the Centre requesting a tour of the facility and a more in-depth presentation. However, due to staff illness and difficulty in arriving at a suitable date, a tour could not be accommodated. Several individuals

visited the ILRC to discuss programs and their needs. Generic brochures were provided to all those attending the May 19th session.

Prior to conducting an inservice for physiotherapists on May 31, the writer met with the physiotherapy research scientist to discuss the Physiotherapy Department in more depth and how this discipline relates to others within the Health Sciences Centre. Focus was also placed on the multi-disciplinary teams and the various patient units located in the Rehab. This provided a greater understanding of the Health Sciences Centre and the Rehabilitation Hospital, how professionals relate to one another and how issues of patient care are handled. The sections within the Rehab. include: Rehab-Neurology (head injuries and strokes), spinal cord and amputees, Rheumatology, patients with back injuries, as well as other orthopedic problems and an outpatient section undertaking therapy to those who have been injured on the job. This unit is funded by the Worker's Compensation Board. The majority of sections in the Rehab. provide inpatient and outpatient services. Patient care issues are handled within the context of a multi-disciplinary team composed of physicians, nurses, physiotherapists, occupational therapists, social workers and dietitians.

Medium: inservice to physiotherapists, physio interns and support staff. Date: May 31, 1989. Length: One half

hour. Participants from Health Sciences Centre: 53 physiotherapists and 20 physio interns and support staff. Only the physiotherapists received the generic brochures to distribute to those in their Department who could not attend and consumers. Participants from ILRC: Colleen Watters, Researcher. Number of calls received as a result: 0.

Focus of presentation: Same as for inservices to nurses, with the exception that situational examples relevant to physiotherapists were utilized. Illustrations had been checked out with the research scientist prior to the inservice to make certain they reflected the experiences of participants.

Questionnaire to Be Used for Inservice Presentations

Rehabilitation Hospital

Inservice to Physiotherapists

May 31, 1989.

The professional physiotherapists received questionnaires. Number of respondents: 36.

A. To what extent do you see your role as discussing external social service agencies with your patients/consumers?

1. Frequently, 4 (11 percent.)
2. Sometimes, 22 (61 percent.)
3. Seldom, 9 (25 percent.)

4. Never, 1 (3 percent.)

B. To what extent do you take an active role in referring your patients/consumers to external social service agencies?

1. Frequently, 3 (8 percent.)

2. Sometimes, 14 (39 percent.)

3. Seldom, 16 (44 percent.)

4. Never, 3 (8 percent.)

C. To what extent were you familiar with ILRC before this presentation?

1. Very familiar, 0 (0 percent.)

2. Somewhat familiar, 1 (3 percent.)

3. Not too familiar, 12 (33 percent.)

4. Not familiar at all, 23 (64 percent.)

The information provided in this presentation was:

1. Comprehensive, 25 (69 percent.)

2. Somewhat comprehensive, 11 (31 percent.)

3. Not very comprehensive, 0 (0 percent.)

4. Not comprehensive at all, 0 (0 percent.)

E. The presentation was:

1. Very clear, 20 (56 percent.)

2. Generally clear, 16 (44 percent.)

3. Not very clear, 0 (0 percent.)

4. Not clear at all, 0 (0 percent.)

F. Based on the presentation, I would be inclined to refer clients/consumers to ILRC:

1. Much more frequently, 11 (31 percent.)
2. Somewhat more frequently, 20 (56 percent.)
3. Somewhat less frequently, 0 (0 percent.)
4. Not at all, 0 (0 percent.)
5. If I could, 1 (3 percent.)
6. Rare opportunity for, 1 (3 percent.)
7. Never have before, 1 (3 percent.)
8. Not applicable, 2 (6 percent).

G. In order to refer to or inform patients/consumers about ILRC, I would require:

1. No more information, 8 (22 percent).
2. Very little information, 6 (17 percent).
3. Some more information, 19(53 percent).
4. Much more information, 1 (3 percent).
5. Not applicable, 1(3 percent).
6. Rare opportunity for, 1 (3 percent).

Comments which would increase the usefulness of this presentation: 30 questionnaires had no comments, while six people provided feedback in this section. One person saw her role as frequently discussing social service agencies with consumers, particularly in outpatient services.

Participants indicated the presentation was comprehensive and clear and offered useful information, although they felt it could have been longer. One individual thought the inservice would have been more useful at sectional meetings of therapists working in the Rehab. Two people believed the material was inappropriate for a staff meeting or that timing was not appropriate. One professional said the choice of topic was good but that the audience was not. He/she thought the information was appropriate for physios in the Rehab. but not for support staff or therapists working in respiratory, burns, plastics or ortho sections.

The writer conveyed these comments to the physiotherapy research scientist and to the director of the Department who had arranged the presentation. The research scientist indicated the comments about the inappropriateness of the presentation for therapists in sections other than the Rehab. was not a fair statement, given that professionals do a rotation between sections of the Health Sciences Centre. The director felt that this type of feedback from a few individuals did not detract from the overall feeling that the inservice was useful to participants. She wondered if any of the section heads would call ILRC for follow-up presentations. It is the responsibility of physiotherapy sections to arrange their own inservices. No such requests were received. There were no calls from therapists attending the inservice or from consumers indicating they had been referred to the Centre by the Department.

Analysis of presentation: the points made concerning the evaluation of the presentations to nurses also applied to the session for physiotherapists. The writer was under the impression she had one half hour to complete her task, when in fact she was given only 20 minutes. She provided a good overview of the core programs, Leisure Education, Vacation Relief and supportive housing assistance. but could only touch on Independent Living Skills Seminars and the research projects conducted at the Centre. The time devoted to a discussion of philosophy could have been shortened. Overall, the session was well received by participants, and those attending indicated the material was useful in their work. Questionnaire responses noted that the majority of professionals had been unfamiliar with ILRC prior to the presentation. This illustrates the need for a greater number of inservices of this type.

Medium: display booth to offer information about ILRC to staff of Health Sciences Centre. This was held in the Medical Support Building at 820 Sherbrook Street. Date: June 7, 1989. Length: Six hours and 15 minutes. Participants: Colleen Watters, researcher, with assistance from Madeline Bialecki, Volunteer Co-ordinator, in assembling and dismantling the booth. Number of calls received as a result: 0.

Focus of display: Items in the booth included the new information packages, newsletters, annual reports and

posters. The writer was available to answer questions and provide further information about the Centre. Approximately 15 people visited the booth and the disciplines represented included: social work, occupational therapy, physiotherapy, rehab. medicine, nursing and pharmacy. Volunteers and two patients also stopped at the display.

In the opinion of the writer, the kiosk was useful as an information tool, and promoted awareness of ILRC and the programs offered.

#### **9.4.3 Brief Explanation of Inservice Results**

As with brochure and newsletter outreach, inservices (with one exception) did not provide opportunities for direct contact with disabled individuals, friends and family members. These methods relied on third party sources, such as professionals, to convey information. Some of the drawbacks associated with this have already been outlined, and will be dealt with in more detail later. The other factor to be considered is that some consumers may have received the material about ILRC but chose not to contact the Centre immediately. Perhaps they did not have needs that could be addressed at the time. Some individuals in the Rehab. were unaware of the issues that would be confronting them following discharge. The presentation to individuals with limb amputations brought the researcher into direct contact with 12 consumers, and this group

subsequently called for further information. Some individuals visited the facility.

The above comments indicate some of the reasons why the ILRC received only one call as a result of the inservice outreach. This was evident despite the fact that participants were exposed to two reaching out modalities, personal contact and brochures. In the next chapter, this issue will be addressed in greater depth.

## **9.5 MEDIA OUTREACH**

### **9.5.1 Introduction**

In this part of the chapter, the writer will summarize the results of reaching out contacts with radio, television and newspaper sources. The discussion will outline the focus of each media interview, article or news release, note the participants involved where appropriate, and indicate target audience size where figures are available. Consumer response rates will be delineated and, where applicable, the chapter will deal with the ways in which the outreach messages projected by the source (ILRC) differed from those communicated to listeners, viewers and readers. Consumer response rates to media contacts were higher than those achieved with other reaching out methods. Reasons for this will be touched upon at the end of this section.

### 9.5.2 Results of Media Outreach

Medium: radio. Name of Program Sunday Report. Name of station: Q94 FM/1290 Fox. Date broadcast: March 19, 1989. duration of interview: ten minutes. Participants from ILRC: Colleen Watters, Researcher. Program Host: Scott Klassen. Number of calls received from consumers as a result: 0.

#### Focus of Program:

1. The writer indicated how she became involved with ILRC.
2. She outlined the purposes, philosophy and goals of the Centre as well as the principles upon which the organization was founded.
3. The following programs were described, along with situational examples to illustrate the points covered: Information and Referral, Peer Support, Leisure Education, Vacation Relief, HIDI-Qu'Appelle Housing Project and the volunteer component.
4. The non-profit status of ILRC was mentioned, and consumers, friends and family members were invited to call for further information. An address and phone number were given.

Analysis of presentation: the writer provided a comprehensive description of the programs she was able to cover and illustrated her points with situational examples.

Discussions of Peer Support, Information and Referral and Leisure Education were too detailed, leaving insufficient time to focus on Individual Advocacy (one of the core components) and some of the research projects currently in operation. The researcher could have given a one or two sentence outline of the core offerings, illustrating points with situational material. Additional components could have been dealt with, time permitting. Sufficient information was available to enable consumers, friends and family members to call ILRC. However, the program was heard at 6 AM and 7 AM on a Sunday morning and, as a consequence, audience participation would be lower than that expected if the interview had been aired later in the day. The writer was unable to obtain figures on audience size, as stations do not give out this information. Ratings are taken in September and May of each year, and no statistics are available for other periods.

How the message projected by source differed from that communicated to the audience: there was no difference, as a representative from ILRC provided the outreach information directly to the audience.

Medium: radio. Name of Program: Good Morning Winnipeg.  
Name of station: CKO FM News. Date: July 18, 1989.  
Duration of interview: five minutes. Time: 8:20 AM.  
Participants from ILRC: Colleen Watters, Researcher.  
Program Host: Stan Michalak. Number of calls received as a result: 0.

Focus of Program:

1. The writer described ILRC, noting the organization's goal to assist disabled people to take charge of their lives and to live more independently in the community. An illustration was offered.
2. Peer Support, Information and Referral and Individual Advocacy programs were discussed, and points were supported with situational material.
3. She noted that the Centre serves individuals with various disabilities and needs, and examples were offered by way of illustration.
4. Because the Vacation Relief program had just begun operation for the summer of 1989, this component was outlined.
5. The researcher indicated how disabled consumers, friends and family members could contact the Centre.

Analysis of Presentation: a description of four ILRC programs was provided, and points were illustrated with situational material. A discussion of the Centre's goals was offered, and an accurate indication of the range of needs which could be addressed was portrayed. Sufficient information was outlined to enable listeners to gain a clear picture of the Centre and its major components, should they wish to call for further information. Core programs were dealt with first, and more details were filled in at a later point. Examples could have placed greater emphasis on the

cross-disability aspect of the organization. The number of listeners to this interview was unknown, due to reasons noted above.

How the message projected by source differed from that communicated to the audience: there was no difference, as a representative from ILRC offered the information directly to the consumers.

On November 10, 1989, the writer learned that CKO had discontinued operations. CKO is part of a national network, and this situation applied to all stations.

Medium: radio. Name of program: Questionnaire. Name of station: CBC AM, 990. Date: July 18, 1989. Time: 1:05 to 1:58 P.M. Duration of interview: 53 minutes. Participants from ILRC: Colleen Watters, Researcher. Program Host: Diane Wreford. Number of calls received as a result of program: 4.

Focus of program:

1. The writer described ILRC and outlined the goals of the organization.
2. She and the host discussed the reasons why disabled people wished to live more independently in the community, touched on Vacation Relief as an example and addressed the question of whether or not Manitobans were doing enough to facilitate the

independence of citizens with disabilities in this province. Focus was placed on societal attitudes which make it more difficult for individuals to take charge of their lives.

3. Mention was made of how ILRC differs from traditional service structures and the ways in which the Centre responds to consumer requests.
4. The writer outlined a number of ILRC programs, illustrating her points with situational material. Those covered were: Information and Referral, Peer Support, Individual Advocacy, Individualized Housing Models, the Hidi-Qu'appelle Housing Project, Vacation Relief and the volunteer component.
5. She explained the differences between case and class advocacy, and the roles played by the Centre and the Manitoba League of the Physically Handicapped in relation to these types.
6. The remainder of the program was devoted to empathically responding to the points and questions raised by callers. Calls touched on the following areas: the concept of risk and how this relates to independent living, the outreach methods required to contact disabled people who are members of vulnerable populations, the number of people with disabilities in Manitoba and whether or not disabled citizens over-use services. Also explored were individualized concerns related to housing, income security, the

need for continued societal awareness about people with disabilities, disability benefits and their relationship to work and independent living, the psychological impact of low income status and non-prescription drugs and social assistance. One caller raised points about how the political system affects the abilities of disabled citizens to live more independently. Empowerment was also discussed, and the writer indicated she felt it was time for consumers to stand up for their rights.

Analysis of Presentation: the researcher provided a fairly comprehensive description of ILRC, the goals of the organization and the programs offered. A good overview was given as to how the Centre differs from traditional service structures and the process of dealing with consumer requests. More situational material on the options for addressing the needs of users could have been presented at the outset, although examples were integrated into the discussion at several points. The researcher responded empathically to callers, depicted caring and warmth and communicated a willingness to work with individuals to address their issues. The purpose of the program is to be responsive to listeners. Therefore, the writer could not devote as much attention as she would have liked to an outline of ILRC offerings.

The author could have spent more time describing Centre programs and less on societal attitudes and risk taking. The dilemma was whether or not to follow the host's lead and discuss societal attitudes or to move directly into a description of the core components. Despite the choice made by the writer to focus on societal issues, greater emphasis could have been placed on the Centre at this point. The researcher was nervous when the broadcast began but this diminished as the interview progressed. Hesitations in speech were evident, indicating a need for her to become adept at thinking more spontaneously. A greater comfort level was achieved when responding to consumer issues. Vacation Relief was not a good illustration of how ILRC addresses needs. A core program example would have been more appropriate. The discussion should have focussed on empowerment in greater depth, particularly in relation to housing and advocacy.

How messages projected by source differed from those communicated to the audience: there were no differences for the reasons noted above. Figures on audience size could not be obtained. The factors accounting for this have already been explained.

Medium: television. Name of Program: Good Company.  
Name of station: CKND Television. Date: July 21, 1989.  
Time: 11 AM to 12 noon. Duration of interview: five minutes.  
Participants from ILRC: Colleen Watters,

Researcher and Betty-Anne Lewis, consumer. Program Host: Pam Evans. Number of calls received as a result: 1.

Focus of program:

1. The writer described ILRC and the goals of the organization.
2. She noted how the Centre differs from traditional service structures.
3. She outlined the Peer Support, Information and Referral, Individual Advocacy and Vacation Relief components, indicating the types of questions which could be addressed by Information and Referral staff.
4. Betty-Anne Lewis, consumer, mentioned the ways in which the ILRC affected her life. She noted the opportunities to meet people with disabilities experiencing similar circumstances. This communicated to citizens the fact that others share their feelings and desires to take charge of their lives.
5. An address and phone number for the Centre were provided, so that consumers, friends and family members could call for further information.

Analysis of presentation: the writer made optimum use of time, as she was able to describe the Centre and outline four programs. An explanation of how ILRC differed from traditional service structures was included, along with

situational material. Betty-Anne Lewis's points about how the organization affected her life acquainted the audience in a personal way with the types of needs addressed and how individuals have become empowered as a result of involvement with ILRC. To illustrate the range of options for dealing with consumer issues, more examples could have been utilized at the outset. This was the only drawback to the interview. Those watching gained sufficient information to obtain a clear picture of the organization, the major components and how Centre involvement affected the lives of disabled persons. Greater attention was also devoted to empowerment. For the reasons noted above, figures on audience size were not available.

How the message projected by source differed from that communicated to the viewers: there was no difference, and the factors relating to this have previously been explained.

Medium: television. Name of Program: Today's World. Name of station: CKY Television. Date: August 8, 1989. Time: 10:30 AM to 11:30 AM. Duration of interview: 12 minutes. Participants from ILRC: Colleen Watters, Researcher and Guylaine Nacinovich, consumer. Program Host: Shelley Joyce. Number of calls received as a result: 0.

Focus of program:

1. The writer described ILRC and the goals of the organization.

2. She discussed how the Centre differs from traditional service structures.
3. Mention was made of the various options for responding to consumer requests.
4. The writer pointed out that the ILRC is staffed by paid persons and volunteers, and noted the ways in which individuals can become empowered through involvement with the association.
5. Guylaine Nacinovich focussed on how the Centre had changed her life. She outlined the role she played in Leisure Education and the elements of this program.
6. The interviewer asked about the most critical access barriers in the environment encountered by both participants.
7. The author discussed Peer Support, Information and Referral, Individual Advocacy and Vacation Relief. Situational examples were provided.
8. The interview dealt with the current housing situation of disabled persons in Winnipeg, the progress made by ILRC since its inception and areas for further work.
9. An address and phone number for the Centre were given.

Analysis of presentation: the analytical points covered in the discussion of the two television programs above are

applicable to Today's World as well. Improvement in the writer's ability to describe major program elements in short periods of time was evident in both the CKY and CKND interviews. She accomplished this by switching focus away from less important topics and on to the main purpose of the discussion. As with the Good Company interview, she could have provided more examples at the outset of consumer needs brought to ILRC and possible methods of response. The availability of the Centre to friends and family members could have been emphasized to a greater extent, but facility was demonstrated in responding empathically to the feelings of loneliness experienced by some consumers. She was less nervous on television than she had been on radio, and the few hesitations in speech did not affect viewer impact.

How the message projected by source differed from that communicated to the audience: there was no difference in this aspect, as ILRC representatives disseminated the information directly to viewers. No figures on audience size are available. The reasons for this have already been delineated.

Medium: television. Name of Program: Blind Trek. Name of station: VPW, Community Access, channel 11. Date broadcast: August 18, 1989. Time: 12 noon to 12:15 P.M. Duration of interview: 15 minutes. Participants from ILRC: Colleen Watters, Researcher. Program Host: Maurice Piche. Number of calls received as a result: 0.

Focus of program:

1. The writer described ILRC and the goals of the organization.
2. She indicated when the Centre was incorporated and how the association differs from traditional service structures.
3. Peer Support, Individual Advocacy, Information and Referral and Leisure Education were outlined and situational examples were provided.
4. An address and phone number for ILRC were given.

Analysis of presentation: the writer offered a fairly comprehensive discussion of several key programs, the goals of the organization and how ILRC differs from traditional service models. Illustrations were integrated into the interviews, although more of these could have been utilized to define consumer needs and possible methods of response. Situational material was not always followed through to conclusion, with solutions to issues being offered. Some of the words employed by the writer could have been replaced with more familiar substitutes. Terms such as "accessed", "stringent" and "parameter" are not easily understood by the audience. Although viewers gained a clear picture of the Centre and the major programs, too much time was devoted to a discussion of Peer Support. This meant that other components received short shrift. There were some hesitations in speech and, although these did not detract

from the impact of the interview, improvements in this area were needed.

How the message projected by source differed from that communicated to the audience: There were no differences in this area due to reasons already discussed. No figures on audience size were available. Factors accounting for this have been delineated previously.

Medium: newspaper. Name of Paper: The Downtowner. Name of section: Front Page. Date: July 19, 1989. Name of Reporter: Val Johnston, Editor. Participants: there were no participants, as the article was based on a media release mailed to the paper. Number of copies in circulation: 142,000. Number of calls received as a result: 0.

Focus of article: Headline: "ILRC Expands". The piece which appeared in print corresponded exactly with the material contained in the media release. The following points were covered:

1. The release indicated that ILRC is a self-help organization operated by people with disabilities. It outlined the organization's goal as enabling disabled individuals to take charge of their lives and to live more independently in the community.
2. The article mentioned the promotional effort being launched to acquaint disabled citizens, friends and family members with the Centre and the programs offered.

3. The piece noted that ILRC was expanding the Peer Support, Individual Advocacy and Information and Referral programs in response to consumer needs. A brief description of these components, along with situational examples was given.
4. Leisure Education, Vacation Relief and Volunteer Work Support were listed as other programs.
5. The release ended by giving an address and phone number, along with the names of two contact people who could be reached for further information.

How the message projected by source differed from that communicated to the audience: there was no difference, as the media release was reported verbatim in the paper.

Medium: newspaper. Name of Paper: Jewish Post and News. Name of section: Gene Telpner's Column. Date: August 2, 1989. Name of Reporter: Gene Telpner. Participants: there were no participants, as the article was based on a release mailed to the Paper. Number of copies in circulation: 5000. Number of calls received as a result: 1.

Focus of article:

1. ILRC was described as an organization assisting disabled people to live more independently in the community and to take charge of their lives.

2. Mention was made of three programs to help consumers. these were: Peer Support, Individual Advocacy and Information and Referral.
3. The reporter then stated: "There are many among us who require technical devices, transportation, specialized kitchen equipment and physical accessibility." (Jewish Post and News, August 2, 1989, p. 6).
4. A phone number was provided for further information.

How the message projected by source differed from that communicated to the audience: the reporter provided an accurate statement of ILRC's goal and indicated that the Peer Support, Individual Advocacy and Information and Referral components were three of the Centre's key elements. Although he gave examples for Information and Referral, he did not provide situational material for Peer and Advocacy. As a consequence, readers did not know what these programs offered. Mr. Telpner normalized helping and included disabled people as part of the general citizenry. Statements such as: "I think many readers will be interested in the Independent Living Resource Centre", and, "There are many among us who require ..." (Jewish Post and News, p. 6). Consumers gained enough information to phone the Centre, should they wish to do so.

Medium: newspaper. Name of Paper: Kanada Kurier. Name of section: Manitoba Kaleidoskop. Date: August 3, 1989.

Name of Reporter: Not specified. Number of copies in circulation in Manitoba: 5000. No breakdown could be obtained for Winnipeg. These figures were unavailable at the offices of the newspaper. Number of calls received as a result: 0. Note: the media release was sent to the paper and staff translated the information into German for printing. The writer obtained a copy of this publication, and the article was subsequently converted into English for analysis. Participants: there were no participants, as the article was based on a media release.

Focus of article:

1. The piece described ILRC as a self-help organization which helps disabled people gain control over their lives.
2. Mention was made of the fact that Centre programs were divided into three categories: emotional and moral support received from the peer group, individual counselling and information and/or referral to other services.
3. The Peer Support, Individual Advocacy and Information and Referral components were described and a phone number was provided for the organization.

How the message projected by source differed from that communicated to the audience: this piece was more difficult to analyze because of the changes that occurred during the

translation process. An accurate description of ILRC and the overall goal of the organization was provided, along with an outline of three of the core programs. Individual advocacy was mis-represented as counselling. It was noted that people could "receive information and good advice as to how an individual problem could be solved". In actual fact, the advocacy co-ordinator does not advise consumers but assists them to learn advocacy skills to find solutions to their issues. Information and Referral was translated as "advise", and it was noted that data on telephone apparatuses was available. This was not in the original media release. Readers gained a clear portrayal of the Centre and its major components, as well as contact names and a phone number to call for further information. The above criticisms may not be entirely accurate due to the possibility that parts of the message could have been changed in the translation process. Some phrases may have slightly different connotations in German than in English.

Medium: newspaper. Name of Paper: The Manitoban. Name of section: Classifieds. Dates: July 24 and August 23, 1989. Name of Reporter: not specified. Participants: there were no participants, as the article was based on a media release sent to the paper. Number of copies in circulation: 6000. Number of calls received as a result: 0.

Focus of article, July 23:

1. The piece noted that ILRC was launching a promotional effort to assist disabled persons in living more independently in the community.
2. Readers were asked to call 947-0194, Colleen Watters or Lori Ross, regarding volunteer information night. Date, time and location were offered.

Focus of article, August 23: the ILRC was described as a self-help organization operated by people with disabilities. Persons were asked to call Colleen or Lori at 947-0194 for further information.

How the message projected by source differed from that communicated to the audience: readers were told about the self-help focus of ILRC and received information about the Centre's overall goal. A phone number was offered and, in the July edition, mention was made of an upcoming volunteer information evening. However, some crucial material was omitted. No discussion of the core programs was offered, and situational examples were not included. This short paragraph was designed to be an announcement giving basic information about the Centre. Readers were unable to gain a picture of the service components or identify with consumer needs and issues. According to literature reviewed earlier, this article was not good outreach. It was not surprising that this publicity generated a zero response rate.

Medium: newspaper. Name of Paper: Seniors Today. Name of section: page 2. Date: August 9, 1989. Name of Reporter: not specified. Participants: there were no participants, as the article was based on a media release mailed to the paper. Number of copies: Over 5000. Number of calls received as a result: 0.

Focus of article: headline: "Living Centre". This piece conveyed the majority of points contained in the media release.

How the message projected by source differed from that communicated to the audience: the information in the media release was not significantly altered in the printed version. The following material was omitted:

1. Information about the launching of a promotional effort to reach disabled individuals, friends and family members.
2. Situational examples for Individual Advocacy and one sentence of the Information and Referral discussion.

From the description, consumers gained a clear picture of the Centre's goals and major program components. Situational material illustrated options for addressing needs. The omission of a few sentences did not significantly affect the content of the outreach message.

Medium: newspaper. Name of Paper: Uptown Gazette. Name of section: Community. Date: July 27 to August 9. Name of Reporter: not specified. Participants: there were no participants, as the article was based on a media release mailed to the paper. Number of copies in circulation: 11,000. Number of calls received as a result: 0.

Focus of article: the ILRC was described as a self-help organization assisting disabled people to live more independently in the community. The heading "Independent Living Resource Centre" was placed at the top of the announcement. Individuals were provided with a phone number to call for further information.

How the message projected by source differed from that communicated to the audience: the piece briefly described ILRC and indicated where to obtain further information. Program outlines and examples were omitted, as was data about the promotional effort to reach disabled persons, friends and family members. The same analytical points applicable to the Manitoban articles were evident in the Uptown Gazette piece.

Medium: newspaper. Name of Paper: Winnipeg Free Press. Name of section: Tempo. Date: July 24, 1989. Name of Reporter: Manfred Jager. Number of participants: five. This article was based on an interview conducted July 19 1989. The following persons were interviewed by the

reporter, Manfred Jager: Mary Rhodes-Marriott, Program Development Co-ordinator; Colleen Watters, Researcher; David Martin, Chairperson, Public Relations Committee; April D'Aubin, Chairperson Program Committee; Paula Keirstead, consumer. Number of copies in circulation: 180,000. Number of calls received as a result of article: 12.

The interview was not taped, so the writer is relying on her memory to extract the main points covered. In future, it is recommended that sessions with reporters be recorded in order to compare the message transmitted by the source and that conveyed to the audience by the journalist.

Focus of interview:

1. The reporter asked participants about their backgrounds.
2. Time was spent acquainting him with ILRC philosophy, structure and operations.
3. A number of programs were discussed, along with situational examples. These included: Peer Support, Individual Advocacy, Information and Referral, Vacation Relief, Leisure Education, Individualized Housing Models, and the Volunteer component. Reasons for the cost-effectiveness of the individualized housing alternatives were delineated.
4. Additional situational material was outlined to indicate how ILRC benefits consumers with disabilities.

5. Participants dealt with the Centre's budget and discussed funding sources.
6. Mention was made of the fact that the organization was not reaching enough consumers, and reasons for this were provided. Some of these persons were isolated in their homes, and the requirement to utilize reaching out processes, such as newspapers, which enable direct contact with these citizens was expressed.
7. The range of needs that could be addressed through the Centre was delineated.
8. The reporter was given a copy of the new information package, the 1988-1989 Annual Report and an article explaining the history, development and operations of the Centre, prepared by Maureen Colgan (Colgan, 1989). These background items would assist him in writing a story.
9. Mr. Jager asked participants why he had been called to undertake this interview. The expanded programs and the need to reach additional consumers with disabilities were offered by way of explanation. The reporter said these reasons were insufficient. Publicity on an upcoming volunteer information evening and the organization's requirements for additional voluntary assistance were then provided. Mr. Jager believed he could prepare a story based on the interview and the background reports.

10. Following his departure, participants analyzed the session. They felt communications had been positive. He seemed to have grasped the organizational philosophy, how ILRC differs from traditional service models, the major components and reasons for the outreach effort. In future, participants believed they should be better prepared to discuss budget figures and program statistics without consulting the Annual Report. It was also felt that a major Centre event should form the focus for stories.

Note: the Peer Support co-ordinator and a consumer were available to come into the interview, if necessary. However, these individuals were not asked to get involved.

The article appeared in the Winnipeg Free Press on July 24, 1989. It was headlined: "Disabled Unaware of Service, Agency Says. Self-help Group for Handicapped Launches Information Campaign to Promote Support Facilities".

Focus of article:

1. The piece began by noting that the ILRC, "a self-help group for handicapped people who cannot function normally without help from someone else, has a complaint". It went on to state that "Not enough disabled people in the community know it is there, and those that are aware of the organization have not thought of getting in touch to find out what the

Centre can do for them." (Winnipeg Free Press, July 24, 1989, p. 13).

2. Census data on the number of disabled Manitobans was delineated, along with 1988 statistics on the population served.
3. The Centre's budget and funding sources were discussed, followed by mention of an information evening designed to kick off the promotional effort. Date, time and location were noted. The campaign was intended to increase awareness of ILRC and the programs, and to recruit volunteers from both the "Handicapped and non-handicapped communities".
4. Vacation Relief was outlined, along with the number of hours interested volunteers should be prepared to commit to the organization. Demonstration projects as a major source of revenue were dealt with, and the requirement for a firm commitment of core monies from the Federal and Provincial Governments and the community was specified.
5. The piece ended by stating that the Centre, "by enabling disabled Manitobans to function with help in the community, has kept scores of people out of expensive institutions and given them the independence to lead a better quality of life". (Winnipeg Free Press, July 24, 1989, p. 13).

how the message projected by source differed from that communicated to the audience:

1. The article depicted ILRC as an organization that helps disabled people who cannot function normally without such assistance. Interview participants devoted considerable time to a discussion of the philosophy, empowerment and the fact that citizens with a wide range of needs and degrees of disability were served.
2. By stressing that the Centre was complaining about not reaching sufficient numbers of consumers, the reporter communicated his message negatively. Those at the meeting made every attempt to remain optimistic. Literature reviewed earlier indicated that outreach communications were more effective if positive in tone and depicting an understanding of issues of importance to the target audience. The newspaper article did not reflect a thorough grasp of the ILRC philosophy, goals or focus on empowerment, nor did it identify how the association differed from traditional service models. The reasons why consumers might not contact the Centre were not outlined, and the frequent use of the word "help" indicated an ability of disabled citizens to take charge of their lives. The organization was described as a place that "does" for people, rather

- than empowering individuals to develop their own solutions.
3. The information evening to recruit volunteers was depicted as the kick off to a major promotional event.
  4. Programs covered were Vacation Relief, Supportive Housing Assistance and the Volunteer component. The article gave the impression that these were the only organizational offerings. The core programs were not mentioned.
  5. Information on the demonstration efforts and the need for core monies was correct.
  6. The piece noted that, through involvement with the Centre, scores of persons had been kept out of institutions and given the independence to lead a better quality of life. Although the Centre assisted several consumers to re-enter the community, the term 'scores' was an exaggeration of the truth. The association does not give independence to individuals. Rather, citizens are empowered to achieve their own independent life styles and to assume control of their decisions and choices.
  7. The publicity generated 12 contacts from consumers who had no previous knowledge of the Centre's existence. Despite the drawbacks, ILRC's community profile was heightened.

8. The literature reviewed earlier indicated that letters to the editor are a vehicle through which readers can express opinions, and offer opportunities to correct errors and misconceptions. These are not usually edited, and would enable the writer to identify the core programs and deal with misunderstandings communicated to the audience in the original piece. With the approval of the Executive, a letter to the editor was prepared. This was printed in the newspaper, and analysis of this item follows.

Medium: newspaper. Name of Paper: Winnipeg Free Press. Name of section: Letters to the Editor. Date: August 8, 1989. Participants: there were no participants, as the letter was based on information sent to the paper by the writer. Number of copies in circulation: 180,000. Number of calls received as a result: 3.

Focus of letter:

1. The writer referenced the July 24th article.
2. The purpose of the publicity was to acquaint disabled persons, friends, family members and the general public with the Centre and the programs offered.

3. The Paper was credited with the fact that ILRC had received calls from individuals who had learned about the association through the July 24th article.
4. The letter was intended to correct some misconceptions and add points not covered in the original piece.
5. The July publicity had indicated that ILRC was an organization helping severely handicapped people who could not function normally without assistance from others. This assumption was corrected with the following statement: "More correctly, we are a self-help organization assisting people with all types and degrees of disability to take charge of their lives and to live more independently in the community. As a result of meeting others experiencing similar life situations and, through sharing information and support with one another, individuals with disabilities become empowered to "do" for themselves." (Winnipeg Free Press, "Letters to the Editor", August 8, 1989, p. 2.)
6. The researcher went on to discuss the Peer Support, Individual Advocacy and Information and Referral programs.

7. An address and phone number for ILRC were provided.

How the message projected by source differed from that communicated to the audience: there was no difference. Some minor editorial changes were made by the newspaper staff, but these did not alter the content of the letter. The writer hopes this vehicle corrected some misconceptions in the July 24th publicity and identified additional points not covered by the reporter.

Medium: newspaper: Name of Paper: Inner City Voice. Date: the article appeared in December, 1989, following completion of the practicum intervention. Participants: Colleen Watters, Researcher; Allan Simpson, Managing Director; Carolyn Scribe and Joyce Lancaster, consumers. The reporter was Marci Friedman Hamm. Number of copies printed: 27,000. Number of calls received as a result: 0.

In August, the writer assisted the Inner City Voice in preparing a feature on ILRC to appear in an edition of the paper later in the fall. Unfortunately, the piece was not printed in time to impact the intervention. However, she had made a commitment to the paper and did not wish to renege on this. Contact with this newspaper provided an additional publicity opportunity for the Centre.

On August 16, the author met with Marci Friedman Hamm of the Inner City Voice.

Focus of interview:

1. Marci and the writer toured the ILRC. The reporter was introduced to some of the staff and learned their roles.
2. Marci and the author then met with Allan Simpson, Managing Director, to discuss the Canadian definition of independent living centres and how to publicize the work of the organization in realistic and comprehensive ways. Allan noted the importance of portraying ILRC programs, along with consumer stories to illustrate various options for responding to needs. In many cases, media sources are interested in sensational, tragic or dynamic events rather than in ongoing efforts of associations. The dilemma was how to promote regular programs and involvements to newspapers, radio and television.
3. Marci noted that the mandate of the Inner City Voice is to report happenings in the inner City and to give residents opportunities to communicate their stories. These are chances that might not be available through other publications. The reporter felt that she

could prepare a piece which would outline the work of the Centre and provide examples of how the ILRC has affected the lives of consumers.

4. The journalist indicated she was willing to spend time with the writer and staff to determine the focus for an article and to gather information. This was appreciated. Of all the media contacts, the "Voice" devoted the greatest attention to ensuring that reporting would be accurate and sensitive, the necessary material was obtained and decisions were made about the content of the piece which would appear in print.
5. The reporter and researcher determined that the article should be built around the Centre's core programs, but that other aspects, such as Leisure Education, Volunteer Work Support and the HIDI Housing project could be included. Experiences of consumers would be utilized to illustrate the types of needs addressed by the organization.
6. Marci was provided with the information package, the 1988-1989 Annual Report and the background piece on ILRC by Maureen Colgan. This document was mentioned earlier.
7. The author described the following ILRC components: Peer Support, Individual

Advocacy, Information and Referral, Leisure Education, Volunteer Work Support, the HIDI Housing project, Individualized Housing Models, some other research ventures and the Volunteer program.

8. The researcher said she would contact some consumers, explain the plan to prepare an article and gain permission for Marci to interview them about how ILRC affected their lives. Each individual would be encouraged to focus on a different aspect of programming in which he/she had been involved. Marci noted she would report experiences but would not print confidential information given to her by participants.
9. Discussion also centred on the ILRC's goals, philosophy and principles, and Marci communicated an understanding of these elements.
10. The author subsequently contacted four consumers, discussed plans for the article and gained their permission to be interviewed about their involvements with the Centre. She gave their names to the reporter. Marci called two of these individuals.

The Inner City Voice article appeared on December 6, 1989.

Focus of Article:

1. The article was framed in terms of situations which potential consumers of ILRC might experience and some of the issues with which the Centre currently deals.
2. Consumers are invited to call ILRC or to drop into the office.
3. Mention is made of the fact that services are tailored to the individual needs of people with disabilities and those concerned about these persons.
4. The piece focussed on the experiences of Joyce Lancaster, a consumer of ILRC. Joyce's definition of independence is described. Her living situation and the types of personal assistance she requires are explored. Factors which increase her independence are noted.
5. The reasons why Joyce visits the ILRC are mentioned. She drops in to meet people and participates in recreation and the Volunteer Work Support Program.
6. Joyce's involvement in the Inner City Voice's creative writing course is outlined.

7. Carolyn Scribe, another ILRC consumer, indicates that the Centre feels like a family and that one can go there to talk with others.
8. Carolyn's volunteer experiences at ILRC and her living situation are described.

Analysis of Article: the piece gives concrete examples of the types of issues which ILRC assists consumers to address. Profiles of two disabled individuals formed the basis of the article. Discussion centred around the living situations of these persons, the activities they pursue, their ILRC involvements and their feelings about their independent life-styles. The Centre's role in assisting them to meet others in similar situations is noted. This gives readers a clear idea of the benefits of ILRC involvement and the circumstances and issues of concern to consumers. The point is stressed that the ILRC assists individuals to take charge of their lives and to live more independently in the community. It appears that the reporter grasps the philosophy, concepts and goals of the organization and exhibits a good understanding of the association's work.

### 9.5.3 Brief Analysis of Media Outreach Results

The July 24th Winnipeg Free Press article and pieces in the Manitoban and Uptown Gazette illustrate the inability of the sender of messages to control these communications once they are mailed out. Sometimes reporters can be called to ensure that the information printed is accurate. However, some journalists do not appreciate these contacts. Newspaper staff prepare stories on the basis of their understanding of interview content and/or written material provided to them. Opportunities for message distortion and misconceptions abound, creating inaccuracies in communications relayed to readers. Sources can attempt to correct these errors through letters to the editor but that is the extent of their influence. It is recommended that, in future, ILRC attempt to locate reporters who are sensitive to the needs of persons with disabilities or whose awareness can be heightened through meetings prior to the collection of data for stories.

Consumer responses to outreach through the media were much higher than those attained for reaching out efforts utilizing brochures, newsletters and inservices. This was due to the fact that radio, television and newspaper contacts involved communication of the messages directly to individuals, while in the other forms of outreach transmission of information took place through third party sources. Statistical records bear out these conclusions.

Consumer generated responses to publicity through the media rose sharply during the month of July from 0 to 18, and dropped off in August. The majority of work with media sources took place in July and decreased in August.

#### **9.6 SUMMARY OF CONSUMER RESPONSES TO THE OUTREACH**

Summarized below are consumer response rates to all types of outreach strategies. Further evaluation of the results will be undertaken in the next chapter. It should be noted that only one respondent indicated he was a member of a vulnerable population. Reasons for this will be explained at a later point.

In the following tables, a number of abbreviations are utilized. These include:

1. "org", organization.
2. "Coll", College.
3. "Phys", Physicians.
4. "Surg", Surgeons.
5. "Newsl", newsletter.
6. "Num", number.
7. "Cont", contacts.
8. "HSC", Health Sciences Centre.
9. "Dpt", Department. "dptartmental", departmental.
10. "OT", Occupational Therapy.
11. "PT", Physiotherapy.

12. "Bro", brochure.
13. "Inser", inservice.
14. "Rehab", Rehabilitation.
15. "SW", Social Work.
16. "Supp", support.
17. "Assoc", Association.
18. "Mb", Manitoba.
19. "Psych", Psychological. "Serv", services.
20. "U of M", University of Manitoba.
21. "Spec Prog", Special Programs.
22. "Stu Coun", Student Counselling.
23. "U of W", University of Winnipeg.
24. "RRCC, RCHS", Red River Community College, Resource  
Centre for Handicapped Students.
25. "MD", Muscular Dystrophy.
26. "MASW", Manitoba Association of Social Workers.
27. "PC", Personal Contact.

TABLE 1

## Summary of Consumer Responses to the Outreach

Name of Org	Outreach Vehicles	Num of Cont
Coll of Phys	News1	0
HSC, Dpt of OT	Bro and Inserv	0
HSC, Dpt of PT	Bro and Inserv	0
HSC, Rehab, Dpt of Nursing	Bro and Inserv	0
HSC, Dpt of SW	Departmental Meeting	0
HSC, Dpt of OT, Supp Group	Bro and Inserv	1
HSC, Display Booth	Bro, News1 and PC	0
MASW	News1	0
MD Assoc	Bro and News1	0
Stroke Assoc of Mb	Bro and News1	0
RRCC, RCHS	Bro	0
U of M, Psych Serv	Bro	0
U of M, Spec Prog	Bro	0
U of M, Stu Coun	Bro	0
U of W, Interfaith	Bro	0
U of W, Stu Coun	Bro	0
		-----
Total Number of Contacts		1

TABLE 2  
Consumer Responses to Media Outreach

Medium	Name of Medium	Num of Cont
Radio	<u>Questionnaire</u>	4
Radio	<u>Good Morning Winnipeg</u>	0
Radio	<u>Sunday Report</u>	0
Television	<u>Good Company</u>	1
Television	<u>Today's World</u>	0
Television	<u>Blind Trek</u>	0
Newspaper	<u>The Downtowner</u>	0
Newspaper	<u>Inner City Voice</u>	0
Newspaper	<u>Jewish Post and News</u>	1
Newspaper	<u>Kanada Kurier</u>	0
Newspaper	<u>The Manitoban</u>	0
Newspaper	<u>Seniors Today</u>	0
Newspaper	<u>Uptown Gazette</u>	0
Newspaper	<u>Winnipeg Free Press</u> (July 24)	12
Newspaper	<u>Winnipeg Free Press</u> (Letters)	3
Canadian Publishers	News Release	1
		-----
Total Number of Media Contacts		22
Total Number of Consumer Contacts		23

## Chapter X

### EVALUATION OF RESULTS

#### 10.1 INTRODUCTION

This chapter will evaluate the major findings of this practicum and analyze the factors which accounted for these results. In addition, the impact of the project on the ILRC will be examined and the student will assess the degree to which she achieved her individual learning goals.

#### 10.2 DIRECT CONTACT WITH CONSUMERS

Most significantly, those outreach methodologies which brought disabled persons, friends and family members into direct contact with the source of the messages generated the greatest number of consumer contacts to ILRC. This applied to work with radio, television and newspapers. One call was also received from representatives of a support group for persons with limb amputations established by an occupational therapist at Health Sciences Centre. These individuals requested a tour of the ILRC. The writer made a presentation to these consumers and session format permitted dialogue with her. Opportunities for participants to ask questions and seek additional information were also provided. No contacts resulted from citizens indicating

they learned about ILRC from organizations receiving brochures, newsletters or combinations of these methods. Likewise, no responses were forthcoming from those individuals, friends and family members who were exposed to outreach distributed through the Health Sciences Centre.

The above-mentioned findings are supported by literature reviewed earlier which attested to the fact that personal contact vehicles and other methods permitting direct consumer communication with the source of outreach messages generate higher rates of response than those strategies which do not allow such interaction. With respect to this project, personal contacts were limited to inservices and display outreach within the Health Sciences Centre. The presentation to the support group of persons with limb amputations was an exception. Reasons for limitations in personal contacts were explained earlier. These relate to the necessity to conduct reaching out processes with a few organizations to permit greater depth and time constraints which meant scaling down the scope of the project. Staff in attendance at hospital inservices were asked to relay the information provided to those personnel in their sections who could not be present, disabled citizens, friends and family members. This process relied on third party communication of data to consumers and a number of factors influenced the reliability of these methods. These will be explored at a later point.

### 10.3 MONITORING OF PRE-INTERVENTION AND POST-INTERVENTION STATISTICS

Statistical records were monitored throughout the duration of the intervention phase (March through August, 1989) and for two months prior to project commencement. These data support conclusions already outlined regarding the effectiveness of direct forms of contact in generating responses.

There were some differences in the ways information appeared on the monthly inquiry summaries and the reporting and categorization found in daily records (see Appendix H for examples of statistical record keeping forms). From January through May, 1989, a heading entitled "Initial Contact made as a result of" was placed on the inquiry summaries. "Material sent directly by us" referred to brochures or newsletters sent to individuals by Centre staff. "Brochure or poster seen from other source" indicated information of this type distributed by other associations. "Media publicity" connoted material conveyed through newspapers, radio and television. Other categories included: "referred by agency", "word of mouth" and "not known". Daily records contained more detailed data on organizations through which respondents learned about ILRC and the sources of these communications. Due to alterations in procedures for statistical record keeping, monthly inquiry summaries for June, July and August did not indicate methods through which citizens received information about

the Centre. Different statistical forms were also being utilized by various programs. Processes for record keeping within the association are currently evolving and changing in an effort to determine the most effective methods for conveying data about units of service and numbers of consumers served.

Given these factors, it would be meaningless to report monthly inquiry summaries verbatim. However, a few observations could be noted.

On comparing pre-intervention and post-intervention data, the only significant differences occurred with respect to media publicity. Statistics in this area rose markedly in July from 0 (for January through June) to 18 in July. It was during this month that the majority of media outreach took place. Contacts from these sources dropped to 4 in August. Less reaching out activity took place then. Statistics for the other categories remained relatively constant throughout the pre-intervention and intervention phases.

One request for a tour of the ILRC resulted from contacts made by the writer. Efforts involving brochures, newsletters, Health Sciences Centre professional inservices, the information day or combinations of these methods did not produce any alterations in statistics. Reasons for this have already been noted.

Due to inconsistencies in the ILRC's record keeping system, some of the responses to the outreach could be subject to reliability or validity problems. This possibility could have been minimized if statistical forms utilized for the project had been consistent. This area could be improved on future ventures.

#### **10.4 EVALUATION OF MEDIA OUTREACH**

With respect to media outreach, the Winnipeg Free Press article of July 24th generated the highest response rates, followed by the August 8th letter to the editor. Of all the newspapers utilized for reaching out purposes, the Free Press had the greatest number of daily readers, approximately 180,000. In addition, the "Letters to the Editor" section enabled the writer to reiterate the messages contained in the original article and to correct misconceptions conveyed by the reporter. Literature indicates that repetition of communications increases the likelihood that individuals exposed to the messages will respond.

Print media have advantages which are not operative on radio and television. These relate to the fact that information can be retained and reread by subscribers, offering additional opportunities for repeated exposure. This means that messages are remembered for a longer period of time. By contrast, radio and television communications

are heard or viewed once by respondents, resulting in shorter rates of retention. Higher response rates to the July 24th Free Press piece occurred despite the differences between the messages projected to the reporter by ILRC participants and those provided to readers. In the opinion of the researcher, the article was somewhat negative in tone, in contrast to other newspaper, radio and television communications which were more positive in nature. However, the material depicted the Centre as an organization seeking additional consumers and offered publicity on its work. This combined with the readership rates were likely to generate response. Four calls were received by CBC's Questionnaire Program. Because no listenership figures were available, it is difficult to provide reasons for this. A journalist telephoned to seek further information about the press material mailed to him. However, this did not result in publicity for the Centre.

Overall, the impact of reaching out efforts through the media generated small rates of consumer response. This is not surprising in view of literature which indicates that media campaigns costing millions of dollars produce incremental alterations in response patterns among members of the target audience (conversation with Dr. Joe Kaufert, practicum Committee member, 1990). Given that the current project was time limited, the fact that consumers contacted the Centre as a result of media outreach is worthy of note.

### 10.5 THE EFFECT OF THIRD PARTY COMMUNICATIONS

Brochure, newsletter, and the majority of inservice outreach involved communication to the target audience through third party sources. Literature indicated that these indirect methods were viable, particularly when combined with direct forms of communication. However, third party contacts could present difficulties.

First, it was possible that information on ILRC was not conveyed to disabled consumers, friends and family members by those receiving the outreach. There could be many reasons for this. In some instances, professionals could have forgotten to pass on the material, while in others individuals did not need the data at the time of the project. Although associations were asked to retain brochures and newsletter articles in the event that consumers could benefit from them in the future, there was no guarantee that this would occur. Second, even if those exposed to the outreach did receive the communications projected by the writer, a number of factors related to information perception and interpretation influenced the content of the material conveyed by organizations to the target population. This had direct bearing on how communications were received and assimilated by consumers. Additional sender and receiver variables, including the individualized communication style of the researcher, could be operative, but are too numerous to detail here. The

communications process is a complex one and a discussion of it is beyond the scope of this report. Suffice it to say that third party outreach presented challenges to the writer. She attempted to check with inservice participants to ensure that her messages had been heard and interpreted correctly and that the information would be useful to professionals in their daily work. The evaluation form for these sessions assisted her in assessing the effectiveness of her presentations and changes in awareness levels among participants resulting from the intervention. With brochures and newsletters there was no way of determining the utility of the information offered, as she had no idea who would be exposed to the outreach.

The foregoing paragraphs have illustrated some of the ways in which indirect contact with consumers through third party sources influenced response rates to the outreach.

#### **10.6 EVALUATION OF INSERVICE PRESENTATIONS**

With respect to the evaluation form for assessing the effectiveness of inservice presentations, the reasons for introducing this methodology have already been indicated. In the absence of consumer response rates, this form offered a useful measuring tool for assessing the utility of the information communicated to professionals within the Health Sciences Centre. The majority of participants felt the material would be useful to them in their daily work. They

also stated that their awareness of independent living and the ILRC as a local resource were heightened as a consequence of the intervention. Individuals mentioned that they wished for more information on the Centre to assist them in making appropriate referrals. This provides a case for the continuation of presentations to Health Sciences Centre professionals as well as to employees of other Winnipeg hospitals.

To some degree, the positive response could have been attributable to the social desirability effect which indicates that individuals have a tendency to respond positively to direct questions because they feel they must provide the experimenter with the kind of data he/she would like to hear, thus appearing more likeable to the researcher and to others. It is impossible to determine if this type of bias was operative here. Three physiotherapists felt the session was inappropriate for a departmental meeting or did not meet their staff development requirements at the time. The Director of the Department did not seem overly concerned about these comments. Two persons at the nursing inservice believed the material was too abstract for them to comprehend easily. In future, the writer would recommend that even more effort be devoted to ensuring that information is as concrete as possible, with situational examples illustrating ways in which the organization has benefited consumers. The ILRC developed a slide

presentation outlining the major programs and indicating how these could be advantageous to disabled individuals, friends and family members. This material will be utilized in all future inservices and will address requests from participants for more visual information. This would increase the interest level of sessions, and would provide concrete examples of how the association addresses needs.

It should be noted that 29 nursing personnel participated in the two sessions on May 10th and 19th but only 20 survey forms were returned. There could be several reasons for this. First, the writer is aware of participants indicating they had to leave prior to the conclusion of the presentations. Perhaps these people did not complete questionnaires. Second, the inservice educator for the nursing staff was involved in two sessions but chose to fill out one survey form. Third, several attendees at the May 10th presentation were nursing students and indicated verbally that they were unsure as to how the information would benefit them. They were not involved in the referral process. Perhaps some of them opted not to participate in the survey. Fourth, the presence of worker resistance to answering questions was a possibility. This phenomenon was impossible to measure because respondents would be unlikely to state openly that they did not wish to complete the survey.

Despite the positive responses to these staff development sessions, 70 percent of participants in the nursing inservice and 56 percent of physiotherapists indicated they required more information in order to feel comfortable about referring consumers to ILRC.

This type of response was muted but perhaps communicated an unexpressed cautiousness to utilize an organization which differed from the professional service model and was relatively new. IL concepts challenge traditional views of program provision and necessitate an examination of functions from a differing perspective. Some participants were naturally wary about referring consumers to the Centre without additional information. Future sessions would offer repeated exposure to IL philosophies and concepts and would hopefully increase professionals' comfort levels with non-traditional models. Inservices should also involve physicians, as members of this discipline could not be reached on this project. If independent living philosophies are to be integrated into the traditional rehabilitation and health-care structures and the work of IL centres utilized to complement social service models, staff development sessions on these topic areas should be vital parts of professional education programs.

### 10.7 SIMILARITIES AND DIFFERENCES IN MESSAGES

This project traced the course of outreach messages from the point of transmission through sources to receipt by target audiences. With respect to radio and television interviews, the communications conveyed by the writer and those received by viewers and listeners were identical. The electronic media permitted the author to relay information directly to the audience. In some instances, the outreach messages conveyed by ILRC and those which appeared in print were very similar. Articles appearing in the Manitoba Social Worker, the Muscular Dystrophy Association Newsletter, the Downtowner newspaper and Seniors Today were excellent examples. The reporter for the Inner City Voice devoted a great deal of time and attention to verifying factual and philosophical material transmitted to her in written documents and in conversations with the researcher, the Managing Director, staff and consumers. No doubt, her prior knowledge of the ILRC's work assisted her in this regard. She then converted the information into print in a manner which accurately reflected what she heard and read.

In other cases, there were marked differences in the reaching out content presented by the Centre and that released in newsletters and newspapers. Without surveying these media, it is impossible to determine for certain why these variations occurred. However, several speculative explanations can be drawn.

First, some publications had limited space available for information on the ILRC. Media releases and original newsletter submissions were edited to conform with these requirements. This resulted in the elimination of vital data about Centre programs, situational examples and philosophical considerations which, if included, would have permitted readers to gain an essential understanding of the organization. In some instances, the omissions were sufficiently serious as to render the resulting pieces virtually meaningless as outreach vehicles. This occurred in the announcements in the Manitoban and the Uptown Gazette and in the Stroke Association Newsletter. Consumers would be unlikely to comprehend the nature of ILRC from reading these publications. They would therefore not respond.

Second, individuals received, processed and filtered information in different ways. Factors related to content perception and interpretation also influenced assimilation. Other sender and receiver variables, such as the context in which the data was transmitted and the personalized communication style of the writer, were operative. Perhaps intervention by a different communicator would have altered the impact of the outreach but this could not be evaluated. The above-mentioned variables affected the ways reaching out messages were received and comprehended by target audiences and determined the abilities of these citizens to respond. Some information was interpreted differently by reporters or

distorted in the transmission process. This meant that readers were exposed to data which had been significantly altered from its original form and perceptions about ILRC which were somewhat erroneous. The July 24th article in the Winnipeg Free Press provided the clearest illustration. However, as has been noted elsewhere, response rates from this publicity were the highest achieved on the project.

Third, much of the material was transmitted through third parties and the impact of this process on practicum outcomes has already been mentioned.

#### 10.8 CONSUMERS WHO WERE PHYSICALLY AND SOCIALLY ISOLATED

It should be noted that only one consumer calling in response to the Questionnaire Program on CBC Radio indicated he was physically and socially isolated. There are several reasons for this.

Issues abound with respect to defining those in the general population who should be classified as persons with disabilities. Some rehabilitation, health-care and other programs have developed elaborate and often unnecessary criteria for addressing this question. Other services, including independent living centres, rely on self-definition, while Census data utilize limitations in a given number of listed daily activities as an indicator. In cases where self-definition is employed as the measuring tool, individuals may choose to specify their disability or

feel that this is not necessary. Other factors impact on disability definition, but these are too numerous to mention here. A more serious issue relates to methods for determining those consumers with disabilities who are physically and socially isolated. Again, numerous criteria, including self-definition, are used as indicators. A further difficulty is how to identify and locate these persons. Those who remain in their homes or institutions, and are not in touch with community organizations and/or disability-specific associations, including independent living centres, cannot be contacted through these sources if they do not utilize them. Reaching out processes must be brought into homes or settings where these individuals live. On the current project, newspaper, radio and television publicity was employed to get in touch with consumers in their residences. Other methodologies, such as a City-wide mailing of ILRC brochures or distribution to all those living in a specific area of Winnipeg, were too costly and beyond the scope of this practicum.

The writer had originally planned to provide information to organizations within Winnipeg's core area. This was based on the Social Needs Assessment findings and data from consumer groups indicating that the greatest number of citizens with disabilities resided in this area. When the project commenced, this was felt to be beyond what this exercise could accommodate. It would have necessitated

large amounts of time and the expenditure of monies which the ILRC did not possess. Therefore, the researcher utilized the media, as she knew of no other procedures that would reach isolated individuals in their living environments. Limited response rates were obtained. Citizens with disabilities might not wish to identify themselves as physically and socially isolated for fear of stigma. This could have influenced the number of respondents to the project.

It is clear from the current venture that further work is warranted to identify consumers who are physically and socially isolated and to develop and test out viable methods of reaching these people. It is quite probable that members of this population have greater needs than those individuals who are not vulnerable. Exploration of procedures for reaching this target group may require more time on the part of the Independent Living Resource Centre and other organizations. Because of this, there could be possible reluctance to embark on this process.

#### **10.9 CONSUMERS EXPOSED TO THE OUTREACH WHO DID NOT RESPOND**

It was impossible to determine how many disabled persons, friends and family members who were exposed to the outreach messages either chose not to respond or opted to delay follow-up contact with the Centre. There are probable explanations for these response patterns, although no

research evidence could be located to support these conclusions. Based on information obtained from consumer organizations such as the ILRC and the Manitoba League of the Physically Handicapped, the writer speculated on factors which could account for delayed action or non-response. These included: fear of the unknown, uncertainty about what to expect from ILRC, the possibility that their efforts at contact could be rebuffed and experiences with past failure. In addition, through further exposure to outreach, consumers may require further convincing that the ILRC can respond to their issues and concerns. Those citizens with disabilities who chose not to contact the association immediately after receiving reaching out communications, but believed they might do so in the future, may not have had needs that could be addressed at that particular time. These persons might retain brochures and newsletter articles or write down ILRC's phone number for later reference. The Peer Support Co-ordinator indicated that, in some instances, it could take individuals some time to call after being referred. Peer support often focusses on issues of self-esteem which are very personal, and could account for the hesitancy of consumers to follow up referrals. The above points are based on conversations with representatives of self-help organizations and speculative evidence. Validation cannot be obtained because there is no way to discuss these with people who chose not to contact the Centre.

#### 10.10 FURTHER NEED TO VALIDATE OUTREACH STRATEGIES

The findings of this practicum concerning the effectiveness of various reaching out strategies should be tested out by other self-help organizations and providers of disability-specific services to ensure that results are applicable to these sources. Based on the low response rates and the small number of respondents who indicated they were physically and socially isolated, it is not possible to determine for certain whether or not project conclusions can be generalized to these individuals. In the future, work should be undertaken to identify people from vulnerable populations and to test out practicum results with samples of these persons.

#### 10.11 THE VALUE OF THIS REPORT

This report documented processes which can be utilized to conduct reaching out ventures similar to the current one. The document will be useful to ILRC in future outreach efforts and to self-help groups and service providers attempting to plan, organize, carry out and evaluate work in this area.

## 10.12 IMPACT OF THE PRACTICUM ON ILRC

In this section, the writer will indicate the impacts of the practicum on the ILRC. This will preface a discussion of recommendations for future outreach ventures which will be presented in the following chapter.

First, 23 consumer contacts to the Centre were received following the intervention. These individuals had no prior knowledge of the organization. This incremental change in consumer referral patterns is significant, despite the small scale nature of the project. Prior to commencement, the possibility was raised that the venture could generate more respondents than the association could accommodate. It would then have been necessary to devise methods for dealing with this situation. In reality, ILRC was able to respond to all those who called following receipt of the outreach. Recommendations for handling increased demand will be presented in chapter 11.

Second, of greater importance than alterations in referral patterns is the fact that the project documented the process necessary to plan, organize, carry out and evaluate a reaching out venture within an independent living centre. Board and staff members, the Public Relations Committee and the writer acquired valuable skills with respect to publicity style, content, format, layout and graphics which can be utilized on future outreach projects. The expertise was provided by Richard Chamberlin, a design

consultant hired to assist in the formulation of new information packages for the organization.

The researcher examined American and Canadian independent living literature but could locate no documentation of reaching out efforts conducted in other centres. As far as she is aware, this practicum is the first attempt in this regard. The ILRC should be commended for enabling the author to work within this setting and for permitting the scrutinization of their organizational dynamics and decision-making structures. Projects of this type involve risk taking. The Centre accepted this and embarked on practicum challenges with a positive outlook.

Third, the project traced the course of outreach communications from the point of preparation and distribution through the time of release to target audiences. The similarities and differences between the messages projected by the source and those transmitted to receivers were explored. This data was more useful than tabulations of response rates, as recommendations for improving the communication of outreach materials could be formulated. Procedures for minimizing the variations between content presented versus the information released could be devised.

The venture produced changes in awareness levels about independent living and the ILRC among disabled consumers,

friends, family members, media sources, health-care professionals and organizations which distributed brochures and newsletters. For the most part, these alterations could not be tested as part of the intervention. Results of the survey completed by nurses and physiotherapists at the Health Sciences Centre following inservice presentations indicated that these individuals gained vital information about IL and the work of the Centre. Verbal feedback from social workers and occupational therapists also provided evidence of knowledge level changes. Questionnaires were not being utilized when the author met with these groups, so that written responses could not be solicited. This Winnipeg-based hospital will be a potential referral source, and it is hoped that professionals in this facility will continue to distribute information to disabled citizens, friends and family members. At some future time, disciplines might be surveyed to determine if they are utilizing the services of ILRC or conveying communications to those they serve.

Fifth, there is the possibility that some individuals who received the outreach messages might not have had needs the ILRC could address at the time of the intervention. They might have concerns in the future which would prompt them to call the Centre. Other persons could take several months to respond because of the sensitive nature of the issues with which they were dealing. Referrals resulting from the

project could continue to trickle into the association long after completion.

Sixth, a list of contact organizations and media sources was formulated. These persons could be called upon in the future to convey information about ILRC to target audiences. Because of their increased knowledge of the organization, more effective communication of messages would result.

Seventh, the project heightened awareness within the Centre of questions about organizational image, the most efficient types of publicity to transmit independent living philosophies, concepts and programs and how much controversy should be generated by outreach efforts. The Public Relations Committee, the Board of Directors and staff are attempting to address these areas of concern and to make choices about the nature of public relations within the association. Solutions to these issues are vital if ILRC is to raise its profile among various target audiences, including consumers, service providers, government bodies and funders. The project also brought to light questions about the efficiency of Centre decision-making processes and whether or not current structures permit effective information flow between Board and staff levels. Personnel are considering if more expeditious methodologies are required to facilitate the preparation, approval and distribution of outreach materials.

Eighth, as a result of this project, the Centre realized that ongoing outreach activities should take place in order to raise the organization's profile within the community, generate increased awareness and contact greater numbers of potential consumers. Methods for undertaking these pursuits are currently being explored.

### **10.13 EVALUATION OF THE STUDENT'S LEARNING GOALS**

In this section, the student will evaluate the degree to which she fulfilled her learning goals and indicate those areas where further growth is warranted.

#### **10.13.1 Knowledge of Outreach Technologies**

The author gained considerable knowledge of outreach technologies and ways in which these could be employed with a range of individuals and organizations. This development was accomplished by conducting an extensive review of the literature in areas related to reaching out methodologies and their application to target audiences. In addition, the practical experiences of planning, organizing, carrying out and evaluating the project contributed to skill growth in this area. Due to the absence of respondents who were physically and socially isolated, the writer was unable to gain knowledge of appropriate reaching out vehicles which could be employed with these individuals. Further learning on this topic is warranted. As future opportunities to undertake similar ventures arise, the researcher will

continue to perfect her abilities to successfully plan, organize, conduct and evaluate these efforts with a variety of populations.

#### **10.13.2 Enhancement of Research Skills**

The author utilized research design procedures to develop assessment tools for the practicum and to measure project outcomes. This enabled the enhancement of skills in interviewing, the development of procedures for pretesting outreach packages, the design and implementation of surveys to assess the effectiveness of reaching out strategies and the formulation and utilization of statistical tools for determining degrees of consumer response. Abilities to intervene with a variety of individuals and associations improved, as did skills for documenting and analyzing intervention results and devising recommendations based on these conclusions. Future involvement in descriptive research projects will offer opportunities for increased skill enhancement in the above-mentioned areas.

#### **10.13.3 Negotiation and Organizational Decision-Making Processes**

Prior to outreach distribution, it was necessary for ILRC Board and staff members to reach agreement on the nature of the messages to be transmitted through the source, how information should be conveyed and the procedures to be utilized for data collection. This called for the writer to

employ communication and negotiation skills to assist in working towards consensus among the parties involved with respect to the above-mentioned topics. As a result, the student developed strategic skills in negotiation and an appreciation of the complexity of decision-making structures within non-traditional associations with multi-level communication systems. Further acquisition of negotiation and consensus building techniques is warranted. The student feels that, at times, she focussed too heavily on task accomplishment at the expense of process concerns. Negotiation methods could also have been employed more effectively to bring about agreement. Sometimes, the researcher became frustrated with ILRC's multi-level communication and decision-making structures and with the time necessary to achieve agreement on various aspects of outreach messages. The author believes she could have exercised greater facility in the areas of consensus building and communication facilitation, given additional experiences operating in these types of associations. Professional development and employment opportunities will facilitate growth in these areas.

#### **10.13.4 Marketing, Public and Media Relations Techniques**

The practicum enabled the student to enhance skills in service marketing with non-profit organizations, public and media relations, community development and public speaking. All these technologies were utilized in contacts with

organizations distributing the outreach communications, work with media sources, presentations to health-care professionals and liaison activities with community groups. In particular, the researcher acquired knowledge in public relations style, the importance of organizational images in reaching out messages and methods for designing effective publicity packages. Through work with media personnel, radio and television appearances, newspaper interviews and public speaking sessions, skills were honed in media relations, interviewing and conducting staff development presentations. Further growth in these areas will no doubt lead to greater degrees of expertise. As the researcher gains experiences in the Social Work profession, additional skill enhancement will occur.

## Chapter XI

### RECOMMENDATIONS

#### 11.1 INTRODUCTION

In this chapter, the author will present recommendations emerging from the findings of this research. Although the Independent Living Resource Centre was employed as the practicum setting and recommendations were formulated as a consequence of experiences in this location, these points are applicable to independent living centres, self-help groups, service providers and community organizations. The recommendations will assist sources in planning, organizing, conducting and evaluating future outreach ventures.

#### 11.2 RECOMMENDATIONS

1. It is recommended that all associations seeking to undertake outreach projects take note of the major points in the literature review and intervention phase of this report concerning the preparation and distribution of brochure, newsletter, personal contact and media publicity.

The following items are worthy of mention:

1. Brochures and newsletters are more effective tools when combined with forms of reaching out involving direct contact with members of target audiences.

2. Personal contact methods and transmission of messages directly from the source to consumers are the most effective processes for the dissemination of information.
3. Wherever possible, brochures and newsletter articles should be pretested with a sample of persons with similar characteristics to the target population and with individuals knowledgeable in the preparation of these materials. This permits evaluation of factors related to format, style and content, as well as the accuracy of the messages and the relevance of these communications to target audiences. Pretest results should then be utilized in the preparation of final versions of the publicity.
4. All reaching out materials should be built around centralized themes, describe the association and the project, discuss major program components and the benefits of consumer participation. In addition, it is important to normalize help seeking, employ positive communications and depict situational examples which demonstrate sensitivity to the needs and issues experienced by audiences.
5. Telephone contact with media personnel should be undertaken following the distribution of media releases. This permits these representatives to seek further information or pose questions, and allows organizations to explain the reasons for requesting

radio or television coverage and/or newspaper publicity. The process minimizes the danger that media releases will be ignored, enables awareness building among media personnel about the issues of concern to associations and assists in rapport development between the parties involved.

6. Organizations should employ a media or publicity committee to plan, organize, carry out and evaluate reaching out projects. The expertise of committee members would facilitate the successful completion of these ventures.
7. Associations involved in continuous outreach programs should maintain up to date resource lists of sources to which publicity materials should be distributed. This would enable expeditious communication with these individuals and groups whenever the need arose and would minimize the time required to accomplish the distribution process.

2. It is recommended that associations conducting ongoing outreach activities discuss procedures for formulating, undertaking and evaluating these efforts as part of strategic planning and goal setting for promotional activities.

3. It is recommended that associations conducting outreach projects devote attention to negotiations with organizations which can grant sufficient space and/or interview time in their respective media to communicate

essential information. If vital data are not conveyed, members of target audiences will be unable to gain a clear understanding of major organizational elements and will be less likely to respond to reaching out efforts or to experience awareness level changes. This is not to say that public service announcements should not be utilized to publicize events. They can be employed for this purpose. In some cases, main informational components are missing from these items. Therefore, large amounts of time should not be given to their preparation.

4. It is recommended that organizations undertaking outreach activities maintain ongoing liaisons with resources contacted during these publicity ventures. This would enable the regular channeling of information to these parties and would facilitate the formation of working relationships and opportunities for continued involvement. In the case of media representatives, this would permit awareness building and would enable them to obtain comments on relevant issues from organizational members. With respect to personal contact sources, continuous and accurate information flow between groups would occur if liaisons were cultivated. There would be possibilities for intra-group collaboration on projects and the development of referral opportunities. Consumers could receive current information and relevant referrals.

5. It is recommended that organizations prepare essential information related to presentations or media interviews in advance of these sessions. This includes statistical and budget data.

6. In cases where stories are being prepared by reporters on the basis of interviews with organizational representatives, it is recommended that these sessions be taped. These data can then be compared for accuracy with the messages contained in the final versions of articles or stories communicated by media personnel.

7. It is recommended that, where possible, reporters or article authors be contacted prior to the appearance of stories to determine if the material is accurate. This would enable corrections to be made, where appropriate. If these contacts are not feasible and misconceptions are located, then letters to the editor can be prepared. These vehicles provide further opportunities for organizations to relay messages, which can result in increased awareness and/or higher rates of response. Misconceptions can be corrected and readers can voice opinions. Media sources can be recognized for their contributions to outreach efforts.

8. It is recommended that associations attempt to locate reporters sensitive to the needs of target audiences or whose awareness and understanding can be heightened through contacts prior to publicity preparation.

9. It is recommended that media sources be employed to prepare stories focussing on major organizational events, as these can act as incentives for reporter involvement in the work of sources.

10. It is recommended that, when conducting media outreach, major focus be placed on those sources exhibiting high listenership or readership rates and/or permitting organizations to communicate directly with target populations. Given conclusions of the present practicum, these vehicles are more likely to generate higher rates of response than smaller newspapers or sources which do not permit direct interaction with consumers.

11. It is recommended that associations devote greater attention to communicating messages through print media, as these sources offer opportunities for rereading and higher rates of retention on the part of readers. Chances for repeated exposure to communications are also provided.

12. It is recommended that organizations conducting ongoing outreach ventures give attention to exploring the most appropriate public relations styles to effectively convey messages. Issues related to content, format, wording, tone, the use of humour in outreach, layout, graphics, etc. are all important in this regard.

13. It is recommended that associations conducting frequent outreach programs continue exploration of the

similarities and differences which can occur between the messages they transmit and the communications received by target populations. Where possible, efforts should be made to minimize the diversities between the content released and the information presented to readers, viewers and listeners. Sensitization of interviewers, article writers and reporters would be useful in this regard. Opportunities to verify data prior to release, devoting attention to those sources granting sufficient space and time to communicate essential organizational elements and perception checking would also facilitate message accuracy.

14. It is recommended that associations continue to explore the impact of third party outreach to determine the degree to which information transmitted through indirect sources is accurately communicated to target audiences. The effects of third party messages on consumer response rates and awareness level changes experienced by user populations should be assessed. Surveys can be utilized to evaluate the above-mentioned variables. The procedures for decreasing differences between source content and communications provided to populations can be explored with third parties.

15. In light of the effectiveness of the survey format for assessing the utility of professional inservices, it is recommended that organizations conducting outreach ventures employ similar instruments to determine the efficiency of the presentations they make to community groups and

professionals. Awareness level changes with respect to session content and participant resistance to communications can also be evaluated.

16. It is recommended that associations sponsoring outreach projects expand inservices to include presentations to a broad range of service providers, community groups and health-care professionals. This recommendation is important to independent living centres because it is vital that personnel from a variety of disciplines become knowledgeable about IL concepts and philosophies if they are to integrate consumer-based orientations into their daily work. Awareness is necessary in order to form liaisons with centres and to make appropriate referrals of consumers to these facilities.

17. It is recommended that organizations involved in outreach ventures continue to explore procedures for dealing with the possibilities that these promotional efforts can generate greater levels of consumer demand than groups can accommodate. Ethical and moral dilemmas can arise from these eventualities, resulting in disillusionment among members of target audiences. When resources are scarce, associations can maintain low profiles in the community, temporarily cease publicity efforts or decrease the scope of promotional ventures. Other organizations can also be located to address consumer needs.

18. In order to minimize the danger of reliability and validity concerns occurring in research designs, it is recommended that organizations conducting outreach efforts ensure that statistical procedures utilized for data collection are consistent. Where several record keeping systems are being employed in associations, it is important that these methodologies include all essential information to be gathered from respondents.

19. In light of the practicum finding that outreach vehicles bringing target audiences into direct contact with message sources generated the highest response rates of all methods employed, it is recommended that organizations conducting future outreach programs devote greater attention to personal contact outreach. The effectiveness of procedures which permit direct consumer interaction require further assessment to determine whether or not practicum results can be generalized to other settings and situations. Presentations at organizational and professional meetings, attendance at events sponsored by associations and direct intervention with individuals are possibilities. The viability of the media as an outreach vehicle to bring target populations into direct contact with message sources also warrants further exploration.

20. It is recommended that associations which meet the needs of individuals with disabilities devote further attention to exploring viable methodologies for contacting

consumers who are physically and socially isolated. These can include: utilization of media sources (such as newspapers, radio and television) which reach persons in their living environments, and third party outreach through families and health-care professionals with whom these persons may have contact. It is necessary to evaluate the effectiveness of these vehicles and to determine if findings related to outreach with general populations can be generalized to individuals who are physically and socially isolated. Given the difficulties and challenges inherent in locating members of vulnerable target groups, it is unlikely that further work with these persons will generate high consumer response rates to promotional efforts.

21. Given that project conclusions heightened awareness within ILRC of questions related to public relations, organizational image and decision-making structures, it is recommended that other independent living centres, self-help groups and associations testing out viable methodologies for the first time devote attention to exploring these areas. It is also necessary to assess the most efficient types of publicity to explain independent living concepts, philosophies and programs and the degree of controversy that should be generated by promotional ventures. Associations with multi-level communication structures may wish to examine whether or not these permit the effective flow of information vital to the preparation, approval and distribution of materials.

22. Given the fact that the current practicum was small scale in nature and was conducted within a specified time period and in an independent living centre with limited monetary and non-monetary resources, it is recommended that organizations with larger resource bases and fewer time constraints apply study conclusions to large scale promotional ventures. This would assist in determining if findings are applicable to other organizational settings, situations and populations.

23. It is possible that the communication style of the intervener impacted the ways in which messages were transmitted by the source and received by target audiences. Therefore, it is recommended that organizations conducting reaching out efforts assess the effect of communicator style on the transmission and receipt of information by those responding to outreach materials.

24. It is recommended that associations undertake ongoing outreach programs within the community. Literature reviewed earlier and project outcomes demonstrated the impact of repeated exposure to messages on consumer response rates.

25. It is recommended that the findings of this practicum concerning the effectiveness of various outreach strategies be tested out by self-help groups, independent living centres, providers of disability-specific services

and community sources to determine whether or not results are applicable to these settings.

26. It is recommended that independent living centres and self-help groups conduct further outreach projects to gain greater experience in explaining consumer and IL philosophies, concepts and programs in realistic and positive ways. Work should also continue to determine the range of consumer needs that can be addressed by centres and to offer concrete examples to illustrate the material presented. Consumer profiles would be beneficial in this regard. Involving representatives from external associations and media personnel in organizational events would contribute to awareness development and the cultivation of positive community images.

27. This practicum documented processes that can be utilized by associations to plan, organize, carry out and evaluate small scale outreach ventures. It is recommended that this report be disseminated to Canadian Independent Living Centres, the Canadian Association of Independent Living Centres (CAILC), self-help groups, providers of disability-specific and generic services and community sources. This document can be of assistance to these resources as they assess the impact of outreach efforts similar to the current study. If publicized, results could complement existing reaching out literature. The author hopes that her outcomes will contribute to research in her

area of study and will be valuable to the range of organizations seeking to build upon her work.

28. It is recommended that organizations conducting future outreach projects take particular note of the discussions in chapter five regarding the public relations dilemmas and challenges with which the ILRC was confronted during the practicum. It is certain that associations will face similar circumstances and issues when designing promotional ventures. No firm answers can be generated on which communications are most effective in contacting target audiences. It is recommended that the areas of message creation and transmission, organizational image and decision-making structures to facilitate formulation of publicity materials be explored by a variety of groups. One possible solution which could contribute to more effective negotiation and consensus building with respect to information packages would involve the formation of a media or publicity sub-committee of public relations committees. This body could be composed of public relations specialists with sensitivities and education in IL philosophies and concepts, staff and Board representatives and consumers. These individuals could oversee the preparation of information packages, particularly in reference to approval of initial drafts. This would decrease the amount of data communicated between various organizational levels, facilitate information transmission through the Board of

Directors, committees and staff and promote negotiation and consensus building. All associational components should be an integral part of the process but the sub-committee could expedite communication flow, ensure that relevant individuals and groups are involved and transmit the belief that participants are equal partners in the effort to grapple with issues and respond to emerging publicity challenges.

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## Appendix A

### CHRONOLOGY OF PROJECT ACTIVITIES

#### A.1 INTRODUCTION

In appendix A, the writer will present a chronological list of the activities undertaken to complete the practicum. This will provide a clear indication of the time frame in which the project was conducted and the progression and complexity of the process.

#### A.2 CHRONOLOGY OF PROJECT ACTIVITIES

Spring, 1988. Meeting with the writer's practicum committee to approve the proposal. In consultation with the student's adviser, this document had been researched and written during the winter of 1988. Negotiations begin with the Independent Living Resource Centre on plans for the practicum, roles of the author and organization, the activities to be conducted, proposed time frames, etc.

Summer, 1988. Negotiations continue. The student conducts an extensive search of the independent living literature to determine if materials exist on outreach strategies and evaluation methods employed in IL centres. Further literature from the publicity and marketing fields is procured and the writer peruses the Manual of Social

Services in Manitoba (Social Planning Council, 1988) to obtain a listing of all disability-specific organizations and community groups which could be possible targets for the intervention. ILRC approves plans for the practicum.

September, 1988. The author evaluates the Centre's existing statistical record keeping forms and information packages about the organization. The program brochures are out of date and the statistics forms require the addition of several categories to be able to accurately determine the numbers of consumers responding to the outreach and the ways in which these individuals learned about the association.

October, 1988. The author begins work on a revised statistical record form which would collect the necessary data to accurately measure the numbers of respondents to the outreach. She meets with Susan Hart-Kulbaba of the Manitoba Federation of Labour to discuss strategies for handling radio and television interviews.

November, 1988. The author submits first draft of statistical record form to staff for perusal and feedback. She begins work on a revised generic brochure about ILRC and its programs. Draft one of this document is submitted to staff for comments. The student begins establishing telephone contact with all possible outreach target organizations to ascertain their mandates and to determine if these associations should receive reaching out vehicles.

Feedback is received from staff on the first drafts of the statistical record keeping form and generic brochure. The writer works on draft two of these documents. A decision is taken by the Public Relations Committee and the Board of Directors to hire a design consultant to assist the Centre in revising program brochures. The author discusses the possibility of developing her own generic brochure on the organization which could be ready before the revised program pamphlets. She acquaints staff and the Public Relations Committee with the practicum and planned activities. She also continues work on drafts of the revised statistics forms and generic brochure. Draft three of these items are completed by the end of November.

December, 1988. Agreement is reached not to revamp ILRC's existing record keeping system but to incorporate items about how consumers learned about the Centre into the current statistics procedures. She begins to map out ideas for newsletter articles on the ILRC which can be used for outreach purposes. Draft three of the generic brochure is perused by ILRC.

December, 1988. The author meets with the ILRC Managing Director, the Public Relations Committee Chairperson and the design consultant. The group discusses possible layouts, styles, formats, etc. for the information packages. A decision is taken to include the generic pamphlet in the revamped materials and not to distribute this item

separately. Draft three of the generic brochure is pretested with organizations known to the ILRC.

December 28, 1988. The author meets with the ILRC Managing Director, The Public Relations Committee Chairperson and the design consultant. Discussion centres around possible themes for the outreach materials, how this publicity can be integrated into a marketing plan for the organization and which elements of this plan to tackle first. The generic brochure with accompanying folder is most important. The consultant agrees to undertake draft layouts of the folder and brochure. The writer continues to refine the generic pamphlet.

January, 1989. Pretest feedback process is completed and the author makes changes to her brochure on the basis of these comments. A meeting is held with the design consultant to peruse his drafts of the folder and insert. A step by step process for completing these items is mapped out. The author continues to pare down the list of target organizations.

January 23, 1989. The student meets with the ILRC Managing Director and her practicum adviser to discuss the fact that the brochure development stage is moving more slowly than expected and ways of dealing with this situation. Effort is made to ensure that the author has control of generic brochure formulation.

January 31, 1989. A meeting is held with members of the practicum committee and the ILRC Information Officer. Final decisions are made as to the types of statistical information to collect on the project, how to gather these data and the questions to be asked of respondents. Choices on the organizations to receive the outreach are made.

February, 1989. A meeting is held with the design consultant to discuss a draft mission statement to be placed inside the front cover of a folder containing the generic pamphlet and program inserts. A structural format for the development of the general brochure and program inserts is developed. The researcher continues revising her pamphlet and the program co-ordinators begin drafting inserts for their respective areas. Draft four of the brochure is completed.

February, 1989. The author contacts target associations receiving brochure and newsletter outreach to explain the project and ask contact persons to convey information about the Centre to consumers. The student obtains guidelines for the preparation of newsletter articles. She drafts a piece for submission to the Stroke Association of Manitoba's March newsletter. Draft five of the generic pamphlet is forwarded to the design consultant for examination.

February 22, 1989. The newsletter article is completed and submitted to the Stroke Association.

February 25, 1989. Draft five of the generic insert is returned from the design consultant.

February 26, 1989. The author works on a draft article for the Manitoba Association of Social Workers' newsletter.

March 1, 1989. The writer is interviewed by Scott Klassen for the Sunday Report Program broadcast on Q94 FM-1290 Fox.

March 2-6, 1989. The researcher refines her drafts of the generic brochure. Organizational representatives discuss possibilities for a collage of images to appear on the front cover of the folder and all inserts.

The design consultant makes a presentation on the generic brochure to the Board of Directors. He receives another draft of this pamphlet from the author.

March 13-15, 1989. The completed newsletter article is submitted to MASW. The author makes further refinements to the generic pamphlet.

March 19, 1989. Interview with Scott Klassen is aired on Q94 FM-1290 Fox.

March 20, 1989. The writer, the Public Relations Committee and the Managing Director meet to make final decisions about the visual imagery for the information packets. The design consultant agrees to arrange the

photographs in a collage. Time is spent exploring the nature of the messages to be communicated in the publicity. Several program inserts are now complete.

March 22, 1989. The student works on a draft newsletter article for the Muscular Dystrophy Association. The College of Family Physicians and the Manitoba Medical Association are explored as possible targets for newsletter articles. These sources are ruled out.

March 23, 1989. The student secures a departmental meeting with the social workers in the Rehabilitation Hospital. She explores strategies for reaching various disciplines within the Health Sciences Centre.

March 29, 1989. Work on the generic brochure continues. The article on ILRC is published in the MASW newsletter. The Stroke Association's publication appears.

April 4, 1989. The author submits her newsletter article to the Muscular Dystrophy Association.

April 6, 1989. The student talks to the Manitoba Medical Association about the possibility of submitting a piece for their newsletter. Since space is at a premium, it is suggested that the College of Physicians and Surgeons of Manitoba be approached.

April 10, 1989. The author speaks with the College of Physicians and Surgeons. She is told she can submit an

article. Over the next four days, she prepares a piece and forwards it to this organization.

April 21-26, 1989. The researcher schedules inservice with the Department of Occupational Therapy and two sessions with nurses in the Rehab.

April 26, 1989. The Muscular Dystrophy Association Newsletter is published.

April 27, 1989. The writer conducts an inservice for the Occupational Therapy Department.

May 1, 1989. The new information packages are complete and ready for distribution. The author assembles generic brochures and distributes them to target organizations.

May 2, 1989. The writer begins drafting the media release and accompanying covering letters. An inservice for Physiotherapists is scheduled for May 31, as well as a meeting with one of the Department's assistant directors to discuss departmental structure. A presentation to a group of persons with limb amputations is planned and space in a display booth is booked for June.

May 8, 1989. The student drafts a questionnaire to assess changes in the awareness of health care professionals as a result of the inservices.

May 10, 1989. The writer conducts the first of two inservices to nurses in the Rehabilitation Hospital. She administers the above-mentioned questionnaire to those professionals attending.

May 15, 1989. The researcher completes the media pretest kit and distributes it to pretesters.

May 19, 1989. The writer conducts the second of two inservices to nurses and administers an assessment questionnaire to these individuals. She talks to the group of persons with limb amputations about ILRC.

May 23, 1989. The College of Physicians and Surgeons Newsletter is published.

May 29, 1989. The author receives feedback on media releases and covering letters from pretesters.

May 31, 1989. The student meets with an assistant director of Physiotherapy to discuss the structure of the Physiotherapy department and of the Rehabilitation Hospital. She delivers an inservice to physiotherapists and administers the assessment questionnaire. The ILRC information officer receives a call from the support group of persons with limb amputations.

June 6, 1989. The author begins attempts to contact physicians in the Rehab. She continues work on the media release.

June 7, 1989. The writer works in a display booth at the Health Sciences Centre to raise awareness of the ILRC and its programs.

June 8, 1989. The researcher establishes a list of contact persons with newspapers, radio and television stations to whom press materials can be sent. She types what she believes is the final draft of the media release and covering letters. The Managing Director expresses concerns about the media release and asks that it not be mailed.

June 16, 1989. The author meets with a physician in the Rehabilitation Hospital to discuss the structure of this facility.

June 20-21, 1989. The student meets with the Managing Director to discuss his concerns about the media release. She makes changes to this document.

June 30 to July 4, 1989. Meetings are held with a summer communications student to work on the media release. Another summer student with experience in this area is also involved.

July 6, 1989. The final version of the media release is completed. Covering letters are ready for distribution. The author spends time preparing for media interviews.

July 11, 1989. Copies of the media release and covering letters are distributed to radio and television stations and newspapers.

July 13, 1989. The writer begins follow-up telephone calls with media personnel.

July 14, 1989. Media follow-ups continue. An announcement about ILRC is to appear in the Uptown Gazette and the writer schedules an interview on Good Company. The student begins her search for a consumer to appear on this program.

July 17, 1989. The writer schedules a spot on CBC's Questionnaire Program for July 18. She is scheduled for an interview on CKO FM News. A consumer is located for the Good Company Program and an interview is set up with the Winnipeg Free Press newspaper. Media follow-ups continue.

July 18, 1989. The author appears on Questionnaire and on CKO FM's Good Morning Winnipeg. Four consumers call the Centre as a result of Questionnaire.

July 19, 1989. A meeting is held with a reporter from the Winnipeg Free Press. Participants provide information on which the reporter can base an article about ILRC. An interview is scheduled on CKY's Today's World Program. Efforts begin to locate a consumer for this show.

July 20, 1989. The writer continues media follow-ups. An article based on the the original media release appears in the Downtowner newspaper.

July 21, 1989. The writer is interviewed on Good Company. An ILRC consumer also appears on the program to give a personal perspective on how the Centre affects her life. One consumer called as a result of the Good Company Program.

July 24, 1989. An article about ILRC appears in the Winnipeg Free Press newspaper. A follow-up letter to the editor is prepared. Twelve consumers call the Centre in response to this publicity.

July 25, 1989. The author receives an invitation to appear on Blind Trek, a show on Community Access Television. A date for the interview is set.

July 27, 1989. Brief announcements about ILRC which are based on the media release appear in the Manitoban and the Uptown Gazette.

July 29-31, 1989. The student locates a consumer for the Today's World Program on CKY Television. A piece about ILRC appears in the Courier German newspaper. The University of Manitoba Library is monitoring ethnic papers for articles on the Centre.

August 1-7, 1989. The writer continues monitoring publications for items on ILRC and tapes for Blind Trek.

August 8, 1989. The author and an ILRC consumer appear on the Today's World program. The letter to the editor is printed in the Winnipeg Free Press. Three consumers call the Centre as a result of this publicity.

August 9, 1989. Articles about ILRC appear in Jewish Post and News and Seniors Today. One call is received from a consumer as a result of the piece in the Jewish Post and News. The author has been attempting to reach physicians in the Rehabilitation Hospital for some time to determine how to communicate information about ILRC. She abandons the idea of contacting these professionals, as the closing date of the intervention phase is August 31.

August 14, 1989. The author meets with a representative from the Inner City Voice newspaper. There is no way that an article can be printed prior to the end of the project. However, since the writer began contacting this source in July but could not meet until August, she decides to see this process through to the end. She and the staff person from the Voice map out a plan for an article and discuss ILRC and its programs. Since the newspaper representative wishes to integrate a consumer perspective into her piece, the author begins contacting potential users of Centre programs who are willing to be interviewed.

August 19, 1989. The Blind Trek Program is broadcast.

August 22, 1989. The student continues monitoring ethnic papers for material on ILRC. She completes the process of gathering consumer names for the Inner City Voice article and she conveys the necessary information to the paper.

August 23, 1989. A brief announcement about the Centre appears in the Manitoban.

August 29-31, 1989. The writer completes monitoring ethnic papers for material. No pieces appear. The intervention phase ends on August 31. The total number of respondents to the outreach is 23.

September, 1989. The author formulates an outline for her practicum report and submits it to her adviser for perusal. The outline is approved and she begins the first draft of the intervention section of the report.

October to December, 1989. The author completes her first draft of the intervention section and submits it to the Committee.

December, 1989. The article on ILRC appears in the Inner City Voice. No calls are received from consumers as a result.

December, 1989 to March, 1990. The author completes draft one of the practicum report and submits this document to the committee for review. A meeting is held on March 16 to discuss the report and committee members make

suggestions for changes. In late March, the student begins draft two of the practicum report. This task is completed in June and the writer commences preparation of draft three. The oral presentation of the practicum report takes place in July, 1990. In August, the author refines the manuscript to complete draft three. She then fulfills all other requirements necessary for graduation, which takes place in October, 1990.

Throughout the project, the author wrote monthly memos to staff updating them on her activities, attended staff meetings and held individual consultations with many of them. These were intended to discuss program areas, receive advice on consumer selection for television and radio appearances, etc. Frequent consultations also took place with the Public Relations Committee around the outreach materials and the messages to be communicated through these documents.

**Appendix B**  
**PRETEST KIT FOR BROCHURES**

THE INDEPENDENT LIVING RESOURCE CENTRE (ILRC) IS A SELF-HELP ORGANIZATION OPERATED BY PEOPLE WITH ALL TYPES OF DISABILITIES. We offer a variety of independent living programs and information about how to contact groups in the community.

DO YOU HAVE QUESTIONS ABOUT INDEPENDENT LIVING OR WHERE TO GO IN THE COMMUNITY FOR A SERVICE THAT YOU NEED? Are you newly disabled and feel alone, but would like to meet others with disabilities? Are you a family member or friend of a disabled person, or an organization, and would like some suggestions about how best to assist these individuals. We all need help at times. When something is bothering us, it is important to talk it over, or issues can build up making it hard to cope. At the Independent Living Resource Centre, you will meet staff and volunteers who can help you find the answers to these and other concerns. If we cannot satisfy your needs ourselves, we will put you in touch with an organization which can.

WHAT TYPES OF NEEDS ARE BROUGHT TO THE ILRC?

"I have to live with my family because I need help with personal care. I would rather be on my own. Can I live in an apartment and still get the support I need?"

"I am a disabled person who stays at home all day. I am lonely, but want to get out more and meet others with disabilities."

"I want to do volunteer work, but don't know what I can do or where I can go."

"I am on Social Allowances and need money for transportation to physiotherapy appointments once a week. I can't get Handi-Transit, and I have tried asking my welfare worker for money. She won't give it to me."

"I am a parent, and my disabled child needs constant care. I get very little support from family and friends, and I feel frustrated and tired. Is there anyone who can give me a break every so often?"

"I want to build a wheelchair accessible house. How should I go about doing this?"

WHAT WOULD THE ILRC DO ABOUT THE SITUATION JUST DESCRIBED?

Living at home can be difficult especially if you would rather be somewhere else. Our Information and Referral Officer can give you information about available housing, so that you can choose a place to live which offers attendant care.

Loneliness can be very scary. If you come out to our Challenge, Choice, Change Groups, you can meet others who will talk with you about your experiences. Through our Leisure Education Program, you can get involved in community recreation activities, if you wish to do so.

If you want to volunteer but don't know where to go or what you can do Volunteer Work Support offers suggestions, so that you can volunteer in a place you will enjoy and that will meet your needs.

It is frustrating not to be able to get money from your welfare worker. Our Advocacy Co-ordinator can talk with you about what to say to this person, and can go with you to the Social Allowances Office if you wish this.

We understand that you need a break from your child, and can refer you to an organization which can send someone into your home, so you can get out once in a while.

If you want to build a wheelchair accessible house, our Technical Aids Researcher can give you ideas about how to do this. Through our Peer Information Network, we can put you in touch with someone else.

Memo to All Those Who Will Be Pretesting

The ILRC Brochure

From Colleen Watters

December 19, 1988.

I am currently working on a Master of Social Work Practicum at the Independent Living Resource Centre. This involves examining different methods of outreach with a sample of consumers who utilize our Centre, and attempting to determine which outreach vehicles are most effective. One component is the creation of a new Independent Living Resource Centre brochure, which will be utilized for public relations purposes long after my project is completed.

As an organization who uses our services, we value your input, as this aids us in providing more effective assistance to consumers. Your feedback on the enclosed brochure will help us create publicity which is more attractive to persons with disabilities and associations with whom we have contact.

We are currently working with a design consultant on colour, print style, layout, etc., so that the final brochure, when completed, will be much different from what is enclosed. At this point, we are mainly interested in your thoughts on brochure content. On the next page are a set of questions on which we would appreciate your feedback.

Please forward your comments to me in the enclosed envelope by January 6th, 1989, or telephone me at the ILRC, 947-0194, or at home,

Should you have questions or require further information, feel free to contact me.

Thank you in advance for your input on this material, and we look forward to continued work with you.

Colleen Watters

ILRC PROGRAMS

IF YOU ARE GOING THROUGH SITUATIONS LIKE THESE OR HAVE OTHER NEEDS YOU THINK WE CAN HELP YOU MEET, DROP IN AT OUR OFFICE IN THE SOMERSET BUILDING.

RM 207 - 294 Portage Ave.  
Winnipeg, Manitoba  
R3C 0B9  
947-0194 (TDD)

We can help you sort out your concerns or address your issues.

- \* INDIVIDUAL ADVOCACY
- \* PEER SUPPORT
- \* PEER INFORMATION NETWORK
- \* CHALLENGE, CHOICE, CHANGE
- \* VACATION RELIEF
- \* VOLUNTEER WORK SUPPORT
- \* LEISURE EDUCATION
- \* INDEPENDENT LIVING RESEARCH AND DEMONSTRATION ACTIVITIES

INDEPENDENT LIVING RESOURCE CENTRE  
207 - 294 Portage Ave.  
Winnipeg, Manitoba  
R3C 0B9

947-0194 (TDD)



207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

When Providing Feedback

On the Enclosed Brochure

1. What messages did the brochure communicate to you about the ILRC?

2. After reading the enclosed pamphlet, would you and the consumers you serve feel more inclined to utilize ILRC services?  
Yes (explain)

No (explain)

3. Please comment on brochure style, text and tone.

4. What could be changed with respect to brochure content that would make it more attractive to consumers and organizations?

5. Further Comments.

**Appendix C**  
**ILRC GENERIC BROCHURE**

## Achieving your independent lifestyle



"**I** DON'T WANT TO LIVE with my parents. They're getting older and find it hard providing personal care. How do I arrange to move out on my own?"

"I have a hearing loss and feel isolated, so I usually stay at home. How can I get out and meet people?"

"I need a wheelchair van to get to my evening course, but I'm on social assistance and can't afford it. Handi-Transit can't take me and my welfare worker won't approve money for transportation. What do I do next?"

"My child has several disabilities and needs 24-hour care, but I need a break every so often. How do I get it?"

"I want to build a wheelchair accessible house. Who can give me suggestions on how to do it?"

"I want to try volunteer work, then look for a job when I'm ready. How do I find out what I can do or where I can go?"

Sound familiar? If you're going through situations like these—you're disabled or you're a relative, friend, or member of an organization wanting to assist a person with disabilities, or you have concerns about independent living or where to go in the community for a service you need—talk to us at ILRC. We offer assistance in addressing these and similar issues.

**The Independent Living Resource Centre** is a self-help organization operated by people with all types of disabilities. If we can't meet your needs ourselves, we'll put you in touch with an organization that can. Where no such agency can be found, we'll work with you to find new ways to satisfy your needs.

How would we respond to these and similar situations? There are several ways . . .

*The self-confidence and control to live independently*

CONTINUED OVER

## Programs designed for many needs

307

LEAVING HOME CAN BE difficult. Our **Information and Referral** staff can give you facts about available housing and refer you to those who can arrange for attendant care or assist you in hiring your own attendants.

Staying at home all day can be frustrating and lonely. When you connect with the ILRC you will often meet others who can talk with you about your experiences. Through our **Leisure Resource Network**, you can get involved in community recreation and other activities.

It seems unfair not to be provided with transportation to your continuing education course. Our **Advocacy Co-ordinator** can assist you in preparing a presentation to the Social Allowances Appeal Board or in taking other steps to find a solution.

We understand your need for a break when you've got a child that needs care. We can refer you to organizations that can assist you in getting the kind of support you require. If waiting lists for these services are too long, we will assist you in finding new ways to get the support you need.

If you're trying to build a wheelchair-accessible house, our **Technical Aids Researcher** can give you ideas. Our **Peer Support Co-ordinator** can put you in touch with someone else who's been involved in such a project.

**Volunteer Work Support** will help you explore your skills and interests so you can work in volunteer settings that will accomplish your goals.

If you would like to become a member of ILRC, get in touch with us soon.

MEMBER OF CANADIAN ASSOCIATION OF  
INDEPENDENT LIVING CENTRES

 A United Way Member Agency

4/89

## We can help

IF YOU HAVE QUESTIONS OR needs you feel we can assist you in meeting, call or drop in at our offices. We'll listen and work with you to find realistic solutions to your issues. Our Core Program areas are:

- Information and Referral
- Peer Support
- Individual Advocacy
- I.L. Skills Learning

Our Research/  
Demonstration/Service Projects  
include the following:

- Peer Information Network
- Volunteer Work Support
- Leisure Education
- Independent Living Skills Learning Seminars
- Self-managed Attendant Staff Systems
- Supportive Housing Models
- Independent Living Research Studies



207-294 PORTAGE AVE.  
WINNIPEG, MAN. R3C 0B9  
(204) 947-0194/TDD

**Appendix D**  
**NEWSLETTER OUTREACH**



February 22, 1989.

Ms. Ruth Gudgeon,  
Provincial Co-ordinator,  
Stroke Association of Manitoba,  
213-93 Lombard Avenue,  
Winnipeg, Manitoba,  
R3B 3B1.

Dear Ms. Gudgeon,

Subsequent to our recent telephone conversation, please find enclosed my article on the Independent Living Resource Centre for the Stroke Association's March 6th newsletter. I tried to make it brief, but found it impossible to restrict myself to 10 lines.

We are continuing work on revising our organizational brochures. When this task is complete I will contact you, and bring you some literature. At that time, I will take some of your material to the ILRC, so that we will have accurate and current information about the Stroke Association of Manitoba to distribute to consumers.

Should you wish to submit a newsletter article for our consideration, please feel free to contact me or Madeline Bialecki at 947-0194. The deadline for submissions is March 31st. I realize that you will be editing my material for publication, and any information you provide to us will be reviewed by the newsletter editors.

Please send me a copy of your March newsletter.

I appreciate the opportunity to work with your organization, and I will contact you once our new brochures are ready.

Sincerely,

Colleen Watters

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

This article is for Ups and Downs, The Stroke Association of Manitoba Newsletter, March, 1989.

Independent Living Resource Centre

By Colleen Watters

Are you frustrated because you cannot get a chopping board you can use with one hand? Are you feeling isolated at home, but want to get out and meet others? Are you concerned about who will wash walls, shovel your walk or do those little things not done by Homecare? Are you living with a person who has had a stroke and needs a lot of support? I'm sure you would like a break every so often but don't know who to call?

At the Independent Living Resource Centre, we understand these situations, and can help you find ways to deal with these and similar concerns. Unlike the Stroke Association, we are a self-help organization operated by people with all types of disabilities. We respond to requests, and offer a variety of programs and information about where to find services in the community. If you have needs you feel we can help you meet, drop in at our offices in Somerset Place, 207-294 Portage Avenue, or telephone 947-0194. We will assist you in sorting out your concerns or finding your own unique solutions to issues.

## Did you Know? (The Stroke Assoc. of Manitoba Inc. Newsletter Spring, 1989.)

The Independent Living Resource Centre is a self-help organization operated by people with all types of disabilities. We respond to requests and offer a variety of programs and information about where to find services in the community. If you have needs you feel we can help you meet, drop into our offices in Somerset Place, 207-294 Portage, or telephone 947-0194. We will assist you in sorting our concerns or finding your own unique solutions to issues.

Colleen Watters



March 14, 1989.

Mrs. Diane Cullen,  
Office Co-ordinator,  
Manitoba Association of Social Workers,  
5-1767 Portage Avenue,  
Winnipeg, Manitoba.  
R3J 0E7.

Dear Diane,

Enclosed please find my article on the Independent Living Resource Centre for the April, 1989 issue of the Manitoba Social Worker.

I hope this piece meets the approval of the editorial committee. Should these individuals wish me to make revisions or need further information, I can be contacted at .

I have appreciated the opportunity to work with you on this article and look forward to reading it in the April newsletter.

Sincerely,

Colleen Watters

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

For Manitoba Social Worker - April 1989

Independent Living Resource Centre:  
A New Concept In Self-Help Service Provision

By Colleen Watters

One of the really tough things about social work is that everyone expects us to be all things to all people. That's really difficult when we meet those experiencing a host of situations. Some of our clients may have disabilities while others could be friends or family members of these individuals. Although we can assist with concerns in some areas, there may be questions about disability-specific topics which we cannot answer. For example, we could be wondering how to help a client through the process of disability adjustment or where an individual can receive assistance to move into the community from a hospital, parental home or institutional setting. We may not know how to respond to queries about: self image and disability, aids to daily living such as computers, ramps, wheelchairs, electric door openers and adapted kitchen devices, specialized transportation, respite care, educational funding, other financial issues or ways to make a home more accessible to people with a variety of disabilities. There could be questions about where to refer a person needing assistance to develop skills in volunteerism or how to utilize leisure time more productively, where to locate a personal care attendant or how one can obtain disability-specific services. In addition to talking with us, clients may wish to meet others who have experienced situations similar to themselves. If you want to know more about the above-mentioned or related areas, contact the Independent Living Resource Centre. Assistance is available to workers and clients in sorting out concerns and finding realistic solutions to issues.

Unlike traditional service structures, the Independent Living Resource Centre is a self-help organization operated by a majority of people with disabilities. It is founded on principles of consumer control, self-help and flexibility and responsiveness to individualized needs and requests. The ILRC is part of a network of similar centres across Canada and reflects the unique needs of the Winnipeg community. Funders include the Federal and Provincial governments, the United Way of Winnipeg and the Winnipeg Foundation. Through the provision of independent living services and opportunities for self-determination, the Centre enables persons with disabilities to involve themselves as fully as possible in decisions that affect their lives.

To respond to areas of concern like those described above, the Independent Living Resource Centre offers a variety of programs. These include:

1. Peer Support - provides opportunities for disabled people to share life experiences, exchange information on disability-related topics and receive support and practical suggestions for resolving their own issues
2. Information and Referral - offers information on where and how to access disability-specific services and community resources, assistance in finding answers to questions on disability-related topics, a resource library, and a registry of accessible housing facilities.

- 2 -

3. Individual Advocacy - assists consumers to mediate with the service system in situations where difficulties in this area are encountered.

4. Leisure Education - assists participants to identify their leisure interests and needs. Volunteers accompany consumers to community recreation activities until such time as they can attend programs without this assistance. Participation is limited to those between the ages of 15 and 64 years who receive Home Care services, but information on community recreation programs is available to all who wish it.

5. Vacation Relief (summer only) - offers attendant care to disabled people wishing to go on outings or take vacations with or without family members.

6. Supportive Housing Assistance - provides assistance to individuals to re-enter the community from institutional settings or to alter their living circumstances. This program is applicable to disabled people requiring help in setting up individualized housing models with support care staff, so they can live in the community in situations that meet their needs.

Other ILRC programs include: Volunteer Work Support, Independent Living Skills seminars and research and demonstration projects related to a variety of independent living issues.

If you have further questions on ILRC programs or know of clients with needs you feel the Centre could help them meet, feel free to contact the organization. Assistance will be provided in sorting out concerns or finding unique solutions to issues. In situations where staff cannot answer queries, referral will be made to associations specializing in the areas of concern. The ILRC offices are located at 207 - 294 Portage Avenue, Winnipeg, Manitoba, R3C 0B9, telephone (204) 947-0194.

Manitoba Social Worker Vol. 22 No.3 April 1989

## INDEPENDENT LIVING RESOURCE CENTRE: A NEW CONCEPT IN SELF-HELP SERVICE PROVISION

Submitted by Colleen Watters

One of the really tough things about social work is that everyone expects us to be all things to all people. That's really difficult as social workers, with those experiencing a host of situations. Some of our clients may have disabilities while others could be friends or family members of these individuals. Although we can assist with concerns in some areas, there may be questions about disability-specific topics which we cannot answer. For example, we could be wondering how to help a client through the process of disability adjustment or where an individual can receive assistance to move into the community from a hospital, parental home or institutional setting. We may not know how to respond to queries about self image and disability, aids to daily living such as computers, ramps, wheelchairs, electric door openers and adapted kitchen devices, specialized transportation, respite care, educational funding, other financial issues or ways to make a home more accessible to people with a variety of disabilities. There could be questions about where to refer a person needing assistance to develop skills in volunteerism or how to utilize leisure time more productively, where to locate a personal care attendant or how one can obtain disability-specific services. In addition to talking with us, clients may wish to meet others who have experienced situations similar to themselves. If you want to know more about the above-mentioned or related areas, contact the Independent Living Resource Centre. Assistance is available to workers and clients in sorting out concerns and finding realistic solutions to issues.

Unlike traditional service structures, the Independent Living Resource Centre is a self-help organization operated by a majority of people with disabilities. It is founded on principles of consumer control, self-help and flexibility and responsiveness to individualized needs and requests. The ILRC is part of a network of similar centres across Canada and reflects the unique needs of the Winnipeg community. Funders include the Federal and Provincial governments, the United Way of Winnipeg and the Winnipeg

Foundation. Through the provision of independent living services and opportunities for self-determination, the Centre enables persons with disabilities to involve themselves as fully as possible in decisions that affect their lives.

To respond to areas of concern like those described above, the Independent Living Resource Centre offers a wide variety of programs. These include:

1. Peer Support - provides opportunities for disabled people to share life experiences, exchange information on disability-related topics and receive support and practical suggestions for resolving their own issues.
2. Information and Referral - offers information on where and how to access disability-specific services and community resources, assistance in finding answers to questions on disability-related topics, a resource library, and a registry of accessible housing facilities.
3. Individual Advocacy - assists consumers to mediate with the service system in situations where difficulties in this area are encountered.
5. Leisure Education - assists participants to identify their leisure interests and needs. Volunteers accompany consumers to community recreation activities until such time as they can attend programs without this assistance. Participation is limited to those between the ages of 15 and 64 years who receive Home Care services, but information on community recreation programs is available to all who wish it.
5. Vacation Relief (summer only) - offers attendant care to disabled people wishing to go on outings or take vacations with or without family members.
6. Supportive Housing Assistance - provides assistance to individuals to re-enter the community from institutional settings or to alter their living circumstances. This program is applicable to disabled people requiring help in setting

up individualized housing models with support care staff, so they can live in the community in situations that meet their needs.

Other ILRC programs include: Volunteer Work Support, Independent Living Skills seminars and research and demonstration projects related to a variety of independent living issues.

If you have further questions on ILRC programs or know of clients with needs you feel the Centre could help them meet, feel free to contact the organization. Assistance will be provided in sorting out concerns or finding unique solutions to issues. In situations where staff cannot answer queries, referral will be made to associations specializing in the areas of concern. The ILRC offices are located at 207-294 Portage Ave., Winnipeg, Manitoba R3C 0B9, telephone (204) 947-0194.

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## M.A.S.W. JOB BULLETIN

M.A.S.W. is currently in the process of developing a new service for members in the form of a Job Bulletin. A sub committee was formed and about 75 letters with questionnaires have been sent out to various employers of social workers. The response to date has been mostly positive.

We would like to hear from the M.A.S.W. membership. Do you believe that this would be a valuable service? Do you have any suggestions or comments? Please let us know what you think. Write M.A.S.W., 5-1767 Portage Ave., Winnipeg, Man. R3J 0E7, or phone (204)888-9477.

- Diane Cullen  
Administrative Coordinator

## OPPORTUNITIES FOR PERSONAL AND PROFESSIONAL DEVELOPMENT

PD SEMINARS is an organization devoted to providing a responsible learning environment wherein people can discover ways to enhance the enjoyment and meaning of their lives. Embedded in a philosophy of responsive individualism, the workshops emphasize freedom of choice, a search for human values that will foster both personal growth and a concern for others, and an examination of untapped inner human resources. The prevailing atmosphere is one of safety, care and respect for individual privacy.

RESIDENTIAL PROGRAMS led by  
Jock McKeen, M.D. and  
Bennet Wong, M.D.

THE PHASE PROGRAMS  
Intensive residential workshops for discovery of the self and the enhancement of life and relationships.

Phase I: Apr. 5 - Apr. 30, 1989  
Sep. 11 - Oct. 6, 1989

Phase II: Apr. 30 - May 25, 1989  
Oct. 6 - Oct. 31, 1989

NEW HORIZONS  
A study of the concepts underlying personal growth and development, with special emphasis on body approaches, energy systems and acupuncture.

Dates: July 3 - 28, 1989

Cost: \$2400 for each Wong/McKeen program.

All fees include tuition, room and board.

## ANNUAL TRAINING PROGRAMS

CARL WHITAKER, M.D.  
"Personal Perspectives on  
Family Therapy"  
Dates: Sept. 1 - 11, 1989  
Cost: \$1800

THE SATIR MODEL led by  
Jane Gerber, Msw / Maria Gomori, Msw  
Dates: March 17 - 27, 1989  
Cost: \$1800

LEE PULOS, Ph.D.  
"Adventures In Consciousness"  
Dates: Aug. 6 - 11, 1989  
Cost: \$495

PD SEMINARS operates a year-round schedule of programs for personal and professional development. For information, write or call:

PD SEMINARS, Site, 9, Davis Road,  
Gabriola Island, B.C. Canada V0R 1X0  
Telephone: (604) 247-9244



April 12, 1989.

Dr. James Morison,  
College of Physicians and Surgeons of Manitoba,  
1410-155 Carlton Street,  
Winnipeg, Manitoba.  
R3C 3H8.

Dear Dr. Morison,

Subsequent to our telephone conversation, please find enclosed my article on the Independent Living Resource Centre for the College's next newsletter. Should revisions be necessary, please feel free to contact me through the ILRC or at home.

Please send me a copy of the newsletter in which my article appears.

I appreciate the opportunity of working with you in order to acquaint Manitoba physicians with our organization and the services we provide.

Sincerely,

Colleen Watters

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

FOR COLLEGE OF PHYSICIANS AND SURGEONS NEWSLETTER  
MAY, 1989  
THE INDEPENDENT LIVING RESOURCE CENTRE  
BY COLLEEN WATTERS

As physicians, you are often expected to meet not only the medical needs of your patients but their social and psychological needs as well. You encounter people experiencing a host of situations. Some of your patients may have disabilities while others could be friends or family members of these individuals. The Independent Living Resource Centre is an organization which can assist the above-mentioned persons in sorting out a variety of concerns and finding realistic solutions to issues.

In contrast to traditional service structures, the Independent Living Resource Centre is a self-help organization operated by a majority of people with disabilities. Founded on principles of consumer control, self-help and responsiveness to individualized needs and requests, the Association is funded by the Federal and Provincial Governments, the United Way of Winnipeg and the Winnipeg Foundation. Part of a network of similar centres across Canada, the ILRC enables disabled individuals to involve themselves as fully as possible in the discussions that affect their lives. Major program areas are:

**PEER SUPPORT** - This program is a resource for those disabled patients who might wish to talk with others in similar situations to themselves, eg. adjusting to a new disability, moving away from their parents' home, etc.

**INFORMATION AND REFERRAL** - This component offers information on where and how you and your disabled patients can access disability-specific and community services in areas such as housing, transportation, income security, etc. Individuals can be referred to these sources or to other ILRC programs.

**INDIVIDUAL ADVOCACY** - If you encounter disabled people experiencing difficulties with the social service system mediation assistance with this system is offered. Consumers also have opportunities to learn self-advocacy rolls.

**VACATION RELIEF** - This project enables those patients requiring personal care attendant assistance to go on outings or take short vacations. Vacation Relief operates only during the summer months.

Other program components include: Research and Demonstration Projects in areas such as Supportive Housing Assistance and Self-Managed Attendant Care, Leisure Education, Volunteer Work Support and Independent Living Skills Seminars.

If you are aware of patients with needs or concerns which fall into one or more of the above-mentioned program areas, please pass this information along to them in the event that they may wish to contact us. You are also welcome to call for further information.

The INDEPENDENT LIVING RESOURCE CENTRE is located at 207-294 Portage Avenue, Winnipeg, Manitoba R3M 3L2 Telephone:(204) 947-0194.

Vol.25, No.3  
April 1989

C.P. & S. Newsletter  
Page 6

**"THE INDEPENDENT LIVING RESOURCE CENTRE"**

207-294 Portage Avenue  
Winnipeg R3M 3L2  
947-0194

The Independent Living Resource Centre is a self-help organization operated by a majority of people with disabilities and is funded by the federal and provincial governments, the United Way, and the Winnipeg Foundation. It is part of a network of similar centres across Canada and enables disabled individuals to involve themselves as fully as possible through peer support, information and referral, individual advocacy and vacation relief, among other needs which may be encountered in this group.

§§ An ethical physician will only enter into a contract regarding professional services which allows fees derived from physician's services to be controlled by the physician rendering the services. §§

**§ § PHYSICIANS AT RISK § §**  
237-8320

Manitoba Area RBC newsletter  
April, 1989

**THE INDEPENDENT LIVING RESOURCE CENTRE**

April, 1989 by Colleen Watters

Are you newly disabled and feel alone? Would you like to talk with others who have been in similar situations?

Are you worried about living with your parents because they are getting older and find it hard to provide you with personal care? Do you want to arrange to move out on your own, but don't know how to go about it?

Are you frustrated because you find it difficult to get out? Staying at home all day is lonely and boring, and you are wondering how you can fill your time.

Would you like to take a summer vacation? Because you need an attendant to go with you, you don't know how this can happen.

Are you living with a disabled person who needs a great deal of support? You want a necessary break every so often, but don't know who to call.

Do you have questions about aids to daily living such as: wheelchairs, ramps, electric door openers, computers, and adapted kitchen devices.

Are you wondering how to make your home more accessible?

We all have concerns like these. It is important to talk with someone about them, or issues can build, making it hard to cope. At the Independent Living Resource Centre we will listen and assist you in finding ways to deal with these and similar situations.

The Independent Living Resource Centre is a self-help organization operated by people with all types of disabilities. If we cannot meet your needs ourselves, we will put you in touch with an organization which specializes in your area of concern. Where no such association can be found, we will work with you to come up with new ways of satisfying your needs. Our programs include:

1. Peer Support - Provides opportunities to share experiences with people in similar situations. You can talk with others about many things such as: how to come to grips with your disability, education, transportation, how to make your home more accessible, moving away from your parent's home, etc.
2. Information and Referral - Offers information on where and how to obtain independent living and community services. You can find out where and how to locate housing with attendant care or who provides respite assistance. We can suggest ways to make your home more accessible. Information is available about aids to daily living such as: wheelchairs, ramps, computers, electric door openers, and adapted kitchen devices. You can find out where to obtain these items and how much they will cost. A registry of accessible housing facilities and a resource library are also available.
3. Leisure Education - Assists you in identifying your leisure interests and needs and how you would like to spend leisure time. Volunteers will accompany you to activities until you can attend these without our assistance. You must be referred to Leisure Education by Homecare, but anyone can obtain information about community recreation programs.
4. Vacation Relief (summer only) - You can go on outings or take short vacations with or without family members. Attendant care is provided as part of the program.

Other ILRC programs include: Individual Advocacy, Supportive Housing Assistance, Volunteer Work Support, Independent Living Skills Seminars and Research and Demonstration Projects on independent living issues.

If you have questions or needs you feel we can help you meet, call or drop into our offices in Somerset Place. We are located at 207 - 294 Portage Avenue, Winnipeg, Manitoba R3C 0B9. Telephone: 947-0194

**Appendix E**  
**PRETEST KIT FOR MEDIA OUTREACH**

## Form for Pretesting Press Kit

Please read the enclosed letter to the media and press release and comment on the following:

1. Content, style and format of the letter to the media.
  
2. In your opinion, what changes should be made to this letter to increase the likelihood that it will be read by those receiving it?
  
3. Comment on content, style and format of the press release.
  
4. In your opinion, does this release answer the questions of how, what, where, when and why, which are necessary in this type of material?  
Yes, why?  
  
No, Why not?
  
5. Please comment on the newsworthiness of this item.
  
6. In your opinion, is this material of interest to a broad enough sector of the audience for whom it is intended?  
Yes, Why?  
  
No, Why not?
  
7. If you received this material, would you feel inclined to follow up on it?  
Yes, Why?  
  
No, Why not?
  
8. What changes should be made to this material to increase its attractiveness to those receiving it?

## Form for Pretesting Press Kit

- 2 -

Thank you for your assistance.

Please return all material by May 29th.

For further information, contact Colleen Watters, 452-3774.

The remainder of this page can also be used for comments.



Date, \_\_\_\_\_

Name, \_\_\_\_\_  
 Title, \_\_\_\_\_  
 Station or Newspaper, \_\_\_\_\_  
 Address, \_\_\_\_\_  
 City, Province, \_\_\_\_\_  
 Postal Code. \_\_\_\_\_.

Dear \_\_\_\_\_,

Enclosed you will find a kit containing a press release describing the public relations venture we are launching, brochures and a fact sheet on the Independent Living Resource Centre.

(For radio and Television Stations) We are asking for time on your \_\_\_\_\_ Program to further discuss the campaign and our work.

(For Newspaper Columnists) We are asking for coverage of this campaign and our work in your \_\_\_\_\_ column.

This venture will be of interest to you for two reasons. First, it will increase your awareness and that of individuals in the community of the programs offered by the Independent Living Resource Centre and the issues of concern to our organization. Second, we know that a number of disabled people are isolated at home and form a part of your audience. These persons may have need for our services but do not know about us.

I will telephone you in a week or so to further discuss the press kit, and I look forward to future contact with you.

Sincerely,

Colleen Watters

207-294 Portage Avenue  
 Winnipeg, Manitoba  
 R3C 0B9  
 (204) 947-0194/TDD

Independent Living Resource Centre,  
207-294 Portage Avenue,  
Winnipeg, Manitoba.  
R3C 0B9.

Contact Person: Colleen Watters, 947-0194.

The Independent Living Resource Centre launches campaign to reach more disabled individuals.

The Independent Living Resource Centre, a self-help organization operated by a majority of people with disabilities, enables disabled people to participate as fully as possible in life decisions. The organization is launching a campaign to contact potential users of service, in particular individuals with disabilities who are isolated at home. These people could benefit from the programs offered but are unaware of the Centre's existence. Friends and family members of disabled persons are also welcome to call for information.

The venture was launched following the receipt of funds from the Federal Department of Health to redevelop and expand three major programs: Peer Support, Individual Advocacy and Information and Referral.

1. Peer Support - This provides opportunities for disabled people and family members to speak with others in similar situations to themselves and to exchange ideas on a variety of disability-related topics. A person adjusting to a new disability may wish to talk with someone else who has gone through this experience, while a family member may need assistance with concerns about a disabled relative. Through the sharing process, individuals are encouraged to find their own unique solutions to issues.

MORE

Contact Person: Colleen Watters, 947-0194.

2. Individual Advocacy - This program aids individuals in negotiating with the human service system in situations where difficulties arise. For example, a person may require assistance in preparing a presentation to the Social Allowances Appeal Board or in taking other steps to find a solution to a financial issue. Concerns outside this service domain are addressed. Individuals are assisted to develop skills to advocate for their own needs.

3. Information and Referral - This offers information on disability-specific topics such as housing, transportation and attendant care, as well as referral to community organizations. Users are aided in finding answers to questions about financial and educational concerns, aids to daily living such as specialized kitchen equipment and computers physical accessibility of buildings, etc. A resource library with books and articles on on disability issues and independent living is also available.

Other Centre programs include: Vacation Relief (which provides attendant care during the summer months to disabled people wishing to go on outings), Leisure Education and Information, Volunteer Work Support, Supportive Housing Assistance, Independent Living Skills Workshops and a variety of research projects.

For further information, please contact Colleen Watters at the Independent Living Resource Centre, 9470194.

**Appendix F**

**PRESS RELEASE AND COVERING LETTERS TO THE MEDIA**

Independent Living Resource Centre  
207-294 Portage Avenue  
Winnipeg, Mb  
R3C 0B9

Contact persons: Colleen Watters, Member of the Board  
and Public Relations Committee  
Lori Ross, Information Officer

FOR IMMEDIATE RELEASE

INDEPENDENT LIVING RESOURCE CENTRE LAUNCHES PROMOTIONAL  
EFFORT TO REACH MORE DISABLED INDIVIDUALS

The Independent Living Resource Centre (ILRC) is a self-help organization operated by people with disabilities. Its goal is to assist disabled individuals to take charge of their lives and to live more independently in the community.

The Centre is launching a promotional effort so that disabled persons, friends and family members may become more aware of programs offered. The ILRC has expanded three major programs, Peer Support, Individual Advocacy, and Information and Referral, in response to consumer needs.

Peer Support provides opportunities for disabled people and family members to talk with others who have experienced similar life situations. For example, a person adjusting to multiple sclerosis may wish to speak with someone experiencing the same disability or a brother may ask for support in accepting the disability of a relative.

-more-

Individual Advocacy assists people in solving problems in securing the services they need to live more independently. For example, a person is unable to attend meetings of his/her housing co-operative because the meeting room is inaccessible. He/She may require assistance negotiating with the co-op to move the meetings to a more accessible location. Participants also develop skills to advocate for their own needs.

Information and Referral offers information in the areas of technical devices, transportation, and attendant care for disabled people. Questions are answered about aids to daily living such as computers or specialized kitchen equipment, physical accessibility of buildings, etc. A resource library with materials and articles on independent living and related topics is also available.

The ILRC also offers other programs such as Leisure Education, Vacation Relief and Volunteer Work Support.

For further information contact Colleen Watters or Lori Ross at 947-0194.

Date typed: July 8, 1989



July 7, 1989

Mr. Allan Ladyka  
Editor  
Inner City Voice  
294 Ellen Street  
Winnipeg, Manitoba R3A 1A9

Dear Mr. Ladyka:

The Independent Living Resource Centre is an organization assisting disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking for coverage in Inner City Voice and an opportunity for an interview to further explain the promotional effort and our work.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

Sincerely

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989.

Ms. Val Johnston,  
Editor,  
The Downtowner,  
1-808 Wellington Avenue,  
Winnipeg, Manitoba.  
R3H 0G3.

Dear Ms. Johnston,

The Independent Living Resource Centre is an organization assisting disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking you to print the enclosed press release in your paper.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

In the meantime, should you wish further information on the press release, I may be reached at 947-0194.

Sincerely,

Colleen Watters,  
Board Member and  
Chairperson, Membership Committee.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989

Mrs. E. Rehwald  
Editor  
Courier German Weekly  
155 Alexander Avenue  
Winnipeg, Manitoba R3E 1K3

Dear Mrs. Rehwald:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking you to print the enclosed press release in your paper.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

In the meantime, should you wish further information on the Press Release I may be reached at 947-0194.

Sincerely,

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989.

Mr. Ray Torgrud,  
Today's World,  
CKY Television,  
Polo Park,  
Winnipeg, Manitoba.  
R3G 0L7.

Dear Mr. Torgrud,

The Independent Living Resource Centre is an organization assisting disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience watching Today's World.

We are asking for time on your program to further explain the promotional effort and our work. I have watched programs on disability issues in the past, and there was a good response.

I will contact you in the near future for your reaction to this material and hope you will respond positively to our request.

Sincerely,

Colleen Watters,

Board Member and

Chairperson, Membership Committee.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989

Ms. Pam Evans  
Good Company  
CKND TV  
603 St. Marys Road  
Winnipeg, Manitoba R2M 4A5

Dear Ms. Evans:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience watching Good Company.

We are asking for time on this program to further explain the promotional effort and our work. I have watched programs on disability issues in the past and there was a good response.

I will contact you in the near future for your reaction to this material and hope you will respond positively to our request.

Sincerely

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

July 7, 1989



Mr. Stan Michalak  
CKO FM  
3A-831 Portage Avenue  
Winnipeg, Manitoba R3G 0N6

Dear Mr. Michalak:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience listening to your station.

We are asking to be interviewed on CKO to further explain the promotional effort and our work. I have listened to programs on disability issues in the past and there was a good response.

In the meantime should you wish further information on the Press Release I may be reached at 947-0194.

Sincerely

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

July 7, 1989



Ms. Janet Ringer  
 Producer  
 Questionnaire  
 CBC Radio  
 Box 160  
 Winnipeg, Manitoba R3C 2H1

Dear Ms. Ringer:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience listening to Questionnaire.

We are asking for time on this program to further explain the promotional effort and our work. I am aware that a representative from the Canadian Paraplegic Association was interviewed on Questionnaire recently to discuss Access Awareness Week and that there was a good response. Discussion focussed on the accessibility of buildings, facilities, services and information to persons with a wide range of disabilities, and was general in tone.

The Independent Living Resource Centre services a Winnipeg-based population and provides a number of specific programs for users. These are outlined in the enclosed press release.

I will contact you in the near future for your reaction to this material and I look forward to a positive response.

Sincerely

Colleen Watters  
 Board Member & Chairperson, Membership Committee

CW:dad  
 Encl.

207-294 Portage Avenue  
 Winnipeg, Manitoba  
 R3C 0B9  
 (204) 947-0194/TDD



July 7, 1989

Mr. Morley Walker  
Tempo  
Winnipeg Free Press  
300 Carlton Street  
Winnipeg, Manitoba R3C 3C1

Dear Mr. Walker:

The Independent Living Resource Centre is an organization assisting disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience who read the Free Press.

We are asking for coverage in your Tempo Section and an opportunity for an interview to further discuss the promotional effort and our work. If this release is inappropriate for Tempo, perhaps it could be dealt with in another section of the paper, such as the Sunday Supplement.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

Sincerely

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989

Ms. Heidi Quiring  
Editor  
Uptown Gazette  
300-128 James Avenue  
Winnipeg, Manitoba R3B 0N8

Dear Ms. Quiring:

The Independent Living Resource Centre is an organization assisting disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking for coverage in the Uptown Gazette and an opportunity for an interview to further explain the promotional effort and our work.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

Sincerely

Ccileen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 7, 1989

Mr. Dale Jack  
Editor  
Seniors Today  
11-395 Berry Street  
Winnipeg, Manitoba R3J 1N6

Dear Mr. Jack:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking you to print the enclosed press release in your paper.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

In the meantime, should you wish further information on the Press Release I may be reached at 947-0194.

Sincerely,

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



June 23, 1989

Mr. Doug Nairn  
Managing Editor  
Manitoban  
118 University Centre  
University of Manitoba  
Winnipeg, Manitoba R3T 2N2

Dear Mr. Nairn:

The Independent Living Resource Centre is an organization which assists disabled people to live more independently in the community.

Enclosed you will find a press release describing the promotional effort we are launching. This venture will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading your newspaper.

We are asking you to print the enclosed press release in your paper.

I will contact you in the near future for your reaction to this material and look forward to a positive response.

In the meantime, should you wish further information on the Press Release I may be reached at 947-0194.

Sincerely

Colleen Watters  
Board Member & Chairperson, Membership Committee

CW:dad  
Encl.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD



July 21, 1989.

Mr. Gene Telpner.

Dear Mr. Telpner,

Enclosed you will find a press release discussing the promotional effort being launched by the Independent Living Resource Centre. This organization assists disabled people to live more independently in the community.

Mat Bellan asked me to send this material to you because he felt you could incorporate portions of it into your column.

The promotional effort will be of interest to you because we know that a number of disabled people are isolated at home and form part of the audience reading the Jewish Post.

If you require further information, I can be contacted at

I will contact you early next week for your reaction to this material and hope you will respond positively to our request.

Sincerely,

Colleen Watters,

Board Member and

Chairperson, Membership Committee.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

**Appendix G**  
**NEWSPAPER OUTREACH**



# New DOWNTOWNER

## ILRC expands

The Independent Living Resource Centre (ILRC) is a self-help organization operated by people with disabilities. Its goal is to assist disabled individuals to take charge of their lives and to live more independently in the community.

The Centre is launching a promotional effort so that disabled persons, friends, and family members may become more aware of programs offered. The ILRC has expanded three major programs: Peer Support, Individual Advocacy, and Information and Referral, in response to consumer needs.

Peer Support provides opportunities for disabled people and family members to talk with others who have experienced similar life situations. For example, a person adjusting to multiple sclerosis may wish to speak with someone experiencing the same disability or a brother may ask for support in accepting the disability of a relative.

Individual Advocacy assists people in solving problems in securing the services they need to live more independently. For example, a person is unable to attend meetings of his/her housing co-operative because the meeting room is inaccessible. He/She may require assistance negotiating with the co-op to move the meetings to a more accessible location. Participants also develop skills to advocate for their own needs.

Information and Referral offers information in the areas of technical devices, transportation, and attendant care for disabled people. Questions are answered about aids to daily living such as computers or specialized kitchen equipment, physical accessibility of buildings, etc. A resource library with materials and articles on independent living and related topics is also available. The ILRC also offers other programs such as Leisure Education, Vacation Relief and Volunteer Work Support. For further information contact Colleen Watters or Lori Ross at 947-0194.

# Fighting for independence

By M. FRIEDMAN HAMM

"Independence means making choices," says Joyce Lancaster. "It's telling people what you want."

Lancaster, who uses crutches and a wheelchair, is a resident member of HIDI (Housing with an Independent Difference Inc.) in the Central Park area. She's a vital part of the work that provides an independent living opportunity with supports for people with disabilities.

Lancaster lives in her own apartment and can page a staff member if she wants help with a bath, some housekeeping or other resources.

She's learned to ask for what she needs. When her wheelchair wasn't working properly, she lobbied to get it modified.

## Choices limited

But there are other areas where physical obstacles have limited her choices.

Although she lives in an accessible suite, the kitchen cupboards are too high to reach. If the bathtub were lower, she

wouldn't need as much staff assistance for her personal care. She doesn't like being dependent on automatic door openers to get through the heavy doors in the building.

Lancaster visits the Independent Living Resource Centre (see box at right) to drop in and talk to people. "It's very important for disabled people," she says.

She's gone there to hear speakers and has participated

**"Always keep fighting for what you need."**

in recreation programs. Now she's training in the volunteer work support program for a volunteer placement outside the centre.

An avid writer, Lancaster was a frequent participant at the *Inner City Voice* writers' workshops last year. With the help of a computer loaned to

her by the Cerebral Palsy Association this fall, she's continuing her work.

She says she advocates for the rights of people with disabilities in her writing because she likes to see things better. She encourages people with disabilities who are trying to take control of more aspects of their lives.

## Find support

"Get your parents or friends or family behind you," Lancaster recommends. "And always keep fighting for what you need."

"It feels like a family" is how Carolyn Scribe talks about the ILRC. "You can go do a little work and have coffee. There's always someone to talk to."

Scribe started volunteering at ILRC several times a week after she moved to her own apartment near Portage Place. Unlike her previous living situations, there were few people around at her new home, so she made friends at ILRC. "It's a nice place to go when you're feeling low," she says.



Using a computer is part of an independent life for Joyce Lancaster.



**Gene Telpner**

I think many readers will be interested in the Independent Living Resource Centre. This organization assists disabled people to live more independently in the community.

The goal is to enable disabled persons to take charge of their lives. The three major programs to help are peer support, individual advocacy, plus information and referral.

There are many among us who require technical devices, transportation, specialized kitchen equipment, and physical accessibility. For more information on this worthy endeavor phone Colleen Watters or Lori Ross at 947-0194.

Das Independent Living Resource Centre (ILRC) ist eine uneigennützige Gesellschaft Behinderter, die Behinderten hilft, Kontrolle über ihr Leben zu gewinnen. Das Programm dieser Vereinigung ist in drei Kategorien aufgeteilt. Erstens erhalten Mitglieder seelische und moralische Unterstützung von Leidensgefährten, zweitens individuelle Empfehlungen und drittens Auskünfte und Überweisungen an andere Dienststellen. Die Hilfe von Leidensgefährten kommt durch den Austausch von Erfahrungen des Einzelnen, wie viele Probleme gelöst werden können. Auch Familienmitglieder von Behinderten können hier zusammenkommen und ihre Probleme und Erfahrungen mit anderen teilen.

In der zweiten Kategorie erhalten die Mitglieder Auskunft über gute Ratschläge, wie ein individuelles Problem zu lösen ist. In der dritten Kategorie werden Behinderte unterwiesen, was ihnen zur Verfügung steht, wie technische Hilfsmittel z.B. Computer, spezialisierte Telefonapparate, die den täglichen Lebensablauf erleichtern können. Doch muß man erst einmal wissen, wie man an diese herankommen kann. Überweisungen an Dienststellen, die sich mit der Unterstützung Behinderter befassen, sind ein weiterer wichtiger Punkt in dem Programm.

Für weitere Information, Tel. 947-0194, Colleen Watters oder Lori Ross.

*Kanada Kurier*  
*Aug. 3, 1989*

Colleen Watters

Translation of the Article on ILRC

Kanada Kurier

(German Weekly Newspaper)

August 3, 1989.

The Independent Living Resource Centre (ILRC) is a self-help organization of the disabled that helps disabled people gain control over their lives. The program of this association is divided into three categories. Firstly, members receive emotional and moral support from their peer group; secondly, individual counselling, and thirdly, information and/or referral to other services. The help from the peer group comes through the exchange of their individual experiences through which many problems could be solved. As well, family members of the disabled can meet here to share their problems and experiences with one another.

In the second category, members receive information or good advice as to how an individual problem might be solved. In the third category, the disabled are advised as to what services are available to them, such as technical devices -- for example, computers, special telephone apparatuses -- that could make daily living easier. However, one needs to know how to access these. Referrals to these support services that concern themselves with the disabled are a further, important point in the program.

For further information, telephone 947-0194, Colleen Watters or Lori Ross.

Kanada Kurier, No.31. Manitoba Kaleidoskop, Page 9.

# CLASSIFIEDS

## MESSAGING

The Independent Living Resource Centre is launching a promotional effort to assist disabled individuals in living more independently in the community. Call 947-0194, Colleen Watters or Lori Ross regarding Volunteer Information Night, July 31 at the Centennial Library Auditorium, 2nd floor.

The Independent Living Resource Centre is a self-help organization operated by people with disabilities. For more information contact Colleen or Lori at 947-0194.

## Living Centre

The Independent Living Resource Centre (ILRC) is a self-help organization operated by people with disabilities. Its goal is to assist disabled individuals to take charge of their lives and to live more independently in the community.

The ILRC has expanded three major programs, Peer Support, Individual Advocacy, and Information and Referral, in response to consumer needs.

Peer Support provides opportunities for disabled people and family members to talk with others who have experienced similar life situations. For example, a person adjusting to multiple sclerosis may wish to speak with someone experiencing the same disability or a brother may ask for support in accepting the disability of a relative.

Individual Advocacy assists people in solving problems in securing the services they need to live more independently.

Information and Referral offers information in the areas of technical devices, transportation, and attendant care for disabled people.

The ILRC also offers other programs such as Leisure Education, Vacation Relief and Volunteer Work Support.

For further information contact Colleen Watters or Lori Ross at 947-0194.

Volume VIII No. 32

**Independent Living Resource  
Centre**

The centre is a self-help organization assisting disabled people to live more independently in the community. For full information, phone 947-0194.

# Disabled unaware of service, agency says

## Self-help group for handicapped launches information campaign to promote support facilities

By Manfred Jager

The Independent Living Resource Centre, a self-help group for handicapped people who cannot function normally without help from someone else, has a complaint.

Not enough disabled people in the community know it is there. And many of those who know it exists apparently haven't thought of getting in touch with officials at the agency to find out what the centre can do for them.

Colleen Walters, who chairs the membership committee of the five-

year-old mutual help organization, said this week Canadian census statistics indicate there may be as many as 120,000 handicapped people in Manitoba.

"Last year, the total serviced population of this agency was about 1,465," Walters said. "Many people with handicaps so severe that they must have some help to lead normal lives manage somehow with friends and relatives or simply do without."

Walters said the agency operates on \$165,000 a year in federal core funding now. In addition, it receives

grants from some 14 other government and non-government sources, including the United Way, bringing its total budget to just more than \$700,000.

The resource centre now plans to launch a major information campaign, to be kicked off at a public meeting in the Winnipeg Central Library at 7 p.m. July 31 to make itself better known to the community.

The drive will be aimed as broadly as possible, Walters said. It is designed to make more handicapped people aware of what the resource

centre has to offer them and also to recruit volunteers from both the handicapped and non-handicapped communities to assist a handicapped individual.

Walters said one need this summer is for vacation assistance — to make it possible for a handicapped person to take a day-long or overnight trip out of the city, or go on a holiday of a week's duration or longer.

By and large, volunteers prepared to come to the aid of a disabled person are asked to com-

mit three hours a week to the agency.

Mary Rhodes-Marriott, the resource centre's program development co-ordinator, said the organization has had to spend much of its time in recent years running demonstration projects. She said the projects are financed by various levels of government but often are not followed up with firm financing even after the project has been successful.

"Up to now, we could never work in the manner we would if we were sure we're still going to be here six

months from now," Rhodes-Marriott said. "What we need is an annual \$300,000 of firm money, with a third each coming from the federal and provincial government and from the community."

By making it possible for disabled Manitobans to function with help in the community, the resource centre has achieved two major objectives, agency officials say. It has kept scores of people out of expensive institutions and given them the independence to lead a better quality of life.



July 26, 1989.

Letters to the Editor,  
Winnipeg Free Press,  
300 Carlton Street,  
Winnipeg, Manitoba.  
R3C 3C1.

Dear Editor,

I am writing regarding the article on the Independent Living Resource Centre (ILRC) by Manfred Jager, appearing in the Tempo Section of the July 24th edition of the Free Press.

The story was intended to acquaint disabled people, friends, family members and the general public with the Centre and the programs we offer. To date, we have received a number of calls from people who were previously unaware of our existence, and who heard about us through the Paper. We appreciate the support we have received from the Free Press in this regard. However, as a Board Member of ILRC, I feel I must correct a few misconceptions made by the writer and add some additional points which he did not cover.

First, the article refers several times to the fact that the ILRC is an organization helping severely handicapped people who cannot function normally without help from others. More correctly, we are a self-help organization which assists persons with all types and degrees of disabilities to take charge of their lives and to live more independently in the community. As a result of meeting others experiencing similar life situations and sharing information and support with one another, individuals with disabilities become empowered to do for themselves.

Second, the article does not make mention of any programs with the exception of Vacation Relief. We do have other components, including Peer Support, Individual Advocacy and Information and Referral. Peer Support provides opportunities for disabled people and family members to talk with others experiencing similar life situations. Individual Advocacy assists persons in dealing with difficulties they are encountering to secure services they need to live more independently. Participants also develop skills to advocate for their own needs. Information and Referral offers information in the areas of technical devices, transportation and attendant care for disabled people. Questions are answered about aids to daily living such as specialized kitchen equipment and computers, physical accessibility of buildings, etc.

Other programs include: Leisure Education, Vacation Relief and Volunteer Work Support.

207-294 Portage Avenue  
Winnipeg, Manitoba  
R3C 0B9  
(204) 947-0194/TDD

- 2 -

Third, the story does not give an address and phone number for the ILRC. The organization is located at 207-294 Portage Avenue, Winnipeg, Manitoba. R3C 0B9. Telephone: (204) 947-0194.

Sincerely,

Colleen Watters,

Board Member and  
Chairperson, Membership Committee.

# Letters

The Winnipeg Free Press welcomes letters from readers. Writers must give their name and address. Names will be used and letters are subject to editing.

## Independent

I am writing regarding the article *Disabled unaware of services, agency says* (*Free Press* July 24).

The story was intended to acquaint disabled people, friends, family members and the general public with the Independent Living Resources Centre and the programs we offer. To date, we have received a number of calls from people who were previously unaware of our existence, and who heard about us through the paper.

We appreciate the support we have received from the *Free Press* in this regard. However, as a board member of ILRC, I must correct a few misconceptions and add some additional points.

First, the article refers several times to the fact that the ILRC is an organization helping severely handicapped people who cannot function normally without help from others. More correctly, we are a self-help organization which assists persons with all types and degrees of disabilities to take charge of their lives and to live more independently in the community. As a result of meeting others experiencing similar life situations and sharing information and support with one another, individuals with disabilities become empowered to do for themselves.

Second, the article does not make mention of any programs with the exception of Vacation Relief. We do have other components.

Peer Support provides opportunities for disabled people and family members to talk with others experiencing similar life situations. Individual advocacy assists persons in dealing with difficulties they are encountering to secure services they need to live more independently. Participants also develop skills to advocate for their own needs. Information and referral offers informa-

tion in the areas of technical devices, transportation and attendant care for disabled people.

Other programs include: leisure education and volunteer work support.

The organization is located at 207-294 Portage Avenue, Winnipeg, Manitoba, R3C 0R9. Telephone: 947-0194.

COLLEEN WATTERS  
Board Member and Chairperson  
Membership Committee  
ILRC  
Winnipeg

Winnipeg Free Press  
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**Appendix H**  
**SUMMARY OF QUESTIONNAIRE RESPONSES TO INSERVICES**

QUESTIONNAIRE

Recognizing that this is a short presentation, Colleen and the Independent Living Resource Centre are interested in knowing whether the information you received is useful to you as well as any changes which would increase its usefulness. Therefore your response, positive or negative, is welcome.

Please note that because of the wording, each question will require a specific response. (Please tick one of the following in each group).

A. To what extent do you see your role, as discussing external Social Services Agencies with your patients/consumers.

- (1) Frequently [ ] (2) Sometimes [ ] (3) Seldom [ ] (4) Never [ ]

B. To what extent do you take an active role in referring your patients/consumers to external Social Services Agencies.

- (1) Frequently [ ] (2) Sometimes [ ] (3) Seldom [ ] (4) Never [ ]

C. To what extent were you familiar with Independent Living Resource Centre before this presentation.

- (1) Very familiar [ ] (2) Somewhat Familiar [ ] (3) Not too familiar [ ] (4) Pretty ignorant [ ]

D. The information provided in this presentation was:

- (1) Comprehensive [ ] (2) Somewhat Comprehensive [ ] (3) Not very Comprehensive [ ] (4) Not comprehensive at all [ ]

E. The presentation was:

- (1) Very Clear [ ] (2) Generally Clear [ ] (3) Not very Clear [ ] (4) Not clear at all [ ]

F. Based on the presentaion, I would be inclined to refer patients/consumers to I.L.R.C.

- (1) Much more frequently [ ] (2) Somewhat more Frequently [ ] (3) Somewhat less Frequently [ ] (4) Not at all [ ]

G. In order to refer or inform patients/consumers to I.L.R.C. I would require:

- (1) Much More Information [ ] (2) Some More Information [ ] (3) Very Little Information [ ] (4) No more Information [ ]

Comments (Please identify any changes which would increase the usefulness of this presentation to you).

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU FOR YOUR HELP

Colleen Watters

May, 1989.

## Questionnaire Used for Inservice Presentations

Presentation to Nurses in the Rehab.

May 10, 1989.

## Responses

Total number of respondents 16.

## Part A.

1. Frequently, 7, 44 percent.
  2. Sometimes. 5, 31 percent.
  3. Seldom. 1, 6 percent.
  4. Never. 0, 0 percent.
- No Response, 3, 19 percent.

## Part B.

1. Frequently. 3, 19 percent.
  2. Sometimes. 5, 31 percent.
  3. Seldom. 4, 25 percent.
  4. Never. 2, 13 percent.
- No Response. 2, 13 percent.

## Part C.

1. Vary Familiar. 1, 6 percent.
2. Somewhat Familiar. 2, 13 percent.
3. Not Too Familiar. 6, 38 percent.
4. Pretty Ignorant. 7, 44 percent.

## Part D.

1. Comprehensive. 12, 75 percent.
2. Somewhat Comprehensive. 3, 19 percent.
3. Not very Comprehensive. 1, 6 percent.
4. Not comprehensive at all. 0, 0 percent.

## Part E.

1. Very Clear. 11, 69 percent.
2. Generally Clear. 5, 31 percent.
3. Not very clear. 0, 0 percent.
4. Not clear at all. 0, 0 percent.

## Part F.

1. Much More Frequently. 9, 56 percent.
2. Somewhat more Frequently, 7, 44 percent.
3. Somewhat less frequently. 0, 0 percent.
4. Not at all. 0, 0 percent.

## Part G.

1. Much more information. 2, 13 percent.
2. Some More Information. 9, 56 percent.
3. Very Little Information. 2, 13 percent.
4. No More Information. 3, 19 percent.

## Comments

All comments came from four people. 12 questionnaires had no comments.

- 2 -

One person said the presentation was useful in making respondent more aware of ILPC. Three said the presentation was good, but two of these wanted slides and pictures indicating what the ILPC has accomplished, and examples of how we have helped in specific instances. One of the three people who wrote Good Presentation said the material was hard to grasp because presentation went too fast.

QUESTIONNAIRE

Recognizing that this is a short presentation. Colleen and the Independent Living Resource Centre are interested in knowing whether the information you received is useful to you as well as any changes which would increase its usefulness. Therefore your response, positive or negative, is welcome.

Please note that because of the wording, each question will require a specific response. (Please tick one of the following in each group).

A. To what extent do you see your role, as discussing external Social Services Agencies with your patients/consumers.

- (1) Frequently  (2) Sometimes  (3) Seldom  (4) Never

B. To what extent do you take an active role in referring your patients/consumers to external Social Services Agencies.

- (1) Frequently  (2) Sometimes  (3) Seldom  (4) Never

C. To what extent were you familiar with the Independent Living Resource Centre before this presentation.

- (1) Very familiar  (2) Somewhat Familiar  (3) Not too familiar  (4) Not familiar at all

D. The information provided in this presentation was:

- (1) Comprehensive  (2) Somewhat Comprehensive  (3) Not very Comprehensive  (4) Not comprehensive at all

E. The presentation was:

- (1) Very Clear  (2) Generally Clear  (3) Not very Clear  (4) Not clear at all

F. Based on the presentation, I would be inclined to refer patients/consumers to I.L.R.C.

- (1) Much more Frequently  (2) Somewhat more Frequently  (3) Somewhat less Frequently  (4) Not at all

G. In order to refer or inform patients/consumers to I.L.R.C. I would require:

- (1) No More Information  (2) Very Little Information  (3) Some More Information  (4) Much More Information

Comments (Please identify any changes which would increase the usefulness of this presentation to you).

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THANK YOU FOR YOUR HELP

Colleen Watters

Questionnaire to be Used for Inservice Presentations

Rehabilitation Hospital

Responses from Inservice to Nurses, May 19.

Total number of participants, 5.

Total number of people responding, 4. One person had been at the inservice on May 10th, and had filled out a questionnaire then.

Part A.

1. Frequently. 1, 25 percent.
2. Sometimes. 0, 0 percent.
3. Seldom. 2, 50 percent.
4. Never. 1, 25 percent.

Part B.

1. Frequently. 0, 0 percent.
2. Sometimes. 2, 25 percent.
3. Seldom. 1, 25 percent.
4. Never. 1, 25 percent.

Part C.

1. Very Familiar. 0, 0 percent.
2. Somewhat familiar. 0, 0 percent.
3. Not Too Familiar. 0, 0 percent.
4. Not Familiar at all. 4, 100 percent.

Part D.

1. Comprehensive. 4, 100 percent.
2. Somewhat Comprehensive. 0, 0 percent.
3. Not Very Comprehensive. 0, 0 percent.
4. Not Comprehensive at all. 0, 0 percent.

Part E.

1. Very Clear. 3, 75 percent.
2. Generally Clear. 1, 25 percent.
3. Not very Clear. 0, 0 percent.
4. Not clear at all. 0, 0 percent.

Part F.

1. Much more Frequently. 3, 75 percent.
2. Somewhat more Frequently. 1, 25 percent.
3. Somewhat less Frequently. 0, 0 percent.
4. Not at All. 0, 0 percent.

Part G.

1. No More Information, 1, 25 percent.
2. Very Little Information. 2, 50 percent.
3. Some more Information. 1, 25 percent.
4. Much more Information. 0, 0 percent.

Comments

Two people said they were glad to know that a program like ILRC was available as many patients could benefit from it. These individuals did not know about the Centre prior to the presentation. Good presentation. One person wanted these sessions at lunch hour so more people could attend. One questionnaire had no

Inservice, May 19.

- 2 -

comments. According to the inservice educator, low attendance at this inservice did not indicate lack of interest. This was due to the fact that some nurses were interested, but could not leave their work on the wards.

Colleen Watters

Questionnaire to be Used for Inservice Presentations

Rehabilitation Hospital

Responses from Inservices to Nurses, May 10 and 19.

Total number of respondents, 20.

Part A.

1. Frequently. 8, 40 percent.
2. Sometimes. 5, 25 percent.
3. Seldom. 3, 15 percent.
4. Never. 1, 5 percent.
- No response. 3, 15 percent.

Part B.

1. Frequently. 3, 15 percent.
2. Sometimes. 7, 35 percent.
3. Seldom. 5, 25 percent.
4. Never. 3, 15 percent.
- No response. 2, 10 percent.

Part C.

1. Very Familiar. 1, 5 percent.
2. Somewhat Familiar. 2, 10 percent.
3. Not too Familiar. 6, 30 percent.
4. Not Familiar at all. 11, 55 percent.

Part D.

1. Comprehensive. 16, 80 percent.
2. Somewhat Comprehensive. 3, 15 percent.
3. Not Very Comprehensive. 1, 5 percent.
4. Not Comprehensive at all. 0, 0 percent.

Part E.

1. Very Clear. 14, 70 percent.
2. Generally Clear. 6, 30 percent.
3. Not very Clear. 0, 0 percent.
4. Not Clear at all. 0, 0 percent.

Part F.

1. Much more Frequently. 12, 60 percent.
2. Somewhat more Frequently. 8, 40 percent.
3. Somewhat less Frequently. 0, 0 percent.
4. Not at All. 0, 0 percent.

Part G.

1. No More Information. 4, 20 percent.
2. Very Little Information. 4, 20 percent.
3. Some More Information. 10, 50 percent.
4. Much More Information. 2, 10 percent.

Inservices May 10 and 19.

- 2 -

Summary of Comments

13 questionnaires had no comments.

One person wanted presentations during lunch hours so more people could attend.

Good Presentation. Person doing inservice was a good speaker.

Presentation increased awareness of the ILRC and its programs among individuals. Programs will benefit many patients, and presentation will enable participants to refer people to ILRC in future.

Three people wanted pictures, posters and audiovisuals to make presentation more interesting. These comments were made following the first inservice. Overheads describing ILRC programs were used in the second inservice.

One person wanted examples of what ILRC has accomplished, and specific instances of how the Centre benefits consumers. One person said the presentation went too fast and was hard to grasp.

Inservice educator indicated that low attendance at the second presentation was not indicative of lack of interest. Some nurses expressed interest but could not leave their duties on the wards to attend.

Colleen Watters

June 5, 1989.

## Questionnaire to Be Used for Inservice Presentations

Rehabilitation Hospital

Inservice For Physiotherapists

May 31, 1989.

Number of Participants: about 70. This included physiotherapists, both professionals and interns, orderlies and other support staff such as secretaries .

Number of questionnaires returned: 36. Questionnaires were given to physios and not to support staff.

## Part A.

1. Frequently. 4, 11 percent.
2. Sometimes. 22, 61 percent.
3. Seldom. 9, 25 percent.
4. Never. 1, 3 percent.

## Part B.

1. Frequently. 3, 8 percent.
2. Sometimes. 14, 39 percent.
3. Seldom. 16, 44 percent.
4. Never. 3, 8 percent.

## Part C.

1. Very Familiar. 0, 0 percent.
2. Somewhat Familiar. 1, 3 percent.
3. Not Too Familiar. 12, 33 percent.
4. Not Familiar at All. 23, 64 percent.

## Part D.

1. Comprehensive. 25, 69 percent.
2. Somewhat Comprehensive. 11, 31 percent.
3. Not Very Comprehensive. 0, 0 percent.
4. Not Comprehensive at all. 0, 0 percent.

## Part E.

1. Very Clear. 20, 56 percent.
2. Generally Clear. 16, 44 percent.
3. Not Very Clear. 0, 0 percent.
4. Not Clear at All. 0, 0 percent.

## Part F.

1. Much More Frequently. 11, 31 percent.
  2. Somewhat More Frequently. 20, 56 percent.
  3. Somewhat Less Frequently. 0, 0 percent.
  4. Not at All. 0, 0 percent.
- If I Could. 1, 3 percent.  
 Rare Opportunity for. 1, 3 percent.  
 Never Have Before. 1, 3 percent.  
 NA. 2, 6 percent.

- 2 -

## Questionnaire Results Continued.

## Part G.

1. No More Information. 8, 22 percent.
  2. Very Little Information. 6, 17 percent.
  3. Some More Information. 19, 3 percent.
  4. Much More Information. 1, 3 percent.
- Free Opportunity for. 1, 3 percent.  
 NA. 1, 3 percent.

## Comments

Thirty questionnaires had no comments. Six had comments.

One person sees her role as frequently discussing external social service agencies with patients or consumers. This is particularly the case with outpatients.

Another person said it was a good inservice and very useful. A third individual said it provided excellent information but could have been longer. A fourth participant said a half hour is required to do a thorough presentation.

Other Comments: "Presentation was more suitable for a small group of therapists at a section inservice time where this could have been useful."

"Timing of Presentation was very inappropriate. I do not consider this material appropriate for a staff meeting. Time for questions would have been beneficial if presentation was more appropriate."

"Presentation was good. Choice of audience was not. This would have been an ideal inservice for Rehab. Physios but should not have been given to all staff. Not content-appropriate for orderlies, secretaries and the Physios who work in Respiratory, Burns, Plastics, Ortho."

The above statements were each made by one individual.

**Appendix I**

**ILRC MONTHLY INQUIRY SUMMARIES USED FOR RECORD  
KEEPING**

STATFOM: INDIV. STAFF I & R / SERVICE -STATS MONTH: \_\_\_\_\_ /YR. \_\_\_\_\_

PROGRAM: \_\_\_\_\_ NAME: \_\_\_\_\_  
 \*\* INQUIRIES \*\* \*\* REFERRAL \*\* \*\* TIME \*\* PEOPLE  
 CATAGORIES/TOPICS CUR.MTH YTD CUR.MTH YTD CUR.MTH YTD SERVE

GENERAL INFORMATION **	CUR.MTH	YTD	CUR.MTH	YTD	CUR.MTH	YTD	PEOPLE SERVED
1. ATTENDANT CARE COMM.							MTH
2. BARRIER FREE DESIGN							
3. COMMUNITY EVENTS							
4. COMMUNITY NAMES/NO.							
5. EDUCATION							
6. EMPLOYMENT							
7. HEALTH SERVICES							
8. HOME CARE-GOV'T							
9. HOUSING/ APARTMENTS							
10. HUMAN RIGHTS							
11. INCOME SECURITY							
12. LEGAL ISSUES							
13. RECREATION OPPORT.							
14. SUPPORT PROGRAMS							
15. TECH AIDS & DEVICES							
16. TRAINING							
17. TRANSPORTATION-LOCAL							
18. TRAVEL-VACATIONS ETC							
19. VOLUNTEERS							
20. OTHERS - SPECIFY							
TOTAL							

SPECIFIC ILRC INF/SERV.	SERV. REQUESTS	REFER TO ILRC	TIME USED
1. ADMINISTRATION			
2. ADDS-PERSONNEL			
3. GENERAL ILRC ROLES			
4. UPCOMING ILRC EVENTS			
5. INFORMATN & REFERRAL			
6. I & R - LIBRARY			
7. PEER INFO NETWORK			
8. PEER SUPPORT			
9. INDIV. ADVOCACY			
10. IL SKILLS SEMINARS			
11. IL SERV. BROKERAGE			
12. ATTENDANT SERVICES			
13. SELF-MANAGED ATT. SYS			
14. VOLUNTEER ILRC PROG			
15. VOLN. WORK SUPP. RES			
16. LEISURE EDUCATION			
17. VACATION RELIEF			
18. RES - LEGACY VENTIL			
19. RES - IL/SENIORS			
20. S.M.A.C. - SENIORS			
21. SUPPORTIVE HOUSING			
22. TECH AIDS CTR. DEV.			
23. OTHER-			
TOTAL			

GRAND TOTAL

TOTAL PEOPLE SERVED

COMMENTS:

\*\*\*\*\*  
 \*\*\*\*\*  
 \*\*\*\*\*  
 \*\*\*\*\*  
 \*\*\*\*\*  
 \*\*\*\*\*

I & R ONLY : ( INFORMATION HANDLED BY I&R RESOURCES ONLY- INTERNAL )

FOR THE MONTH OF \_\_\_\_\_ STAFF \_\_\_\_\_

TOPIC:	INQUIRIES USING I & R RESOURCES TOTAL				INFORMATION DEVELOPMENT (Research)	
	FILES	P.I.N.	LIBRARY:	#:	FROM OUTSIDE:	FROM I&R
I. Accessibility						
Barrier Free Design						
Community Att. Care						
Community Name no.						
Community Events						
Education						
Employment						
Health						
Home Care						
Human Rights						
Housing						
Income Security						
Legal Issues						
Rehab/voc						
Social services						
Support programs						
Tech. Aids						
Transportation						
Travel/vacations						
Volunteers						
OTHER:						
subtotal:						
II ILRC Roles						
ILRC Events						
INDEPENDENT LIVING						
IL skills/seminars						
Advocacy						
Brokerage						
Attendant Care						
Administration						
Vac. Relief						
Personnel						
Recreation						
Volunteers						
Vol. Work Support						
Legacy						
I&R genl						
Peer Support						
OTHER:						
SUBTOTAL:						
TOTAL:						









I & R ONLY : ( INFORMATION HANDLED BY I&R RESOURCES ONLY- INTERNAL )

FOR THE MONTH OF \_\_\_\_\_ STAFF \_\_\_\_\_

TOPIC:	INQUIRIES USING I & R RESOURCES			TOTAL	INFORMATION DEVELOPMENT (Research)	
	FILES / <small>QUEST</small>	P.I.N.	LIBRARY:	#:	FROM OUTSIDE:	FROM I&R
<b>i. Accessibility</b>						
Barrier Free Design						
Community Att. Care						
Community Name/no.						
Community Events						
Education						
Employment						
Health						
Home Care						
Human Rights						
Housing						
Income Security						
Legal Issues						
Rehab/voc						
Social services						
Support programs						
Tech. Aids						
Transportation						
Travel/vacations						
Volunteers						
OTHER:						
subtotal:						
<b>ii ILRC Roles</b>						
ILRC Events						
INDEPENDENT LIVING						
IL skills/seminars						
Advocacy						
Brokerage						
Attendant Care						
Administration						
Vac. Relief						
Personnel						
Recreation						
Volunteers						
Vol. Work Support						
Legacy						
I&R genl						
Peer Support						
OTHER:						
SUBTOTAL:						
TOTAL:						



MONTHLY INQUIRY SUMMARY

Please note ALL topics arising from EACH inquiry.

YOUR NAME: \_\_\_\_\_ TOTAL NUMBER OF PEOPLE SERVED: \_\_\_\_\_

MONTH COVERED: \_\_\_\_\_ TOTAL NUMBER OF INQUIRIES: \_\_\_\_\_

CATEGORY/TOPIC	NUMBER OF INQUIRIES	NUMBER OF REFERRALS TO		TOTAL HOURS	
		ILRC (SPECIFY)	OUTSIDE (SPECIFY)	YR.	DAY
General Information					
HUMAN RIGHTS					
EDUCATION					
EMPLOYMENT					
INCOME SECURITY					
TRANSPORTATION					
BARRIER FREE DESIGN					
HOUSING/APARTMENTS					
SUPPORT PROGRAMS					
TECHNICAL AIDS & DEVICES					
COMMUNITY EVENTS					
TRAINING					
TRAVEL - VACATION					
SPECIFY OTHER					
HOME CARE					
COMMUNITY ATT. CARE					
RECREATION					
HEALTH					
LEGAL ISSUES					
COMMUNITY NAME/NO.					
VOLUNTEERS					
Specific Information					
GENERAL ILRC ROLES					
UPCOMING ILRC EVENTS					
I.L. SKILLS SEMINARS					
SERVICE BROKERAGE					
PEER SUPPORT					
INFORMATION AND REFERRAL					
INDIVIDUAL ADVOCACY					
LEISURE EDUCATION					
VACATION RELIEF					
VOLUNTEERS					
VOLUNTEER WORK SUPPORT					
ATTENDANT CARE SERVICES					
SPECIFY OTHER					
ADMINISTRATION					
PERSONNEL					
RESEARCH - LEGACY					
RESEARCH - S.M.A.C.					
TOTAL NUMBER OF INQUIRIES ON ALL TOPICS					

