



Evaluation of the Lifelong Montclair Aging in Place Initiative: *Partnership Highlights*

June 2016

Submitted to

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Submitted by

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Acknowledgements

The authors wish to acknowledge the following for their guidance and/or contributions:

- Katherine York, Project Director of Lifelong Montclair, for her ongoing contributions and collaboration;
- Lifelong Montclair partners and stakeholders for their participation;
- Staff from Partners for Health, including Pam Scott and Kathy Smith, for their support and contributions;
- CREEHS staff, including Research Assistant Kelsey Wilson and Graduate Research Assistant Gabriela Gutierrez.

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Partners for Health

About CREEHS

The **vision** of CREEHS is *to be a value-added partner to our clients in the planning, strengthening and sustaining of the services they provide for the health, education and well-being of individuals and their communities.*

The **mission** of CREEHS is *to empower and enable professionals to plan and evaluate programs that best serve the broader community and improve people's lives. CREEHS fulfills this mission by conducting high quality program evaluations, applying innovative and collaborative techniques to bridge the gap between research and practice. This includes building capacity and providing hands-on learning to individuals who serve or will serve the community.*

EVALUATION OF THE LIFELONG MONTCLAIR AGING IN PLACE INITIATIVE: PARTNERSHIP HIGHLIGHTS

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INTRODUCTION

Lifelong Montclair is an aging in place initiative of Partners for Health, in collaboration with the Township of Montclair Department of Health and Human Services. It was established in 2014 to make Montclair a place where it is easier and more attractive to age in place. It aims to coordinate and develop elder-friendly programming, services and policies.

With funding from Partners for Health, Lifelong Montclair project staff contracted with the Center for Research and Evaluation on Education and Human Services (CREEHS) at Montclair State University in 2015 to develop a framework for the evaluation of Lifelong Montclair. The framework included a program logic model, evaluation questions, key indicators and data collection methods to guide future evaluation efforts. The process was done collaboratively between CREEHS staff and Lifelong Montclair Project Director, Katie York. In 2015-2016, Lifelong Montclair again contracted CREEHS to implement the developed protocol to evaluate its aging in place initiative.

This report describes the results of a component of this evaluation. It highlights the strengths and areas of improvement related to the Lifelong Montclair partnership structure and function.

LIFELONG MONTCLAIR

The Lifelong Montclair initiative operates with the efforts and support of a variety of individuals and organizations. Partner organizations work under the Lifelong Montclair umbrella in concert with the Project Director to implement senior-focused strategies, programs and policies that complement Montclair's existing resources. These strategies are organized around eight domains:

1. Outdoor Spaces and Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect and Social Inclusion
6. Civic Participation and Employment
7. Communication and Information
8. Community and Health Services

The initiative coordinates and develops the strategies by optimizing existing programs and resources, re-directing programmatic efforts to reduce duplicative services, collaborating with key partners to plan and implement strategies as well as publicizing services.

EVALUATION DESIGN AND METHODS

The purpose of this formative evaluation was to learn about how the Lifelong Montclair initiative is functioning, what its strengths and accomplishments are and what improvements can be made in order to ensure greater success. The evaluation included two components: 1) a process evaluation of Lifelong Montclair's partnership and 2) an outcome evaluation of the short-term changes related to Lifelong Montclair's efforts. This report describes the data and key findings from the evaluation of Lifelong Montclair's partnership (component 1). The methods, data and key findings from the evaluation of the short-term changes (component 2) are described in a separate report entitled *Evaluation of the Lifelong Montclair Aging in Place Initiative: Report of Community Findings*.

Component 1, a process evaluation to determine how the Lifelong Montclair partnership is operating, was designed to answer two key evaluation questions.

1. To what extent are partner organizations engaged in the Lifelong Montclair-Aging in Place initiative?
2. To what extent are partners in the Lifelong Montclair-Aging in Place initiative collaborating with one another (e.g., sharing resources and information, working together on projects) in projects related to improving the lives of older adults in Montclair?

To answer these questions, the evaluation used a non-experimental design and collected data during Fall 2015 from the contact people for the Lifelong Montclair Partner Organizations (see Appendix A for a full explanation of the evaluation design and methods).

A **Partner Survey** was administered to key personnel from each Lifelong Montclair partner organization. This web-based survey collected information about the level of engagement, level of collaboration and the types of collaboration among partners, benefits of collaboration, and areas of strength and improvement. All partner organizations (i.e., 23 organizations at the time of data collection) were invited to participate in the survey.¹ A total of 15 responses were collected.

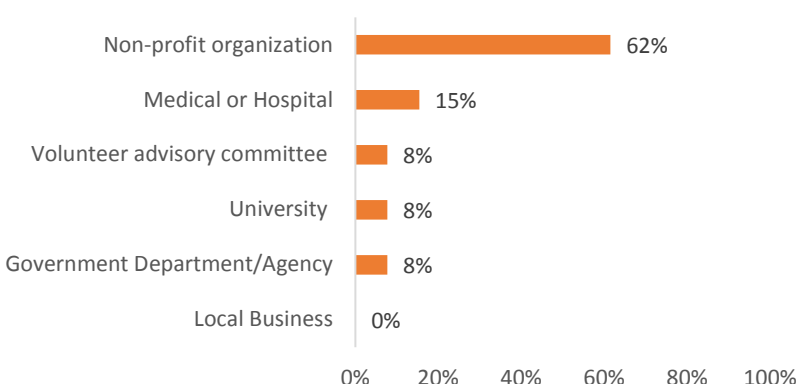
CREEHS staff analyzed the data from survey to identify and validate findings of this evaluation. The findings outlined in the sections below are intended to inform future program planning and implementation efforts.

¹ After the survey was administered, a new partner organization joined the Lifelong Montclair initiative. There were 24 total partner organizations in the initiative at the time of this report.

PARTNER ENGAGEMENT IN LIFELONG MONTCLAIR

Survey respondents represented a variety of sectors, including non-profit organizations, government agencies, hospitals and universities (Figure 1). Of these, the most frequently identified sector was non-profit organizations (62%). The second most frequently represented industry sector was the medical field (15%).

Figure 1. Percent of Lifelong Montclair Partner Organizations Represented by Industry Sector



Survey data also indicate that partners became involved with the Lifelong Montclair initiative at different points throughout its duration. Partners report committing to the initiative before its formalization in 2014 and as recently as May 2015. Slightly more than half (55%) of respondents indicated that they became involved with Lifelong Montclair during 2014, while 36% became involved during 2015 resulting in an ongoing addition of partners.

PARTNER ENGAGEMENT IN LIFELONG MONTCLAIR

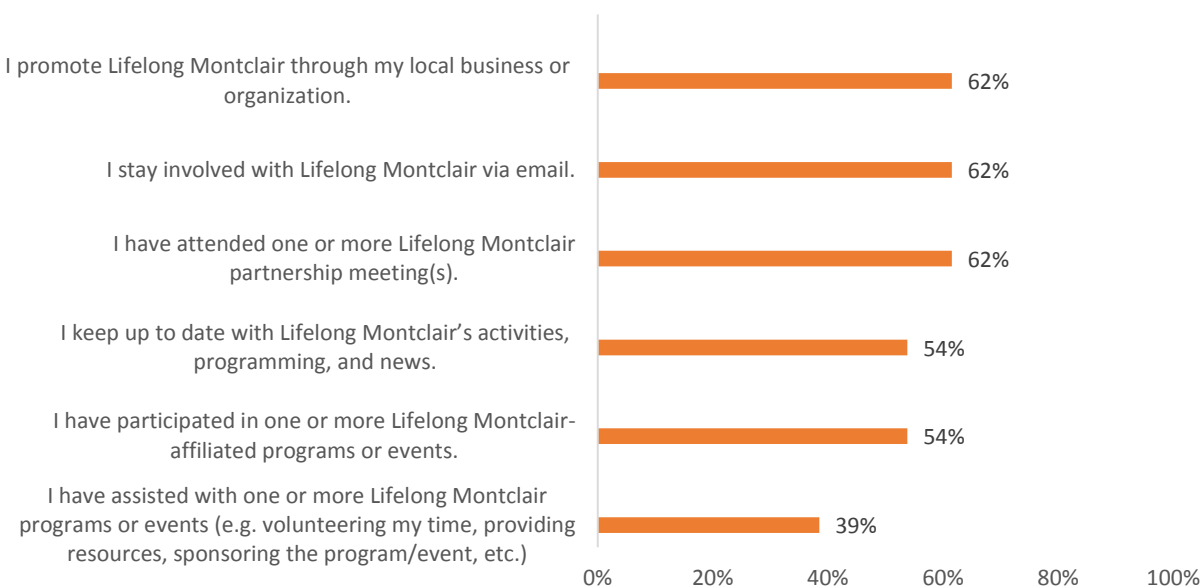
For the purposes of this evaluation, partner engagement is defined as:

- participation in Lifelong Montclair activities, such as attending partnership meetings, assisting with Lifelong Montclair programs or events and promoting Lifelong Montclair events as well as
- adherence to the activities specified in the formal Lifelong Montclair Partnership Agreement, including maximizing the use and sharing of expertise, contributing to the community dialog and recruiting new partner organizations.

A majority of respondents (62%) indicated that they stayed engaged with the Lifelong Montclair initiative by attending meetings, promoting the program within the community and staying up-to-date on Lifelong Montclair emails (Figure 2). Similarly, respondents most frequently indicated that they stayed informed about Lifelong Montclair happenings by way of newsletters (92%) and one-on-one meetings (23%).

While the majority respondents reported that they stay current about the activities of Lifelong Montclair, this information does not necessarily translate into assisting with programs or events. More than one-third (39%) of respondents indicated that they assisted with one or more Lifelong Montclair program or event by volunteering their time, providing resources, sponsoring programs or other forms of assistance.

Figure 2. Percentage of Respondents that Participate in Lifelong Montclair Activities

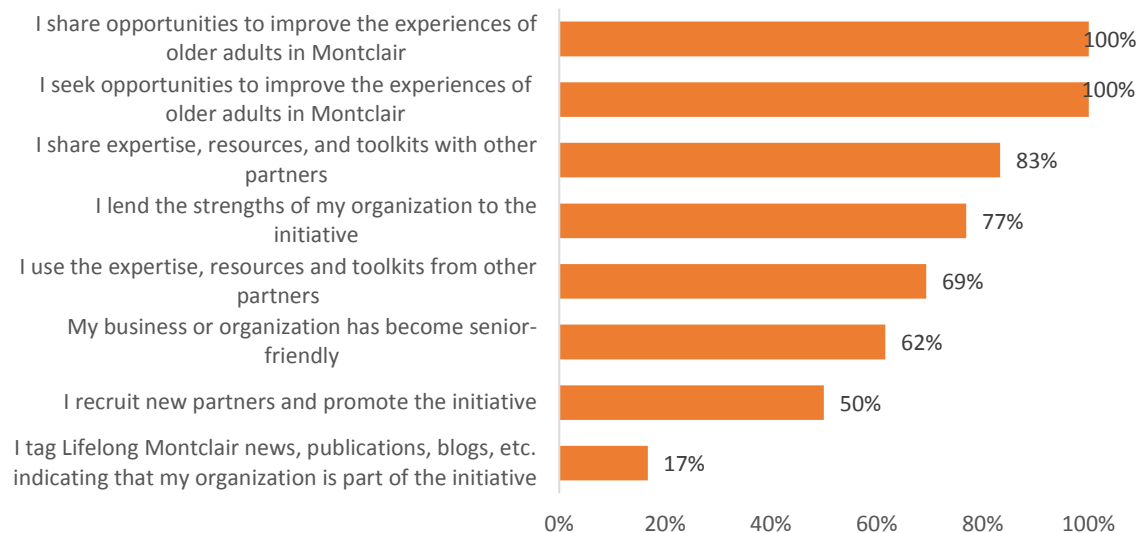


Respondents were also asked to identify specific ways, based on the Partnership Agreement, in which they participated in the Lifelong Montclair initiative. Overall, data suggest that respondents are participating in the initiative in accordance with the terms of agreement in the formal Partnership Agreement primarily through sharing organizational capacities, resources and opportunities with other partner organizations (Figure 3).

- All respondents (100%) indicated that they “strongly agree” or “agree” that they both seek and share opportunities to improve the experiences of older adults in Montclair.
- 83% of respondents “strongly agreed” or “agreed” that they share expertise, resources and toolkits with other partners.
- 77% “strongly agreed” or “agreed” that they lend the strengths of their organization to Lifelong Montclair.

Integrating Lifelong Montclair in social media posts is one potential area of improvement for partner engagement. Fewer than one-fifth of respondents (17%) “strongly agreed” or “agreed” that they tag Lifelong Montclair in publications, blogs and other forms of social media. Moreover, 33% “strongly disagreed” or “disagreed” that they tag on social media (data not shown in Figure 3).

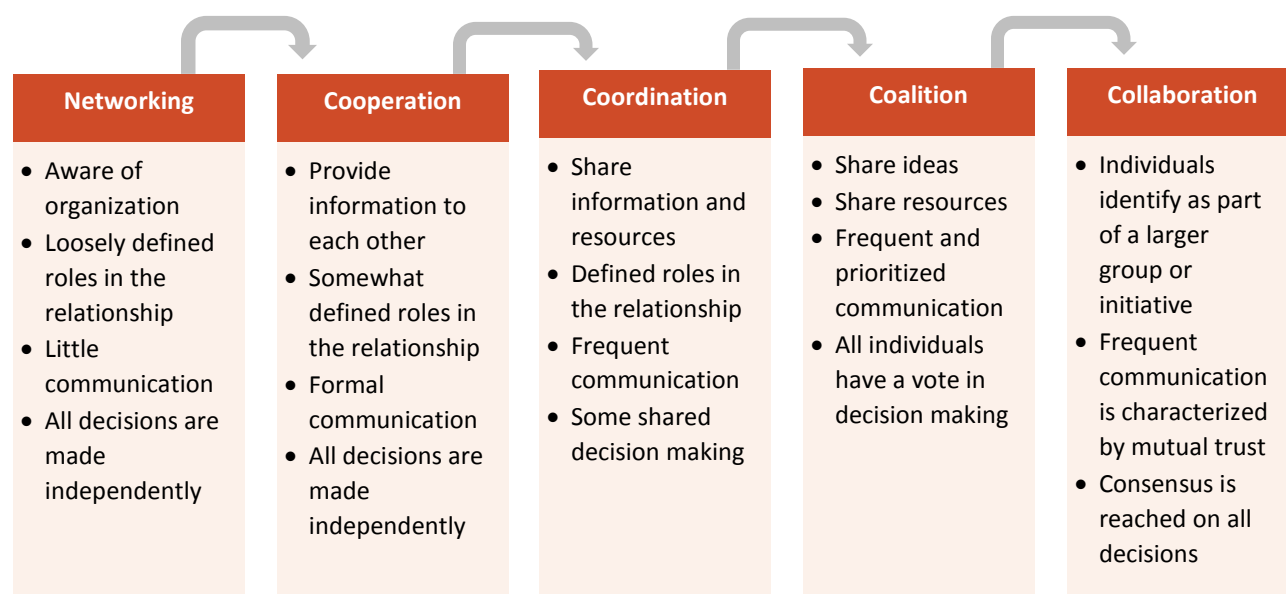
Figure 3. Percentage of Respondents that “Strongly Agree” or “Agree” with Lifelong Montclair Tasks



LIFELONG MONTCLAIR PARTNER COLLABORATION

Interaction between partner organizations is essential to ensuring project success for the Lifelong Montclair initiative. Partner organizations may interact and work together in a variety of ways. These ways may be organized into a continuum that begins with networking and culminates with collaboration.^{2,3} For the purposes of this evaluation, the way that partner organizations work together was defined using five categories of partnership interaction: networking, cooperation, coordination, coalition and collaboration (Figure 4).

Figure 4. Continuum of Partnership Interaction^{1,2}



INTERACTION

Partners were asked to describe the level of interaction they had with each of the other Lifelong Montclair organizations. Network visualization techniques were used to describe the relationships between partner organizations in each of the five categories, as they were shared by respondents. Of note, the directional arrows in Figures 5-9 may be interpreted as the organization at the base of the arrow identified having a relationship with the organization at the head of the arrow.

² Himmelman A. (2001). On coalitions and the transformation of power relations: collaborative betterment and collaborative empowerment. *American Journal of Community Psychology*, 29(2): 277-284.

³ VicHealth (2011). The partnership analysis tool. Victorian Health Promotion Foundation, Melbourne.

Networking

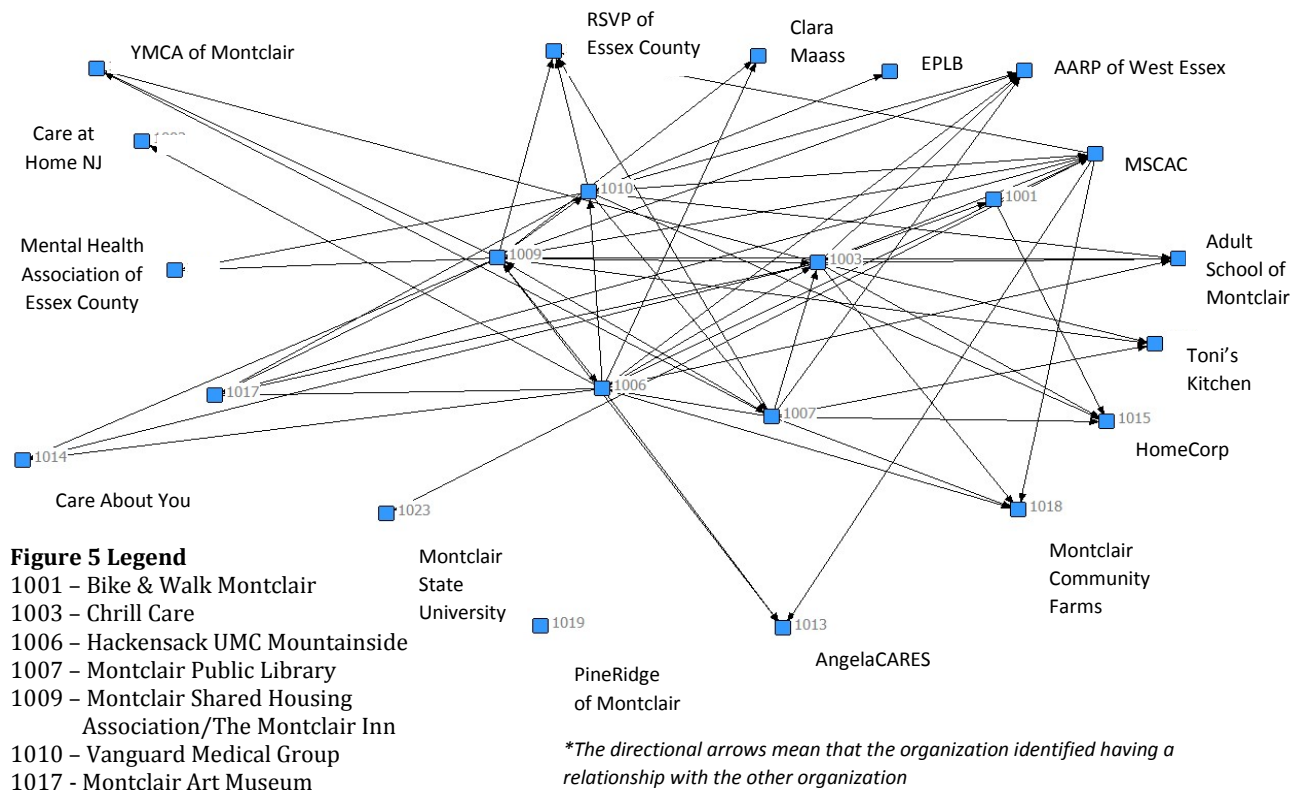
As described in Figure 4, networking is the first level in the continuum of interaction. It is characterized by loosely defined roles among partners, little communication and independent decision making.

With 23 partner organizations part of the initiative, there are 506 potential ties or links between partner organizations. A map of the “networking” responses (i.e., partner responses that indicated “networking” with another partner organization) displays the 64 reported ties or links between partner organizations, representing 13% of all potential networking ties (Figure 5). These ties represent networking interactions that were initiated or received by organizations. Respondents reported networking ties with all but one partner organization, PineRidge of Montclair.

Because not all partner organizations responded to the survey, only those interactions that were reported received by partner organizations were assessed (i.e., not interactions that respondents reported initiating with others).

- Respondents most frequently reported networking with AARP of West Essex and the Montclair Art Museum (n=5 ties each).
- Respondents also frequently reported networking interactions with Chrill Care, Montclair Senior Citizens Advisory Council (MSCAC), Montclair Shared Housing Association/Montclair Inn, Adult School, HomeCorp, Montclair Community Farms and RSVP of West Essex (n=4 ties each).

Figure 5. Networking interactions among Lifelong Montclair Partner Organizations*



Cooperation

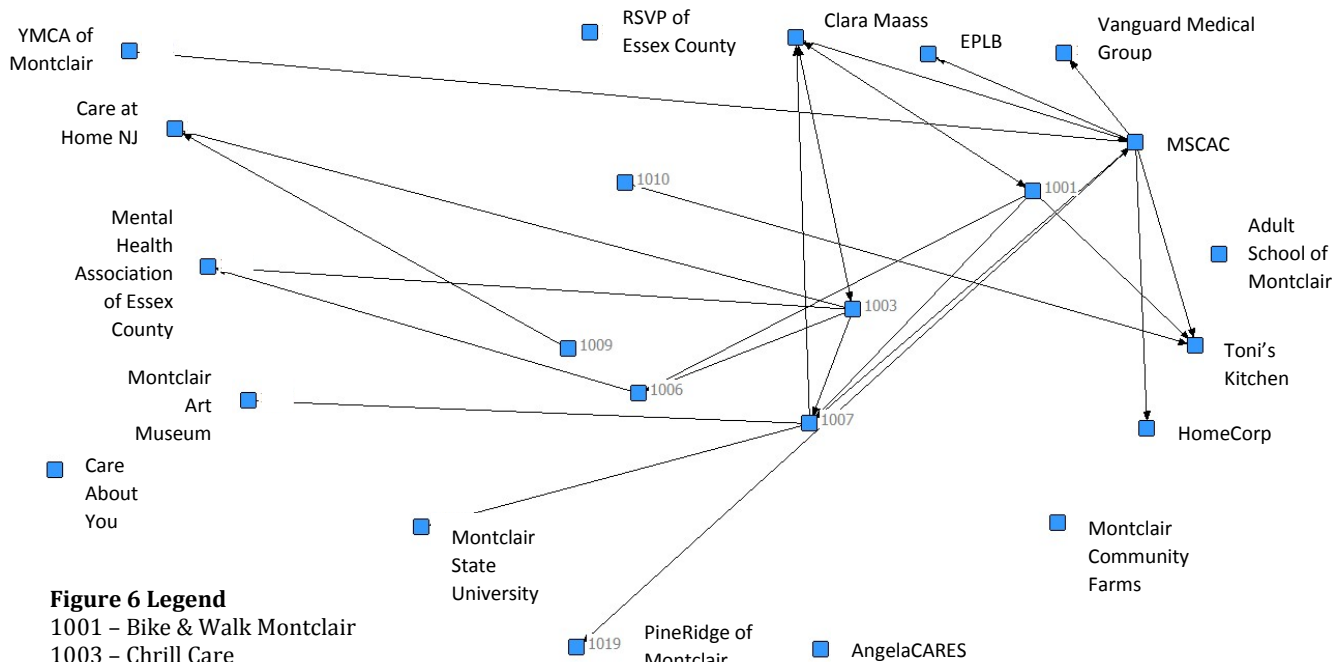
As described in Figure 4, cooperation is the second level in the continuum of interaction. It is characterized by somewhat defined roles among partners, formal communication and independent decision making.

A map of the “cooperation” responses (i.e., partner responses that indicated “cooperating” with another partner organization) displays 26 ties or links between partner organizations, representing 5% of all potential cooperation ties (Figure 6). These ties represent cooperation interactions that were initiated or received by organizations. Respondents reported cooperation ties with 18 partner organizations. The five organizations not included were: RSVP of Essex County, Adult School of Montclair, Montclair Community Farms, AngelaCARES and CARE About You.

Because not all partner organizations responded to the survey, only those interactions that were reported received by partner organizations were assessed (i.e., not interactions that respondents reported initiating with others).

- Respondents most frequently reported cooperating with Clara Maass Medical Center, Montclair Public Library and Toni’s Kitchen (n=3 ties each).
- Respondents also frequently reported cooperation interactions with Care at Home New Jersey, Hackensack UMC Mountainside and the Mental Health Association of Essex County (n=2 ties each).

Figure 6. Cooperating interactions among Lifelong Montclair Partner Organizations*



Coordination

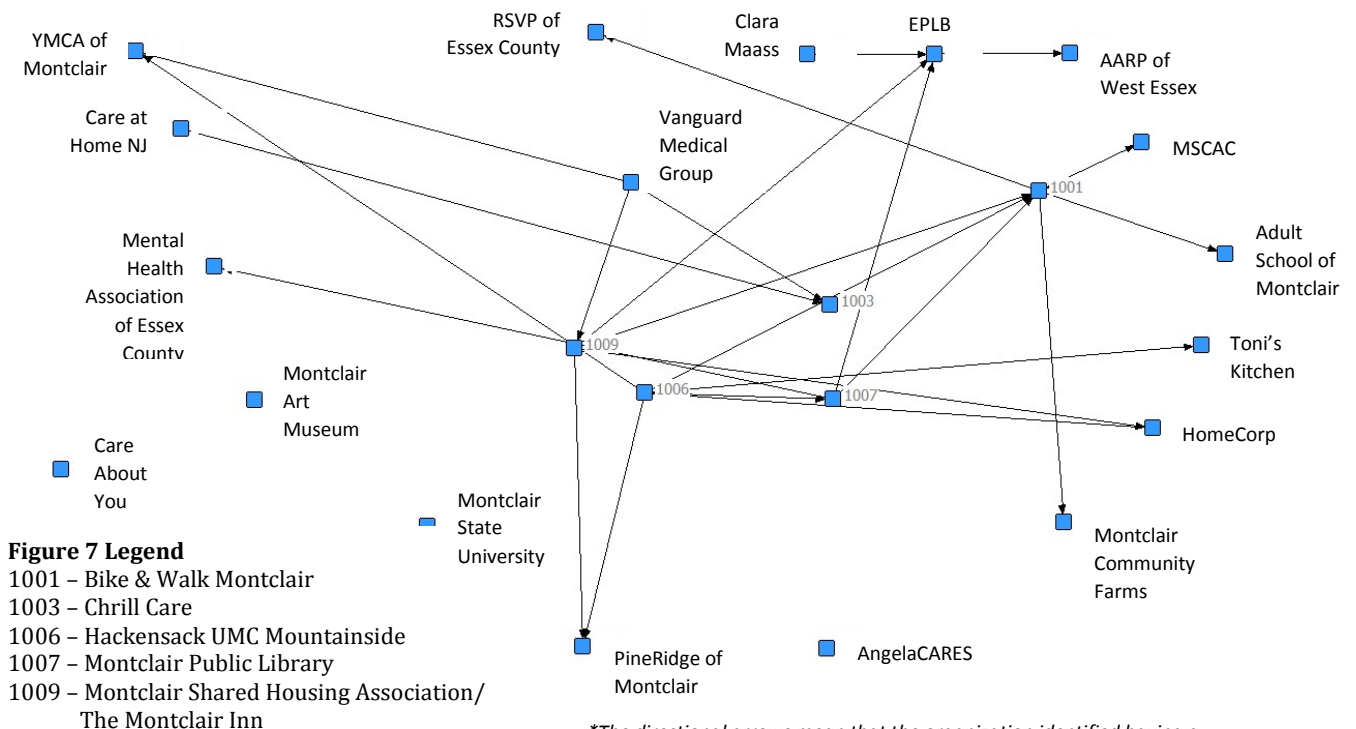
As described in Figure 4, coordination is the third level in the continuum of interaction. It is characterized by defined roles among partners, frequent communication and some shared decision making.

A map of the “coordination” responses (i.e., partner responses that indicated “coordinating” with another partner organization) displays 24 ties between partner organizations, representing 5% of all potential coordination ties (Figure 7). These ties represent coordination interactions that were initiated or received by organizations. Respondents reported coordination ties with 18 partner organizations. The five organizations not included were: Clara Maass Medical Center, AngelaCARES, Montclair State University, Montclair Art Museum and CARE About You.

Because not all partner organizations responded to the survey, only those interactions that were reported as received by partner organizations were assessed (i.e., not interactions that respondents reported initiating with others).

- Respondents most frequently reported coordinating with Bike and Walk Montclair (n=4 ties).
- Respondents also frequently reported coordination interactions with Eat. Play. Live...*Better* (n=3 ties) and with Chrill Care, HomeCorp, PineRidge of Montclair and the YMCA of Montclair (n=2 ties each).

Figure 7. Coordinating interactions among Lifelong Montclair Partner Organizations*



Coalition

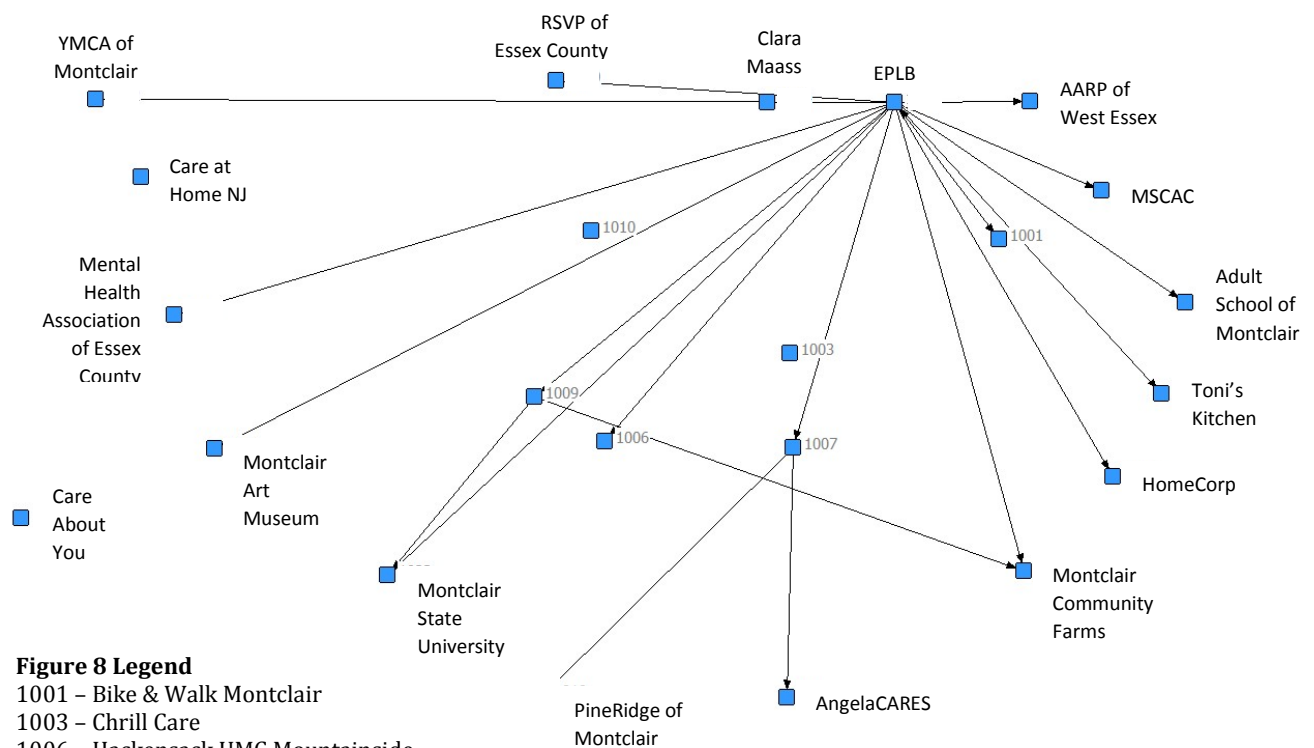
As described in Figure 4, coalition is the fourth level in the continuum of interaction. It is characterized by defined roles among partners, frequent communication and some shared decision making.

A map of the “coalition” responses (i.e., partner responses that indicated having established coalitions with another partner organization) displays 21 ties between partner organizations, representing 4% of all potential coalition ties (Figure 8). These ties represent coalition interactions that were initiated or received by organizations. Respondents reported coordination ties with 18 partner organizations. The five organizations not included were: Clara Maass Medical Center, CARE About You, Care at Home New Jersey, Vanguard Medical Group and Chrill Care.

Because not all partner organizations responded to the survey, only those interactions that were reported as received by partner organizations were assessed (i.e., not interactions that respondents reported initiating with others).

- Respondents most frequently reported having established coalitions with Montclair State University and Montclair Community Farms (n=2 ties each).

Figure 8. Coalition interactions among Lifelong Montclair Partner Organizations*



*The directional arrows mean that the organization identified having a relationship with the other organization

Collaboration

As described in Figure 4, collaboration is the fifth level in the continuum of interaction. It is characterized by defined roles among partners, frequent communication and some shared decision making.

A map of the “collaboration” responses (i.e., partner responses that indicated “cooperating” with another partner organization) displays 18 ties between partner organizations, representing 4% of all potential collaboration ties (Figure 9). These ties represent collaboration interactions that were initiated or received by organizations. Respondents reported collaboration ties with 15 partner organizations. The eight organizations not included were: AARP of West Essex, Toni’s Kitchen, HomeCorp, Montclair Community Farms, AngelaCARES, PineRidge of Montclair, Montclair Art Museum and Care About You.

Because not all partner organizations responded to the survey, only those interactions that were reported as received by partner organizations were assessed (i.e., not interactions that respondents reported initiating with others).

- Respondents most frequently reported collaborating with Montclair State University and the YMCA of Montclair (n=3 ties each).
- Respondents also frequently reported collaborating with the Vanguard Medical Group, Adult School of Montclair and RSVP of Essex County (n=2 ties each).

Figure 9. Collaboration interactions among Lifelong Montclair Partner Organizations*

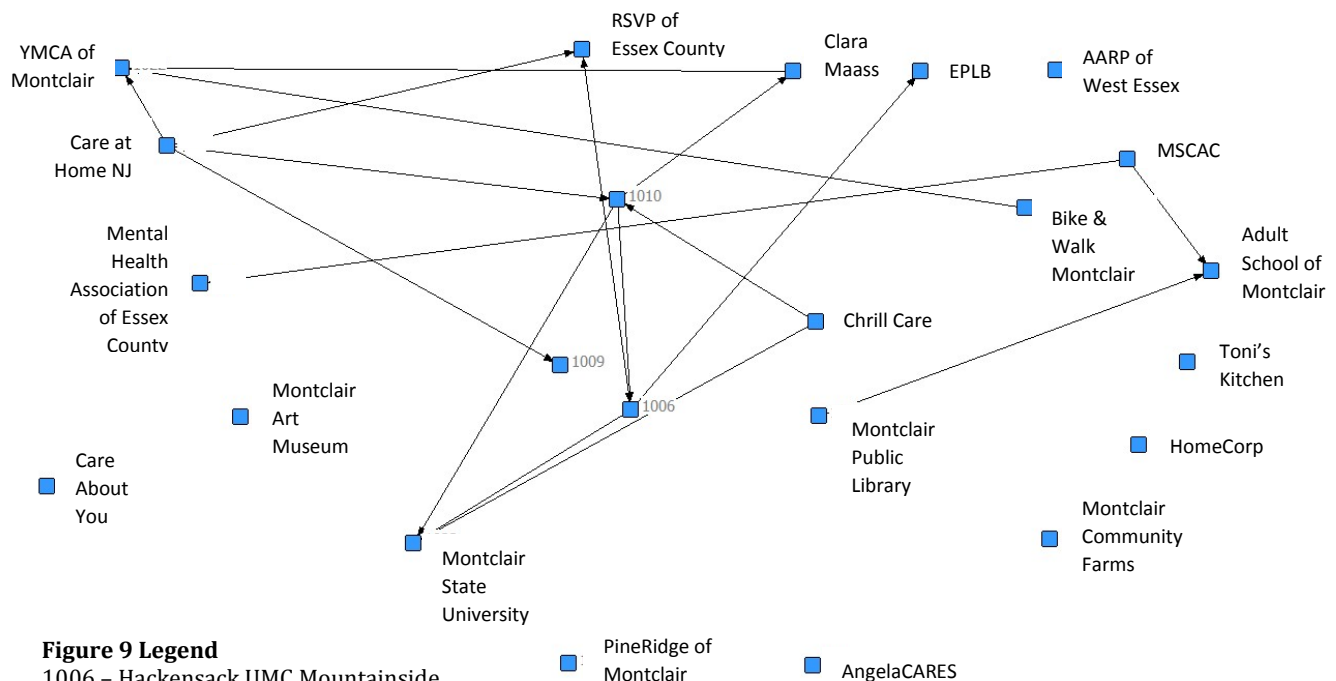


Figure 9 Legend

1006 – Hackensack UMC Mountainside
1009 – Montclair Shared Housing Association/The Montclair Inn
1010 – Vanguard Medical Group

*The directional arrows mean that the organization identified having a relationship with the other organization

Overall Partner Organization Interaction

Among the five levels of interaction, the density of the network decreases as the level of interaction advances from networking to collaboration. Of the five levels of interaction, networking represents the densest interaction, given that 13% of the 506 potential ties between partner organizations were reported. Collaboration represents the least dense interaction with 4% of the 506 potential ties between partner organizations reported. These findings suggest that opportunities for deeper, more formal forms of interaction may exist.

Across all levels of interaction, respondents reported the following.

- Most frequently interacting with the YMCA of Montclair, AARP of West Essex, The Adult School of Montclair, Homecorp, RSVP of Essex County, Toni's Kitchen and the Montclair Senior Citizen's Advisory Council (MSCAC).
- Least frequently interacting with Care About You, PineRidge of Montclair, AngelaCARES, the Vanguard Medical Group and Care at Home.

It is important to note that the frequency of interaction is different from the depth or level of interaction. To the extent that the Lifelong Montclair initiative promotes networking, the initiative is interacting well and efforts should be made to sustain these connections. To the extent that initiative promotes deeper levels of interaction, such as collaboration, the initiative has room for improvement in providing linkages and support to partner organizations to deepen these relationships.

BENEFIT OF INTERACTIONS BETWEEN PARTNER ORGANIZATIONS

Lifelong Montclair partner organizations responding to the survey were also asked to rate on a scale of "not beneficial", "a little beneficial", "beneficial", "very beneficial" and "extremely beneficial" their interactions with other partner organizations (Figure 10).

Respondents most frequently rated as "very beneficial" or "extremely beneficial" their interactions with:

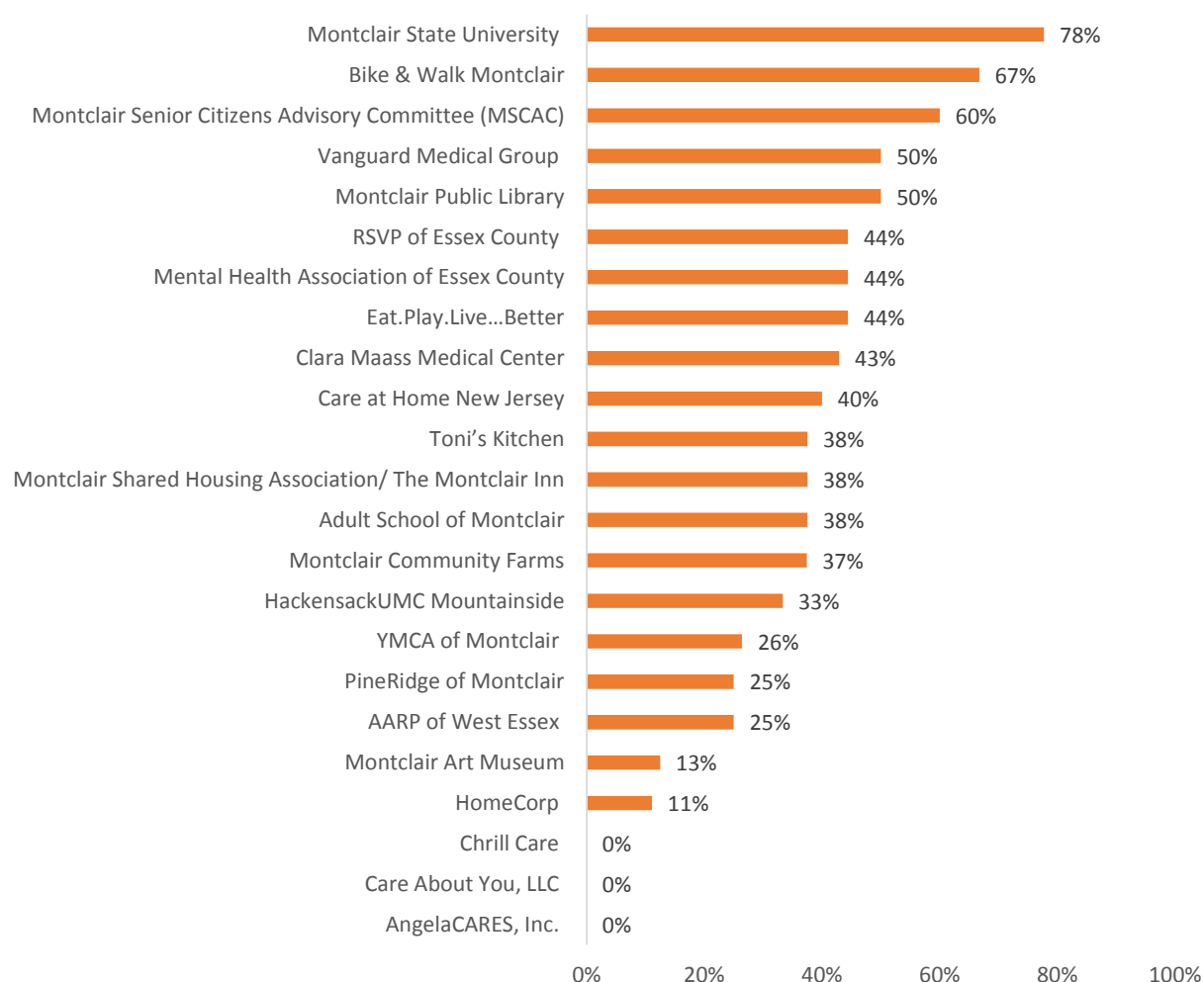
- Montclair State University (78%),
- Bike & Walk Montclair (67%),
- Montclair Senior Citizens Advisory Committee (60%),
- Montclair Public Library (50%) and
- Vanguard Medical Group (50%).

Of note, although all respondents reported collaborating with the YMCA of Montclair, the benefit from these collaborations varied such that 27% of respondents rated it as "not beneficial", 27% "beneficial" and 9% "extremely beneficial".

Although three respondents reported collaborating with Care About You, LLC, 67% of these respondents (n=2) rated this collaboration as "not beneficial" and 33% (n=1) rated it as "a little

beneficial”. In addition, four respondents reported collaborating with AngelaCARES, Inc. and 25% rated it as “not beneficial” (n=1) and 50% as “a little beneficial” (n=2).

Figure 10. Percentage of Respondents Rating as “Very” or “Extremely” Beneficial their Interactions with Partner Organizations



Across partners, respondents highlighted that their organizations benefit from these collaborations in several specific ways:

- increased awareness of senior-related needs,
- increased visibility and exposure of senior services and events,
- improved program quality,
- increased program reach and referrals through leveraging partner resources and
- more shared resources and activities for seniors.

LIFELONG MONTCLAIR PARTNER ORGANIZATION PROJECTS

Lifelong Montclair partner organizations responding to the survey reported collaborating on numerous initiatives to improve the lives of older adults within the Montclair community. Overall, reported projects typically involved two organizations; projects involving three or more organizations were less frequently noted.

Projects included:

- finding locations for programs, such as the Adult School of Montclair at various sites, senior physical and mental health programming and concert series at the Montclair Library,
- providing senior wellness programs, screenings, assessments and educational lectures,
- conducting workshops on transportation options and pedestrian safety,
- performing walking audits and other environmental scans and
- sharing resources, volunteers and information across efforts.

The development of events and services for older adults in Montclair was facilitated by collaboration among partners. However, respondents also described projects in which collaboration was less successful. Examples of these include:

- coordination with Hackensack UMC Mountainside for health screening van visits,
- collaboration with Montclair State University faculty on programs and research and
- developing projects and programming to address housing needs for seniors.

Respondents also noted that would like more opportunities to meet regularly with all partner representatives to network and “foster areas of synergy”.

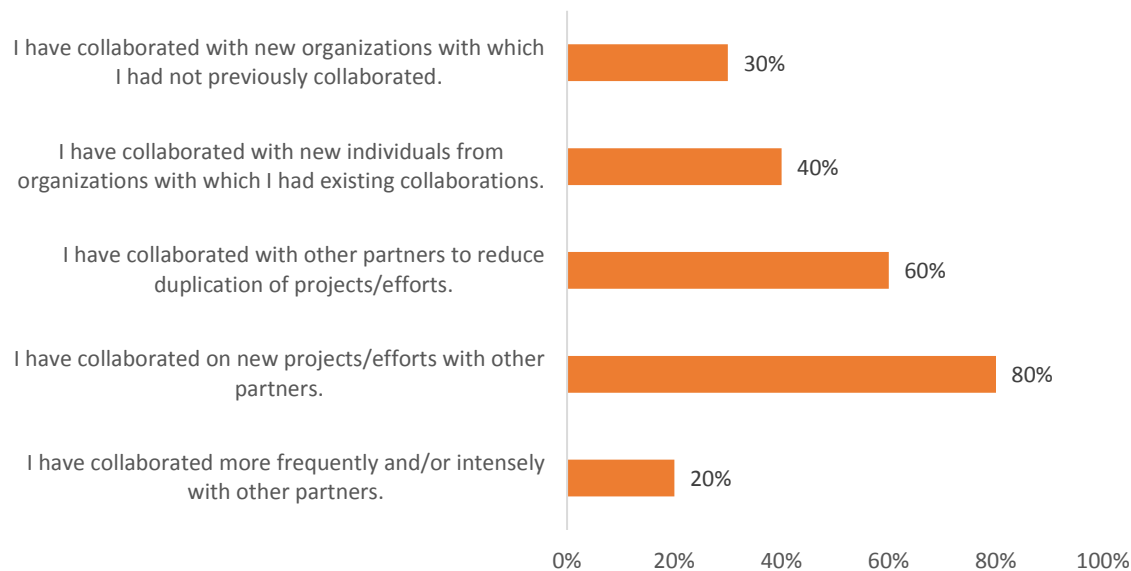
LIFELONG MONTCLAIR’S IMPACT ON PARTNER COLLABORATION

Since becoming involved with the Lifelong Montclair initiative, respondents attribute to the initiative new collaborations with other partner organizations (Figure 11). More specifically,

- 80% noted they collaborated on new projects with other partners,
- 60% reported collaborating with others to reduce duplication of project efforts and
- 40% reported that collaborated with new individuals from organizations with which they already had existing collaborations.

Of note, a minority of respondents attribute Lifelong Montclair to collaborating with new organizations with which they had not previously collaborated (30%) and collaborating more frequently and/or intensely with other partners (20%). This suggests that partner organizations may already know each other and for those working together, partners are working together in ways that are appropriate for them.

Figure 11. Percentage that attribute collaboration activities to Lifelong Montclair



To better understand how the Lifelong Montclair initiative facilitates partner collaboration, respondents were asked to rate their level of agreement with statements about characteristics of the structure and function of the initiative. These characteristics or factors are associated with successful partnerships.⁴ They include having a history of collaboration, favorable political and social climate, mutual respect, understanding and trust, ability to compromise, flexibility, open and frequent communication and others⁵.

Overall, respondents rated these factors favorably, with the average factor ratings ranging from 3.2 to 4.1 on a scale of 1 to 5, with 5 being the highest and most favorable rating (Figure 12).

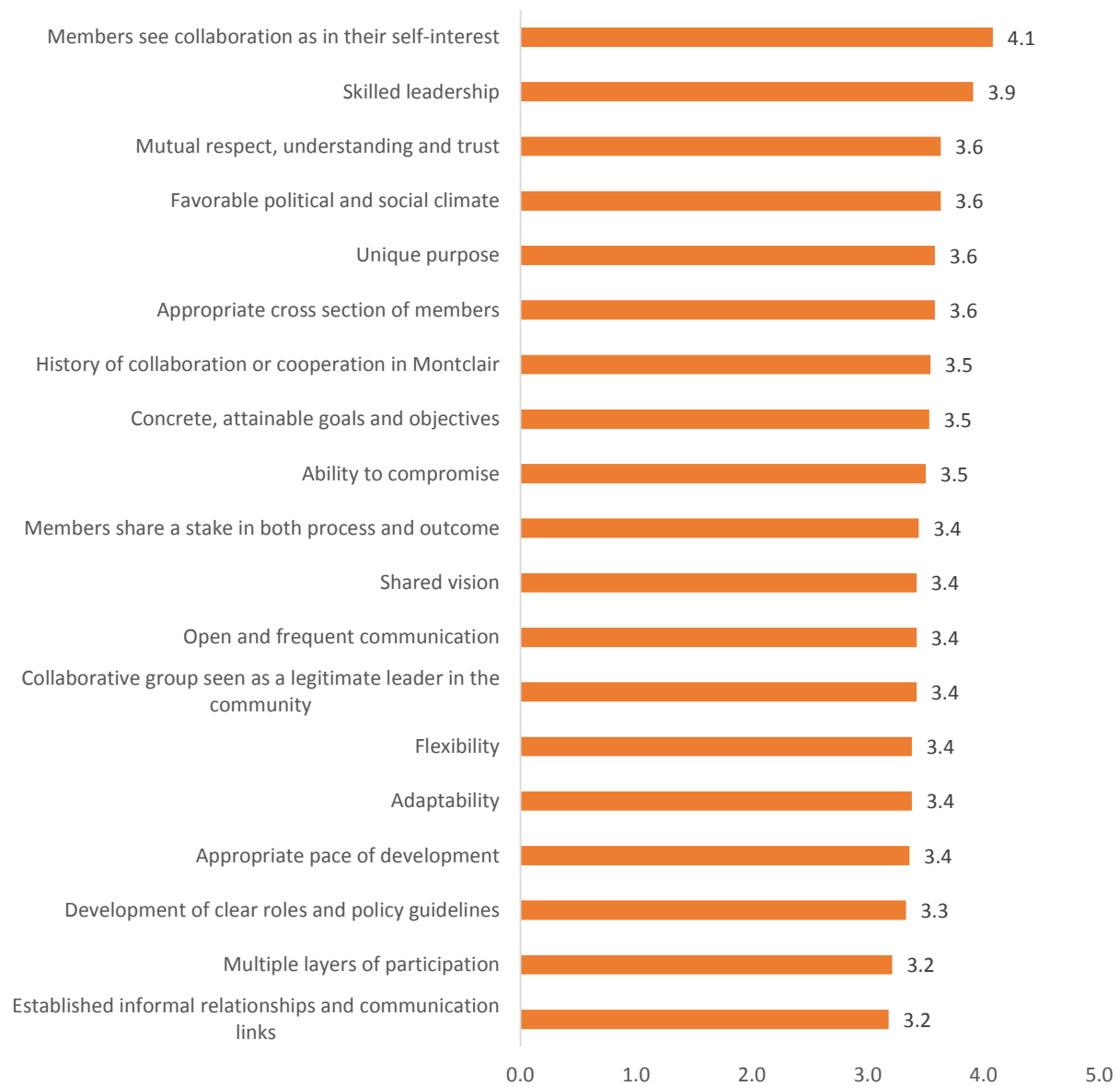
- The two factors that received the highest average rating were that members saw collaboration as in their self-interest (average: 4.1) and there was skilled leadership in the initiative (average: 3.9).
- Having the ability to participate in multiple ways (“multiple layers of participation”) and established informal relationships and communication links received the lowest average rating of 3.2 each.
- Of the 19 factors assessed, 14 received an average rating of 3.4 to 3.6.

The little variation among the average ratings of the factors suggests that the Lifelong Montclair initiative is functioning well across factors but has room for improvement in the areas assessed.

⁴ Mattessich, P., Murray-Close, M., & Monsey, B. (2001). *Wilder Collaboration Factors Inventory*. St. Paul, MN: Wilder Research.

⁵ The Wilder Collaboration Factors Inventory includes 20 factors that research suggests are linked with successful partnerships. For the purposes of this evaluation, 19 of these factors were assessed (Sufficient funds, staff materials and time was excluded).

Figure 12. Average respondent ratings of factors associated with successful partnerships



RECOMMENDATIONS

The sections above describe the key findings from this component of the evaluation. These findings suggest the following recommendations for the Lifelong Montclair initiative.

1. As the initiative continues to grow and evolve, engage new partner organizations from government and business sectors to diversify the resources and perspectives of Lifelong Montclair.
2. To facilitate the development of research projects and translating research to practice, identify, communicate with and connect partner organizations with faculty at Montclair State University who are interested in age-friendly communities.
3. As information is shared to partner organizations about Lifelong Montclair efforts, provide clear guidance about action steps that partners could take.
4. Using print, electronic and in-person methods, continue to share information regularly about the programs, services and needs of the partner organizations and Lifelong Montclair overall.
5. Provide or convene additional opportunities for partner organizations to discuss, identify connections and obtain feedback about their programs and services. Relationship building and information sharing between partner organizations that are not familiar with one another should be emphasized.
6. Develop, implement and promote Lifelong Montclair co-branding efforts such as developing a communication packet for partner organizations to use when describing their work. This might include guidance for how to tag Lifelong Montclair in social media and how to describe their organization's involvement in Lifelong Montclair. It might also include templates or other ready to use information that can be used in publications, news, blogs and other print media.
7. Provide additional support and follow through to catalyze linkages between partner organizations that serve as the hubs of the initiative and other partner organizations. Findings suggest that Montclair State University, Bike and Walk Montclair, Montclair Senior Citizens Advisory Council, Montclair Public Library and the Vanguard Medical Group are the most connected with other organizations and interactions with them are most frequently rated as beneficial.
8. To better integrate them into the initiative and increase understanding about the services they offer, provide opportunities to connect Care About You and AngelaCARES with other partner organizations, particularly those who are hubs, in the initiative.
9. As most collaboration projects focus on one-time events or workshops, encourage and support the expansion of these events to more long-term and sustained services and programs.

CONCLUSION

The information included in this report is based on the data collected by and made available to CREEHS during the period of September 2015 through March 2016. The findings describe the engagement of and collaboration between Lifelong Montclair partner organizations as reported during this period through a Partner Survey administered to representatives from all identified partner organizations. The data inform the areas of strength and areas for improvement to Lifelong Montclair so that it may continue to serve the needs of older adults aging in Montclair.

The findings of this evaluation suggest the following.

- The Lifelong Montclair initiative is functioning well and has particular strengths in the partner organizations' commitment to working together, the initiative's leadership and respect and trust among those involved in the initiative.
- Most partner organizations are participating in the initiative in accordance with the terms of agreement in the formal Partnership Agreement, however additional support for integrating Lifelong Montclair in publications and social media is needed.
- Partner organizations participate in the initiative primarily through sharing organizational capacities, resources and opportunities with other partner organizations. Translating this information into action may be a challenge for some partners as they may be unclear about what specific steps they should take.
- Lifelong Montclair partner organizations stay engaged in the initiative through print, electronic and in-person methods.
- Partner organizations most frequently interact with YMCA of Montclair, AARP of West Essex, The Adults School of Montclair, Homecorp, RSVP of Essex County, Toni's Kitchen and the Montclair Senior Citizen's Advisory Council (MSCAC).
- Agencies tend to have deeper relationships (i.e., rate their interaction as coordination, coalition or collaboration as compared to networking or cooperation) with partner organizations that they perceive to be beneficial to their work. These partner organizations include Montclair State University, Bike and Walk Montclair and Vanguard Medical Group.
- Most partner organizations report working with agencies they were already familiar with to reduce program duplication.
- As a result of the collaborations among Lifelong Montclair partner organizations, partners report that there is increased awareness of senior-related needs, increased visibility and exposure of senior services and events, improved program quality and reach and more shared resources and activities for seniors.

As Lifelong Montclair continues to evolve and expand its work, future efforts should continue to assess the relationships among partner organizations and the extent to which these relationships can be further enhanced in service of initiative.

APPENDIX

APPENDIX A – EVALUATION DESIGN AND METHODS

APPENDIX A –EVALUATION DESIGN AND METHODS

With funding from Partners for Health, Lifelong Montclair project staff contracted with the Center for Research and Evaluation on Education and Human Services (CREEHS) at Montclair State University to evaluate its aging in place initiative.

The purpose of this evaluation was to learn about whether the Lifelong Montclair initiative is functioning at an optimal level, whether the initiative's goals are being met, and what improvements can be made in order to ensure greater success.

Five questions guided this evaluation:

1. To what extent are partner organizations engaged in the Lifelong Montclair-Aging in Place initiative?
2. To what extent are partners in the Lifelong Montclair-Aging in Place initiative collaborating with one another (e.g., sharing of resources and information, working together on projects) in projects related to improving the lives of older adults in Montclair?
3. To what extent did Lifelong Montclair-Aging in Place project activities address the following needs for individuals age 55 years and older in Montclair:
 - Affordable and suitable housing?
 - Access to public and active transportation?
 - Access to health services that aim to improve mental and physical health?
 - Community engagement?
 - Community knowledge and awareness about services for older adults in Montclair?
4. How were communication strategies used to impact Montclair residents' awareness and knowledge about Montclair-based older adult services and resources?
5. What are the strengths and areas for improvement, both internal and external, to the Lifelong Montclair-Aging in Place initiative?

The evaluation used a mixed-method design that used data collected from multiple sources. These included one online survey of partner organization representatives; an online and paper copy survey with a sample of Montclair residents aged 55 years and older; and two focus groups with Montclair residents aged 55 years and older. Data collection occurred between September 2015 and February 2016.

CREEHS staff developed all instruments in collaboration with program staff. CREEHS obtained approval from the Montclair State University Institutional Review Board (IRB) for all study procedures and instruments.

This report highlights the findings from the partner organization survey and addresses the first two evaluation questions. The sections below specifically describe this survey.

PARTNER ORGANIZATION SURVEY

An online survey was conducted with Lifelong Montclair partner organizations in September – October 2015. The survey collected information about residents' perceptions of and experiences with affordable and suitable housing, access to transportation, access to health services as it relates to mental and physical health, community engagement, knowledge and awareness about services and resources for older adults in Montclair.

The Lifelong Montclair project coordinator provided CREEHS with a list of the partner organization, the key representative and their contact information (i.e., name, organization, email address, telephone number). The CREEHS evaluation team emailed representatives from the then 23 Lifelong Montclair partner organizations inviting them to participate in the online survey. The email also provided partner representatives with a link to the survey. Three reminder emails were sent to partner representatives during the three weeks that the survey was open for responses.

A total of 15 partner organization surveys were completed, a response rate of 63%. Descriptive statistics (e.g., frequency analysis, cross-tabulation) were used to analyze the survey responses. A social network analysis was also conducted to assess the relationships between partner organizations and their level of interaction. Open-ended responses were content analyzed for common themes and key contextual information.

STRENGTHS AND LIMITATIONS OF THIS STUDY

The data collected provided an opportunity for partner organization representatives to express their thoughts about and role in the Lifelong Montclair Initiative. The data provides a snapshot of how partner organizations are engaged in the initiative, how they are collaborating with other organizations and how they perceive the initiative.

One of the main limitations of this evaluation was the response rate among partner organization representatives. All 23 partner organizations were invited to participate and 15 completed the survey (63% response rate). The limited survey response rate may be partially explained by varying degrees of engagement in the initiative among partners. The limited response rate impacted the social network analysis in that it may bias the map of the network and may underestimate the number of ties between partner organizations.

Another limitation of this evaluation is the inability to establish a causal relationship between the collaboration of Lifelong Montclair partner organization and any changes that Montclair residents report in the age-friendly services available to them in the town. This design assessed the partnership and the project outcomes but can only describe to the co-occurrence of partnership collaborations and project outcomes.