

**Community Initiatives Against Family Violence Protocols
Project: A Formative Evaluation of Phase II Protocol
Implementation**

**Submitted to:
Project Steering Committee
CIAFV Protocols Working Group**

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Finally, we would like to thank all those CIAFV member agency representatives for their openness to participating in this project evaluation.

EXECUTIVE SUMMARY

The findings of this formative evaluation of the Community Initiatives Against Family Violence (CIAFV) Protocols project are intended to:

- Help inform future phases of the CIAFV Protocols work; and
- Provide useful, best practices information to other communities considering undertaking a similar protocol development process.

This program evaluation is formative in nature. The primary intent is to identify differences in actual project outputs and outcomes compared to the intended outputs and outcomes outlined in the program logic model and other background documentation.

Methodology

In-person or telephone interviews or focus groups were conducted with 34 people. This included the CIAFV Protocol Coordinator, the Agency Training and Evaluation Coordinator and representatives from nine CIAFV member agencies that had implemented their family violence protocol by fall 2004. Secondary data sources were also utilized.

Participation in this research study was on a voluntary basis. Measures were undertaken to guarantee the anonymity of the comments of individual participants as well as organizational perspectives. Transcripts of interview or focus group responses were returned to agency or organization representatives for review and changes, as required.

Keys to Effective Practice

The following keys to effective practice are based on perspectives gained from: agency representatives, the Protocol Coordinator and the Agency Training and Evaluation Coordinator, and observations of the two researchers.

a) Coordinators' Roles

Both the Protocol Coordinator and the Agency Training and Evaluation Coordinator have provided critical support to agencies involved in developing and, to a lesser extent, implementing family violence protocols. The two Coordinators have served as external change agents – helping agencies continue to move ahead with their family violence protocols. It is unlikely that agencies would have succeeded in overcoming barriers to developing family violence protocols without the time and resources provided by these two Coordinators. The services the Coordinators provided included group facilitation, “coaching,” writing of draft protocols, assistance with development of resource tools, and conflict resolution. The Coordinators were also able to provide examples of approaches and tools used by other agencies.

The Coordinators identified two gaps in the protocol process: development of a protocol implementation plan and development of a training plan for ongoing family violence and protocol training within an agency. They then developed resources to address these gaps.

The Agency Training and Evaluation Coordinator found that agencies were more knowledgeable about outcomes evaluation and program logic models than was anticipated. As a result, agencies did not call upon this Coordinator to provide support in outcomes evaluation to any significant level.

Implementation of a family violence protocol is a change process and further study of the factors that influence this process will be reviewed in the Phase III evaluation report.

b) Resource Requirements

The development and implementation of a family violence protocol by an agency is not always a linear process. As this evaluation report indicates, agencies may “stop out” or become “bogged down” in the process due to competing demands on agency resources, leadership changes and other organizational concerns.

The process of developing and implementing a family violence protocol, including revisions to the protocol based on implementation takes, on average, about two years. Agencies need to be prepared to dedicate the necessary resources throughout this time period in order to achieve full and successful implementation.

Both management and staff of the agency need to commit the time to complete the protocol development and implementation process. Involving a team of staff in this process provides for greater “buy-in” and brings more resources to the process.

At the time of implementation, all staff members of the agency need to be “brought on board.” Commitment to the protocol needs to move beyond the individuals or group that developed it.

Someone in each agency must assume leadership (act as a champion) and monitor the implementation of the protocol and make necessary adjustments or changes as a result of implementation. “Buy-in” of senior leadership in the organization is crucial.

c) Communication

Regular communication is critical to maintaining momentum and commitment to the protocol development and implementation process. Internal to the organization, all staff members who will be affected by the protocol must be kept apprised of developments.

It is also important to communicate on a community-wide level. The CIAFV Protocols project has effectively used a newsletter, website, meetings, community forums and events to “tell the story”.

Agencies that have successfully developed and implemented a family violence protocol can actively promote and communicate the benefits of having such a protocol to agencies that have similar mandates and/or client groups (e.g. persons with disabilities, immigrant servicing agencies, etc.). The *Protocol News* newsletter has been an effective mechanism for agencies to share their experiences with others in the community.

d) Training/Education

The family violence training workshop should be the first activity for an agency that has agreed to undertake the protocol development process. This ensures consistency in family violence prevention definitions, knowledge, and awareness that helps agency staff to work through the process more effectively and efficiently. Typically, staff members will often have a varied knowledge and experience with family violence.

Initial training also needs to clearly describe the benefits of developing and implementing a family violence protocol. It can then move to discuss the process, time and resources required. The Family Violence Protocol Template is a useful tool to support this process.

There is a need for ongoing training in family violence and protocol development/implementation due to staffing changes in agencies. The CIAFV Protocols project is planning to work with agencies to develop an internal agency process to provide this ongoing training. This work will be reviewed in Phase III of the Protocol project evaluation. It has also been suggested that a community-based resource team may need to be developed to address this ongoing training requirement.

e) Community Collaboration

In this Phase II evaluation there was increased evidence of collaboration among CIAFV member agencies. This demonstration of an increased openness to share resources bodes well for the development of linking protocols.

Often the Protocol Coordinator or the Agency Training and Evaluation Coordinator were the catalysts for agencies to discuss their approach to protocol development or to share resources and assessment tools. The *Protocol News* newsletter and the CIAFV Protocols Working Group provided opportunities to actively or passively learn more about other agencies' experience in developing their family violence protocol. Focus groups and workshops described earlier in this report also support interaction and the building of networks among agencies.

f) Protocol Sustainability

The family violence resource list and other tools developed by the Protocol and Agency Training and Evaluation Coordinators have greatly assisted agencies with protocol implementation. There is an ongoing need to revise these resources and this will need to be addressed in Phase III of the Protocols project.

In terms of sustainability of the protocols project over time, a Resource Committee may need to be formed to support family violence and protocol training as well as provide support to protocol evaluation.

I. INTRODUCTION

An evaluation of the Community Initiatives Against Family Violence (CIAFV) Protocols project was requested by the Steering Committee of the CIAFV Protocols Working Group. This evaluation is intended to address questions of interest to:

- The CIAFV Protocols Working Group Project Steering Committee,
- The organizations that provide funding to the project (National Strategy on Community Safety and Crime Prevention, Status of Women Canada); and
- The broader membership of the CIAFV Protocols Working Group.

The findings of this evaluation report will:

- Help inform future phases of the CIAFV Protocols work;
- Provide useful, best practice information to other communities considering undertaking a similar protocol implementation process;
- Provide data that can be incorporated into reports to agencies providing funding to the initiative; and
- Provide data for future funding proposals to support the CIAFV Protocols project.

This program evaluation is formative in nature. The primary intent is to identify differences in actual project outputs and outcomes compared to the intended outputs and outcomes outlined in the program logic model and other background documentation.

II. CIAFV PROTOCOLS PROJECT BACKGROUND

The following background material is provided for the reader who is not familiar with the community context of the CIAFV Protocols project. It is the opinion of the researchers, supported by the research findings, that the resources described in this section of the report were critical to the achievement of the outcomes of the Protocols project.

a) Community Initiatives Against Family Violence (CIAFV)

On May 26 1999, a group of interested parties convened at the invitation of the Safer Cities Advisory Committee of Edmonton. In total, 63 community representatives from a broad range of services and systems in the city of Edmonton gathered for a day-long meeting to discuss issues of concern with regard to family violence in Edmonton. This inclusive community consultation process identified the need to reduce the incidence of family violence through cost-effective coordination and collaborative efforts and through the promotion of preventive initiatives.¹ At the conclusion of the meeting, five working groups were formed to address the following specific areas; coordination, protocols, funding, preventive strategies and public education.

¹ Proposal notes, no date.

Through this community consultation it was further determined that problems existed in Edmonton

“In the screening for an appropriate response to family violence, there is an inconsistency in how systems identify cases of domestic violence and also an unacceptable level of discontinuity and fragmentation in responses including inaccessibility to service for many.”²

Since May 1999, the number of members of this initiative has grown. The groups have combined to form three working groups focusing on coordination, protocols and public education strategies. Operating under the name of Community Initiatives Against Family Violence (CIAFV), the group is actively working to coordinate a community response to family violence.

The mission statement for CIAFV is as follows:

“CIAFV is committed to strengthening the capability of the Edmonton community to take constructive action against family violence and move toward solutions.”³

The organization’s vision is:

“Individuals and families in the Edmonton area live free of family violence... The community of Edmonton will coordinate approaches to family violence that reflect inclusiveness and respect in order to create an environment that supports families to live violence free.”⁴

The purpose statement for CIAFV is:

“Working from a proactive - responsive - rebuilding model, the purpose of CIAFV is to coordinate a process that facilitates:

- Identification of issues, barriers and gaps experienced by those impacted by family violence, across the system;
- Articulation of these issues, barriers and gaps toward a common understanding of family violence; and
- Influencing of systems and the larger community.”⁵

Further it is the view of CIAFV that:

“The unique nature of the relationships between victims and perpetrators in family violence, particularly the abuser’s access to the victim and the victim’s vulnerability to continued violence, requires that a coordinated response be developed. In order to establish an effective response it is necessary that agencies consistently screen for and respond to family violence. The resultant screening

² Background notes, no date.

³ CIAFV Protocols Project Evaluation Request for Proposals, February 2002.

⁴ CIAFV Working Principles approved by CIAFV, 5/6/02.

⁵ Ibid.

tools and procedures need to reflect the cultural diversity of the community and the varying requirements of individual situations.”⁶

Based on a review of models of family violence response from Duluth, Minnesota, New Zealand and Calgary, Alberta it was concluded that successful outcomes addressing family violence as a community are best achieved by developing and implementing coordinated practice protocols. It was further determined that protocols would need to be developed based on the Edmonton community context.

b) CIAFV Protocols Working Group

The CIAFV Protocols Working Group meets monthly and is comprised of CIAFV member agencies (approximately 40). Members are individuals and/or representative(s) of organizations and agencies proactively working with family violence or clients who may face issues of family violence.

In September 2004, the original goals for the Working Group were modified slightly to facilitate the development of a consistent response throughout the community for individuals and families affected by family violence. These modifications to the Working Group’s goals are intended to:

- Provide a broader focus (at the system level);
- Highlight the importance of safety planning and risk assessment;
- Recognize the need to address institutional and cultural change; and
- Encourage the addressing of service gaps identified through the protocol process.

The Working Group’s responsibilities are:

- To plan and facilitate community research required to complete projects;
- To assist agencies, organizations and systems in training needs to ensure an understanding of the use of the protocols which may include safety planning and risk assessment;
- To assist agencies, organizations and systems in the development of protocols;
- To assist agencies, organizations and systems to evaluate protocols in an on-going way;
- To encourage and support agencies, organizations and systems with institutional cultural change;
- To encourage the consistent use of protocols within and between agencies, organizations and systems;
- To assist with sustainability of the protocols project by obtaining funding and encouraging institutional and cultural change;
- To encourage the community to address service gaps (other than those related to protocols) raised through the protocol process; and
- To review the terms of reference of the Working Group and Steering Committee annually.⁷

⁶ Ibid.

⁷ CIAFV Protocols Working Group Terms of Reference, September 20, 2004.

The Protocols Working Group established a statement of need and set about to address several conditions in the Edmonton community, specifically:

- A lack of coordinated response to dealing with family violence;
- Fragmented or inconsistent responses to family violence; and
- Gaps in knowledge regarding family violence generally and diversity issues in family violence specifically.⁸

The CIAFV Protocols Working Group determined that the best way to achieve these outcomes was “for organizations in Edmonton to develop a set of coordinated guidelines or steps (protocols) to identify, detect and respond, in a consistent manner to persons at risk of family violence as well as those impacted by family violence.”⁹

The following steps continue to be used to address the above stated outcomes:

- Be inclusive with systems/institutions/agencies and engage systems such as justice, health, police, education, child welfare, community agencies, social services, student financing and housing;
- Focus on the needs of the individual while respecting diversity (such as persons with disabilities, culture, religion/faith, gay/lesbian, etc.);
- Provide education for community agencies/systems pertaining to protocols, the dynamics of family violence, coordinated responses, screening tools, risk assessment and safety planning; and
- Develop responses that are founded on victim safety and offender accountability.¹⁰

Through the development of coordinated protocols it was intended that the following goals would be achieved:

- To facilitate the development of a consistent response among systems, for individuals and communities impacted by family violence;
- To provide training and support to systems to ensure the knowledge and confidence in applying standard screening protocols are in place; and
- To be part of a coordinated response to family violence working towards reduction in incidents in Edmonton.¹¹

Involvement principles for CIAFV members include the following:

- “We hold that the success of our initiative depends upon:
 - Mutual respect of all parties
 - Fostering involvement, trust, respect and open communication; and
 - Informed and involved stakeholders.
- We are committed to provide visionary leadership that is based on best practice research.

⁸ CIAFV Protocol s Project Evaluation Request for Proposals, February 2002.

⁹ Ibid.

¹⁰ Ibid.

¹¹ CIAFV Protocols Working Group Terms of Reference, no date.

- We value the contribution of all participants to the accomplishment of our goals.
- We are financially responsible and accountable.”¹²

In achieving these goals, continuous communication and consultation with community agencies involved with or interested in the earlier stated outcomes were determined as critical. The first phase of the work was structured as described below:

- Plan and facilitate research activities to determine need and interest in the production of protocols. This resulted in the distribution of a survey to 200 agencies and systems. Agencies surveyed offered services to a diverse audience including seniors, women, men, children and youth as well as clients with special needs. Of the 80 respondents (30% of sample), most indicated a need to develop a consistent response to family violence and expressed a willingness to be involved in the initiative.
- Develop protocols that will standardize responses to family violence situations. This work was undertaken by the Protocol Coordinator and is described in further detail in the Phase I evaluation report.
- Provide training to participating agencies to ensure understanding in the use of protocols and client assessment tools. This work was undertaken by the Protocol Coordinator and is also described in further detail in the Phase I evaluation report and continued throughout Phase II of the Protocols project.
- Support the sustainability of the project by encouraging the institutional and cultural change needed to ensure the continuity of the protocols.

Phase II of the CIAFV Protocols project focuses “on assisting agencies in implementing their protocols, revising protocols, continued family violence training, and evaluation of the implementation of agency protocols.”¹³

During this second phase of the project, attendance at monthly Working Group meetings continued to vary. Given that decisions were to be made by consensus or by vote of the group members, varying attendance rates were of concern. In March 2004, it was decided to establish two categories of membership for the Working Group - active members and associate members. Active members (22 in number as of the date of this report) would:

- Attend a minimum of five meetings annually;
- Send regrets when not able to attend a meeting;
- Act in a manner consistent with the principles of CIAFV;
- Receive minutes of meetings, reports, newsletter, etc.;
- Have access to information and training opportunities;
- Inform the group of new agency contacts, as appropriate; and

¹² CIAFV Working Principles approved by CIAFV, 5/6/02.

¹³ Job Description – Agency Training and Evaluation Coordinator, Protocols Project – CIAFV, no date.

- Have opportunity to shape the work of the CIAFV Working Group and the Protocols project.

In contrast, associate members (14 in number as of the date of this report) would:

- Have the option to attend meetings;
- Act in a manner consistent with the principles of CIAFV;
- Receive a newsletter and access other information via the website;
- Be available to respond to questions/queries about their agency/organization; and
- Have the option to become an active member, if so desired.¹⁴

c) CIAFV Protocols Working Group – Project Steering Committee

The Protocols Project Steering Committee meets monthly and is a group of up to six individuals¹⁵ voted into their positions by the Protocols Working Group. Its role is to provide support and day-to-day management of the Protocols project and its Coordinator. Accountable to the Protocols Working Group, the Project Steering Committee will:

- “Develop job descriptions for the Protocols project staff;
- Supervise the production of a project work plan;
- Support and guide project staff;
- Develop guidelines for communication between project staff and the team and between the team and the Protocols Working Committee including a “supervision model”;
- Review all financial statements of the project before presentation to the Protocols Working Group; and
- Act as spokespersons for the project with the general public and the media.”¹⁶

d) Protocol Coordinator

A full-time (37.5 hours/week) Protocol Coordinator was hired in September 2001 to develop protocols that addressed issues of family violence with agencies and systems involved in CIAFV. The Edmonton John Howard Society (the administrative agent for the Protocols project) facilitated the hiring of the Protocol Coordinator. The Steering Committee provides direction to and determines priorities for the work of the Protocol Coordinator.

The functions of the Protocol Coordinator are to:

¹⁴ CIAFV Protocols Working Group Meeting Minutes, March 3, 2004

¹⁵ For the period September 2003 to December 2003 the membership of this committee was reduced to 5 individuals due to a resignation. In January 2004, a community representative was invited to join the group. In April 2004, the CIAFV Agency Training and Evaluation Coordinator also started to attend these meetings in an ex-officio capacity.

¹⁶ Adapted from Protocols Working Group – Project Steering Committee, Terms of Reference, January 10, 2001.

- Complete the initial work with member agencies of CIAFV to implement protocol development and training in those agencies around issues of family violence.
- Develop a protocol template and guidelines for agencies to develop local, standardized protocols and screening and assessment approaches.
- Research and design tools to support protocol development.
- Develop training initiatives for or with participating agencies to ensure the understanding of and use of the protocols.
- Maintain current knowledge of issues relating to family violence through research, conferences and workshops as available and share information with CIAFV member agencies.
- Research other jurisdictions for their models and coordinated responses to the issues and incorporate beneficial pieces into the local plan.
- Record minutes and disseminate information for the CIAFV Protocols Project Steering Committee.
- Provide inputs and assistance to funding proposals and reports for funders as required.¹⁷

To date, three individuals have served as the Protocol Coordinator.

e) Agency Training and Evaluation Coordinator

A half-time Agency Training and Evaluation Coordinator was hired in April 2004. The Edmonton John Howard Society (the administrative agent for the Protocols project) facilitated the hiring for this position. The Steering Committee provides direction to and determines priorities for the work of the Agency Training and Evaluation Coordinator and the Protocol Coordinator provides direct supervision to this individual.

The functions of the Agency Training and Evaluation Coordinator are to:

- Follow up with agencies that have completed protocols.
- Identify training needs within organizations.
- Assist agencies with ongoing internal training development.
- Assist agencies with conducting self-evaluations of their protocols.
- Conduct workshops on evaluation.
- Coordinate material development.
- Encourage agency participation in the Protocols project.
- Attend Protocols Working Group meetings.
- Attend Protocols Steering Committee meetings.

A schematic that illustrates the coordinated, synergistic way the Protocol Coordinator and the Agency Training and Evaluation Coordinator work with agencies is presented in Appendix A.

¹⁷ CIAFV Protocol Coordinator Job Description, no date.

f) Definition of Family Violence

CIAFV uses the terms “domestic violence,” “domestic abuse” and “family violence” interchangeably.

In the view of CIAFV

“Family violence describes a systematic pattern of abusive behaviours within a relationship that is characterized by intimacy, dependency and/or trust. The abusive behaviours exist within a context where their purpose is to gain power, control and induce fear. Abusive behaviour can take many forms including verbal, emotional, physical, sexual, psychological (e.g. destruction of pets and property), spiritual, economic, violation of rights, and exploitation through neglect.”¹⁸

g) Evidence of Needs for Protocols

A survey was distributed to 200 agencies in Edmonton with responses received from 80 agencies. Of these 80 agencies,

- 80% offered services for women or youth.
- 71% offered services for men or children.
- 65% offered services for seniors.

Existing agency protocols addressed disclosure of child abuse (63%) or child sexual abuse (53%). Agencies with protocols that asked questions regarding abuse most commonly inquired about child abuse or child sexual abuse.

Only 25% of those agencies providing services to women disclosed reports of wife abuse while 19% asked clients about wife abuse.

While less than 23% of the agencies providing services to seniors disclosed abuse, questions asked by these agencies covered a broader spectrum including elder abuse and financial abuse.

¹⁸ CIAFV Definition of Family Violence adopted October 9, 2001.

III. APPROACH TO THE RESEARCH

a) Background of Research Team Members

The researchers for this evaluation report were Dr. Wendy Doughty and Jim Klingle, partners in Emerging Directions Consulting Ltd. a private, incorporated Alberta-based management consulting firm.

Dr. Doughty brings 18 years experience in the development of community-based programs, program evaluation and curriculum evaluation. Jim Klingle has more than ten years experience in carrying out successful research projects involving a variety of community organizations.

b) Principles Guiding Program Evaluation

The following principles guided the development and implementation of this program evaluation:

- Ownership and buy-in of participants in any program evaluation activity best occurs when participants have a role in helping plan the process.
- Program evaluation processes must be sensitive to and reflect individual differences in gender, culture, learning styles, background and experiences.
- Program evaluation yields authentic results in an environment where participants believe their viewpoints are valued and they are treated with respect.

c) General Approach to the Research

Key stakeholders were notified in advance of the commencement of this study by means of an e-mail letter that explained the purpose of the evaluation research. Community members needed to be aware of the intent of this research so that they could determine whether or not they would participate. This provided the opportunity to ask questions about the impact of data collection on their organization.

Participation in this research study was on a voluntary basis. Measures were undertaken to guarantee the anonymity of the comments of individual participants as well as organizational perspectives. Transcripts of interview or focus group responses were returned to agency or organization representatives for review and changes, as required.

d) Key Research Questions

The evaluation framework that shaped this study is presented in *Appendix B - Questions, Indicators and Data Sources - CIAFV Protocols Project Phase II Evaluation*.

The specific interview or focus group questions are provided in *Appendix C – CIAFV Protocols Project Phase II Evaluation - Focus Group or Interview Questions*.

e) Approach to Data Collection

The evaluation process consisted of two approaches to data collection. These included:

i) Secondary data

Secondary or historic data was gathered through document review. This included a review of secondary data sources provided by the Protocol Coordinator, Agency Training and Evaluation Coordinator and Steering Committee members, including the following items:

- Planning documents and background materials
- Program Logic Model (Phase II)
- Position Descriptions - Protocol Coordinator and Agency Training and Evaluation Coordinator
- Flowchart of Protocol Coordinator and Agency Training and Evaluation Coordinator roles
- Protocol Coordinator and Agency Training and Evaluation Coordinator monthly reports
- Terms of Reference – CIAFV Protocols Working Group
- Minutes of CIAFV Protocols Working Group meetings
- Minutes of CIAFV Protocols Working Group - Steering Committee meetings
- Issues of *Protocol News* newsletter
- The *Ethnocultural Family Violence Project* report
- Family Violence Protocol document
- Risk management tools (victims, abusers, teens, older adults)
- Responsibility plan card
- Victim safety resource sheet
- Four brochures for various segments of the community
- Evaluation forms – Family Violence Training
- Outcomes measures resource (“tip sheet”)

ii) Primary data

Primary data was collected through personal interviews, telephone interviews and focus groups. These methods were used as follows:

- Some agencies involved in protocol development chose to have a focus group involving key staff members who assisted in developing the protocol.
- Some agencies preferred to have a key contact person provide perspectives on the protocol development experience. In some cases this was because one person had sole responsibility for developing the protocol. In other cases this person

- presented the views of agency staff members involved in the protocol development and implementation.
- Individual interviews were conducted with the Protocol Coordinator and the Agency Training and Evaluation Coordinator.

Personal interviews and focus groups were approximately one hour in length. Telephone interviews lasted from ten minutes to 45 minutes.

The schedule of questions used to guide these interviews and focus groups are presented in *Appendix C - CIAFV Protocols Project Phase II Evaluation - Focus Group or Interview Questions*.

f) Approach to Data Analysis

A mixed method approach was used for data analysis.

The following quantitative data was analyzed:

- The number of agencies engaged in the protocol process.
- The number of agencies that have developed protocols.
- The number of agencies that have a protocol implementation plan.
- The number of agencies that implemented family violence protocols.
- The number of agencies that have a protocol evaluation plan.
- The number of individuals attending family violence training sessions.

The logic model developed for the project was used as a framework for discussion of research findings.

Qualitative data collected through focus groups and interviews was entered into an ACCESS database file and a content analysis was undertaken. The approach to data analysis was a qualitative one; the intent being to identify common themes expressed in response to the questions identified. Through the process of coding, conceptual labels were ascribed to the comments generated through interviews and focus group discussions. These concepts were then compared one to another to determine categories of similar responses.

g) Sample Characteristics

The sample was drawn from the listing of CIAFV member agencies provided by the Protocol Coordinator. Interviews or focus groups were conducted with the following nine agencies, which as of fall 2004 had implemented their family violence protocol:

- Aboriginal Consulting Services Association
- Alberta Justice – Family Mediation Services
- Alberta Justice - Family Court Counselors
- City of Edmonton – Neighbourhood Social and Recreation Services Branch – Social Work Services
- Connect Society

- Changing Together
- Edmonton Family Violence Treatment, Education and Research Centre - Changing Ways
- Edmonton John Howard Society
- Edmonton Senior's Safe Housing

Community Options and the Grey Nuns Hospital – Social Work Department indicated that the implementation of their family violence protocol had been delayed and so were not interviewed. One agency did not participate in the research study despite several follow-up requests.

This evaluation did not include a review of the CNIB protocol since it was created as part of a Calgary initiative. As well, the linking protocol prepared for the three victim services programs (Edmonton John Howard Society, Edmonton Police Service and the Alberta Crown Prosecutor's office) was not included in this report however will be included in the Phase III evaluation.

Table 1 – Description of Research Sample provides further details about the composition of the research sample for this formative evaluation study.

Table 1 - Description of Research Sample

Descriptor of Sample	Number of Participants Providing Feedback
Protocol Implemented – Individual Personal Interview	2
Protocol Implemented – Individual Telephone Interview	1
Protocol Implemented – Individual Telephone Interview Reporting for Others	1
Protocol Implemented – Individual E-mail Response	1
Protocol Implemented – Focus Group	34 (4 focus groups)
Protocol Coordinator – Personal Interview	1
Agency Training and Evaluation Coordinator – Personal Interview	1
Total Number of Participants	46

h) Research Assumptions

- Those participating in the Protocols project during the period of this study were reflective of the diversity of individuals and agencies involved with family violence issues.
- Agencies chose of their own free will to proceed with protocol development.

- Perceptions of respondents regarding the relative strengths and/or weaknesses of the Protocols project were made without concern for consequences as a result of voicing their opinions.
- Agencies participating in this process had little or no previous experience with the development and/or implementation of family violence protocols.

i) Limitations of Research

- The study was time bound for the period from March 23 to December 31, 2004.
- The study examined the protocol work conducted from November 2002 to October 2004.
- The study was limited to the responses collected during personal or telephone interviews, focus groups, observations made during interviews and focus groups, and the information available in documents during the study period.
- The study was limited to those who chose to participate.
- The findings, conclusions, and recommendations are posited only as they relate to the current study.

IV. FINDINGS

The findings of this evaluation research are presented in three distinct sections. The first section describes progress on overall Protocols project goals and also identifies additional work that was undertaken to the benefit of the community. The second section reviews progress relative to the Phase II logic model developed for the Protocols project. The third section presents primary data provided by agency or organization representatives in response to the questions presented in *Appendix C - CIAFV Protocols Project Phase II Evaluation - Focus Group or Interview Questions*.

a) Progress on Overall Project Goals and Goals of Benefit to the Community

The information for this section of the report is based on a review of secondary data and interviews with the Protocol Coordinator and the Agency Training and Evaluation Coordinator.

i) *Level of understanding of family violence and appropriate responses since implementing coordinated protocols*

The feedback provided by participants in the family violence training sessions offered by the Protocol Coordinator and/or the Agency Training and Evaluation Coordinator continues to be very positive. A review of a cross-section of training session evaluation forms completed by these participants indicated that all developed an increased level of understanding of family violence. These training sessions provide agency staff members with a common understanding as well as a common language to discuss the issue. Respondents emphasized that these sessions on family violence issues and research served as a catalyst for their organization to undertake the development of a family violence protocol.

It is apparent that there is ongoing need to provide further training in family violence and protocol implementation, primarily due to staff turnover. Staff members in respondent agencies varied in their level of knowledge of family violence and their comfort with administering the risk assessment tools that are fundamental to family violence protocols. Agency staff members varied in terms of their education and/or training about family violence and had varying levels of experience with family violence. Even those staff members from agencies that deal with family violence on a daily basis found that the training sessions helped them become “re-sensitized” to the issue of family violence and be exposed to new research findings.

The Agency Training and Evaluation Coordinator has started to work with agencies that have implemented their family violence protocol to identify ways to offer on-going

family violence and protocol training within the particular agency. Plans are in place to develop a Train the Trainer manual to support this capacity-building strategy.

ii) Implementation of protocols

By the end of 2002, 14 agencies had completed family violence protocols. Of these 14 agencies, eight had consistently implemented their protocols while six needed assistance with either implementing or revising their protocols. Throughout 2003 and 2004, approximately 30% of agencies were delayed in implementing their protocols due to a delay in approval by senior management, changes within their organization or conflicting priorities. A small number of agencies chose to stop the protocol development or implementation process due to other priorities in the agency, changes in leadership, etc.

The reality of potential interference or delay in the protocol implementation process due to matters internal to a given organization, reinforces the need for an “external agent” to continue to serve as a catalyst for the process. Both the Protocol Coordinator and the Agency Training and Evaluation Coordinator have provided assistance to agencies to help “re-start” the protocol implementation process and “re-engage” staff members whom may be questioning the value of the family violence protocol.

Upon further investigation, it was apparent that agencies were not consistently implementing their protocols due to cumbersome Risk Assessment Forms and Safety Planning tools or protocols that were lengthy and not easily remembered. This realization led to working together with the Protocol Coordinator to revise the protocol template and other tools described in the next section of this report. The Coordinators stressed the importance of a planned implementation process that broadens the understanding of the agency’s protocol beyond the individual or group that developed it.

iii) Need for tools and resources

If risk assessment tools and safety planning resources are not used as intended, the family violence protocol will not be consistently implemented within the particular agency. Through discussions with agencies that had developed and, in some cases, implemented their family violence protocol it was learned that the initial risk assessment tools were viewed as too lengthy to administer. Agency staff members evidenced reluctance to use risk assessment forms due to the time required to complete, lack of experience and training, and discomfort with the term “assessment.” Both the CIAFV Protocol Coordinator and the Agency Training and Evaluation Coordinator dedicated themselves to revising risk assessment tools so that front-line staff with a variety of educational backgrounds and experience can use them.

The two coordinators developed a risk management tool, reducing the emphasis on client assessment and presenting the tool as a key instrument in developing a safety plan for the client and family members. The new risk management tool does not exceed 20 questions and is two pages in length. A checklist format is used so that the staff member

administering the tool does not need to make lengthy notes. Risk assessments will continue to be used by those agencies that work specifically with family violence and are familiar with validated risk assessment tools. The two coordinators also developed a *Victim Safety Assessment* form that can be used by front-line staff.

A unique risk management tool has been developed for three client types – adult victims, teen victims, and older adults. Following completion of the *Victim Risk Management Tool*, the agency staff member, in consultation with the client, will use one of three formats to develop a safety plan based upon whether:

- The client chooses to stay with the abuser; or
- The client wants to leave now and will not be returning home; or
- The client does not live with the abuser and wants to end the relationship against the abuser’s wishes.

The client can also design a personal “resource wheel” that includes coping strategies and actions to take 24 hours/day and within the next 72 hours. Where applicable, a *Child and Family Services Report of Child at Risk* form will also be completed.

In the case of abusers, the *Abuser Risk Management Tool* follows the same process but rather than a safety plan, a responsibility plan is developed with the client based on whether:

- The client wants to return to the victim and does not want to get help; or
- The client wants to leave the victim and get help to change his/her behaviour; or
- The client is planning to stay with the victim but does want to get help to change his/her behaviour.

The client can also design a personal “resource wheel” that includes coping strategies and actions to take 24 hours/day and within the next 72 hours. A ‘tip sheet’ on “cool downs and time outs” will be provided which also includes a Responsibility Plan. Where applicable, a *Child and Family Services Report of Child at Risk* form will also be completed.

A *Family Violence Protocol Flowchart* (see Appendix E) was developed by a CIAFV member agency (Kara Family Support Centre) to help front-line agency staff members remember the critical steps in the process of responding to the client’s need for safety.

Both the Protocol Coordinator and the Agency Training and Evaluation Coordinator commented regarding the limited knowledge of agency staff of family violence resources and referral sources. This gap has led to a continuous updating of a family violence resource list (see Appendix F) and plan to develop a Train the Trainer manual to assist agencies to provide family violence training for staff.

The Agency Training and Evaluation Coordinator adapted two resources to help agency staff understand community resources and processes. These are:

- A comparative chart about Ex Parte Restraining Order, Emergency Protection Orders, Queen’s Bench Protection Orders, and Peace Bonds. These protective

- orders are compared on the basis of the following criteria – client, process to access, cost, length of time to access, what is covered by the Order, who serves the Order, and how long the Order is in effect.
- An overview of the *Child, Youth and Family Enhancement Act* including an internal procedure template and report format.

iv) Communication

The CIAFV Protocols Coordinator has developed several brochures that are available in print or electronic format so that agencies can produce copies for distribution to their clients. These brochures are titled:

- *Family violence: Is my behaviour abusive?*
- *Family violence: Safety tips for you and your children.*
- *Teen dating: Violence happens.*
- *Family violence: Are you abused?*

The first edition of the *Protocol News* newsletter was published in December 2001. The goals of the publication were to:

- Keep everyone informed of the progress of the Protocols project;
- Keep updated information circulated;
- Get new and great ideas that we {sic CIAFV member agencies} can collectively work on;
- Answer any questions; and
- Share what agencies are doing in terms of protocols.¹⁹

The January/February 2004 issue marked a dramatic change in format. Previously, the content of the publication had been updates on activities of the Protocol Coordinator, the CIAFV Working Group and sharing of up-to-date family violence and protocol information. In 2004, the publication switched to an electronic desktop publishing format including colour and graphics. The most significant change was an increased emphasis on community information reflected in the inclusion of:

- A profile of an agency/organization that had developed and/or implemented a family violence protocol;
- Responses to questions posed by the readership;
- A listing of CIAFV events;
- Background information on CIAFV and the CIAFV definition of family violence;
- Other events of interest;
- New tools and resources;
- Information about CIAFV staff.

The response to the updated newsletter format has been very positive.

¹⁹ *Protocol News*, December 2001.

v) *Understanding of evaluation*

The Agency Training and Evaluation Coordinator was impressed by the readiness of agencies with completed protocols to undertake staff training and evaluation. The Coordinator has found that agencies that have developed family violence protocols are familiar with outcome-based evaluation due to the requirements of providers of funding for programs and services offered by their agency (for instance, United Way, Human Resources and Skills Development Canada).

Thus, as of fall 2004, the Agency Training and Evaluation Coordinator had received virtually no requests for outcomes and evaluation training. The Coordinator developed a *Protocol Evaluation Logic Model Tip Sheet* that provides sample goals, objectives, activities, standards and outcomes as well as data collection options to assist agencies with defining their evaluation framework.

Agencies have taken more time to complete protocols than was originally anticipated. This has delayed the timing of data collection for evaluation purposes.

vi) *Responding to community needs*

The CIAFV Protocols project staff members and the CIAFV Steering Committee undertook several initiatives that were responsive to the needs of the community. These activities included the following:

- Two one-half day workshops in May 2003 focusing on:
 - Using risk management tools for client screening and safety plans, and
 - How to prepare for data collection for agency self-evaluation of protocols.
- In July 2003, Jane Ursel, PhD. Director of the Research and Education for Solutions to Violence and Abuse (RESOLVE) presented a one-day session on highlights of the Lavoie Inquiry and its recommendations. The community representatives attending this workshop and the Crown looked at these recommendations and the implications for Alberta.
- In November 2003, hosted five focus groups to explore family violence issues for immigrants, members of ethnocultural communities, and professionals working in these communities. The findings from these focus groups and an extensive literature review were the basis of the report, *The Ethnocultural Family Violence Project*. This report resulted from a partnership between the CIAFV Protocol Working Group and the Ethnocultural Consultation Coalition with funding provided by Canadian Heritage.
- In January 2004, hosted two workshops with Sujata Warriar, PhD., and Director of the Healthcare Bureau of New York State Office of Prevention of Domestic Violence titled “From Sensitivity to Competency” that discussed an inclusive, coordinated response to family violence. This presentation built upon *The Ethnocultural Family Violence* report and was one more step in building community capacity in response to family violence.

b) Progress Relative to Program Logic Model

A program logic model was developed for Phase II of the CIAFV Protocols project and a copy of this document is provided in Appendix D. A program logic model identifies the linkages between the activities of the initiative and the achievement of its outcomes.

This section of the report will assess the extent to which the CIAFV Protocols project achieved the inputs, activities, outputs and outcomes listed in the program logic model.

i) Progress on inputs

The CIAFV Protocols logic model specified eight key inputs all of which were in place throughout the period of this evaluation.

The CIAFV Protocols Working Group continued to meet on a regular basis and helped set the direction for the Protocol Coordinator (and to a lesser extent, the Agency Training and Evaluation Coordinator) in terms of materials, tools, etc. This forum also offered an opportunity to update members on progress with the protocols initiative, share the results of completed protocols, and discuss new resources and research. This group discussed other issues related to family violence that might inform the development of linking protocols and other cooperative initiatives within the community. Implementing two membership categories was an effective way to increase the decision-making capacity of this group.

The CIAFV Protocols Project Steering Committee was instrumental in the successful achievement of the outputs and outcomes defined for this initiative. This group provided feedback and guidance for the Protocol Coordinator and the Agency Training and Evaluation Coordinator. They also assumed responsibility for securing resources to continuously support the project.

During the period of this evaluation the administrative agent, Edmonton John Howard Society, continued to provide equipment and meeting space for the Protocol project staff.

ii) Achievement of activities described in logic model

Work has proceeded on all of the activities outlined in the logic model described in Appendix D.

The Protocol Coordinator and Agency Training and Evaluation Coordinator achieved all activities with the exception of the anticipated number of evaluation plans. Agencies' progress on implementing family violence protocols has been slower than projected. The two Coordinators also devoted time to getting agencies "back on course" with their protocol development through the development of various tools and the provision of family violence and protocol implementation training.

The two Coordinators provided assistance with several related community initiatives that furthered the development of protocols and knowledge of family violence at a broader, systemic level.

iii) Level of outputs achieved

Five outputs were measured for the CIAFV Protocols Project. Table 2 provides numeric data concerning these five key outputs.

Table 2 – CIAFV Protocols Project Phase II Outputs

Time Period	# of New Member and Non-Member Agencies Engaged in Process	# of Member and Non-Member Agencies that Have Developed Protocols	# of Member and Non-Member Agencies Who Have a Protocol Implementation Plan	# of Member and Non-Member Agencies that Implemented Protocols	# of Member and Non-Member Agencies that Have a Protocol Evaluation Plan*
November 2002 – October 2004	28 6 agencies in development as of October 2004	17	16	14	3

During this time period, 306 individuals participated in family violence training.

* Note: Agencies that are developing an evaluation plan are also developing a staff training plan for protocols and family violence training.

iv) Achievement of initial, intermediate and long-term outcomes

Significant progress has been made in regards to initial, intermediate and long-term outcomes described in the Phase II logic model. Implementation of protocols and evaluation plans will continue into Phase III of the project. Agency membership in CIAFV continues to grow.

c) Perspectives from Participating Agencies

It is important for the reader to appreciate that there was a period of time when the Protocols project operated without a Coordinator who was actively able to provide the range of support required by CIAFV member agencies as they developed, and to a great extent, implement their family violence protocols. As the CIAFV Steering Committee stated in an earlier report to the Community Mobilization Program (NCPC):

“There were challenges in finding a suitable Protocol Coordinator who could handle a project of this scale and had the specific skills necessary to complete the project. These skills include strong knowledge of family violence issues, policy development, program coordination, professional writing, workshop facilitation and excellent organization.”

Negative comments presented in this report **do not** refer to the work of the current Protocol Coordinator **or** the current Agency Training and Evaluation Coordinator.

i) Process undertaken to implement family violence protocol

Respondent agencies did not clearly articulate a process for implementing their protocols. Most agencies proceeded with this work independent of the Protocol Coordinator (as previously explained). In hindsight, several commented that an organized approach to implementation and assistance from an external party would have been valuable.

ii) Positive changes or opportunities experienced as a result of implementing family violence protocol

When asked about the positive changes or opportunities experienced as a result of implementing their family violence protocol:

- Five of the nine responding organizations (56%) reported that having a family violence protocol in place helped formalize and standardize its use with clients. Comments included: “We had a protocol in place but it was verbal, not written” and “The protocol formalized what we were already doing.”
- Four responding organizations (45%) said that staff members have a heightened awareness or knowledge about family violence, risk assessment and the impact of family violence on the client and other family members as a result of implementing the family violence protocol. As one respondent stated, “Family violence has now been brought to the forefront at intake.” Another respondent indicated that the implementation of the protocols helped staff focus on the importance of client assessment.
- Three responding organizations (33%) reported that the protocol implementation resulted in greater awareness of training needs. One responding organization said “We have taken advantage of more training opportunities made available to us.” Another stated that they had implemented “Brown Bag Lunch” learning sessions on family violence and related issues.

- Two responding organizations (22%) reported that implementing the protocol has resulted in greater community awareness about their organization and other organizations working with family violence.
- Two responding organizations (22%) indicated that the documentation of family violence occurrences has become of greater concern and documenting practices have improved as a result.
- Two responding organizations (22%) stated that the implemented protocols are still being discussed with regards to standardization of the screening process and safety training procedures.
- Two respondent organizations (22%) identified that having a protocol in place catches family violence issues earlier in the process. Through this early intervention, potential dangers are reduced for those affected by family violence.

Individual responding organizations reported the following positive changes or opportunities gained as a result of implementing their family violence protocol:

- Able to utilize and adapt some of the tools developed by the Protocols Working Committee, particularly the risk assessment tools.
- Set up a record of external referrals now being made to community agencies.
- Experienced less denial of family violence by clients.
- Staff is able to explore the family violence more deeply and broadly than just physical violence.
- Able to share services with other agencies.
- While implementing family violence protocol, agency staff reflected upon issues of personal safety when entering clients' homes and working alone.

iii) Challenges or negative effects as a result of implementing family violence protocol

When asked about the challenges or negative effects resulting from implementing a family violence protocol:

- Three responding organizations (33%) reported that some clients or family members of clients become upset when asked the family violence question.
- Three responding organizations (33%) said they experienced no challenges or negative effects as a result of implementing a family violence protocol.
- Two responding organizations (22%) indicated that the process of developing and implementing the family violence protocol was very time-consuming.
- Two responding organizations (22%) stated that there is a shortage of resources to support those clients who identify family violence as an issue.
- Two responding organizations (22%) said the protocol added to their workload as yet another form that must be filled out.

- Two responding organizations (22%) reported a sense of confusion and frustration at not knowing where to send clients who report experiencing family violence. One noted that this was particularly so in the case of men who are abused.

iv) Level of support received from the CIAFV Protocol Coordinator during family violence protocol implementation

When asked about the level of support they received from the Protocol Coordinator during the implementation of their family violence protocol implementation:

- Six responding organizations (66%) said, “Yes, we did receive an appropriate level of support from the CIAFV Protocol Coordinator as we implemented our family violence protocol.”
- Two responding organizations (22%) answered, “No, we implemented our protocol without involvement from the Protocol Coordinator.”
- One responding organization (11%) said, “Don’t know.”

Individual comments related specifically to the level of support received from the CIAFV Protocol Coordinator as the family violence protocol was implemented included:

- “We got all we asked for and worked at the implementation on our own. We had no expectation that the Protocol Coordinator would be involved in the implementation of our family violence protocol.”
- “We received support to develop the protocol, re-vamp the protocol, create the evaluation framework, and determine links to other resources.”
- “By the time the current Protocol Coordinator came on, we had already completed the implementation and the form was being utilized.”
- “We worked without direct involvement from the Protocol Coordinator for several months while implementing the protocol. We had a sense of being ‘guinea pigs’ during the implementation process.”

v) Suggested changes to support received from the CIAFV Protocol Coordinator to implement protocol

The nine respondent organizations suggested the following changes to the level of support received from the Protocol Coordinator to implement their protocols:

- Five responding organizations (56%) said they had no suggestions for change regarding the level of support received from the CIAFV Protocol Coordinator as they implemented their family violence protocol.

- Four responding organizations (45%) offered the following suggestions for change in the support provided by the Protocol Coordinator to help the implementation of their family violence protocol:
 - “It is important that the Protocol Coordinator respect people’s opinions and use their ideas. The development and implementation of a protocol should be an exchange of ideas.”
 - “Confirmation [by the Protocol Coordinator] that we are on the ‘right track’ might have helped.”
 - “We probably would ask for more support and utilize the Protocol Coordinator’s expertise as much as possible.”

vi) Increased knowledge on implementing a protocol

When asked whether or not their staff members increased their knowledge of how to implement a protocol as a result of doing so:

- Six responding organizations (67%) said, “Yes.”
- Two responding organizations (22%) said, “No.”
- One responding organization (11%) said, “Didn’t know.”

vii) Increased knowledge about evaluating protocol implementation

When asked whether their staff members developed increased knowledge about evaluating the implementation of their family violence protocol:

- Four responding organizations (45%) said “No.”
- Two responding organizations (22%) said, “Yes.”
- One responding organization (11%) said, “Don’t know.”
- One responding organization (11%) said, “It is too early to tell.”
- One responding organization (11%) said “Somewhat.”

viii) Advice offered to other organizations planning to implement a family violence protocol

Responding organizations offered a number of suggestions to organizations that were planning to implement a family violence protocol, including:

- Four responding organizations (45%) suggested it was very important that organizations train all staff about family violence prior to starting the family violence protocol development process to raise interest, awareness, and knowledge about family violence.

- Three responding organizations (33%) stated it was important to have the involvement and support from senior management.
- Two responding organizations (22%) emphasized the importance of having the buy-in from all organizational staff for the development and implementation of family violence protocols.
- Two responding organizations (22%) said it was critical that resources (people, time, funding) be in place during the development and implementation of the family violence protocol.
- Two responding organizations (22%) advised that an external coordinator was vital to assist organizations in creating family violence protocols by acting as a catalyst to “keep the process on track.”
- Two responding organizations (22%) emphasized the importance for organizations to have a family violence protocol. According to one organization respondent, “Clients are at risk if a family violence protocol is not in place.”
- Two responding organizations (22%) stressed that the protocols developed and the implementation process have to fit with an individual organization’s culture, and goals.

Advice offered by individual respondent organizations was as follows:

- Have a manager on Protocols Committee to ensure management sees protocol implementation as a priority.
- Do not be intimidated by the protocol development process.
- Implement one process at a time. Keep it as ‘clean as possible’ and give time for the protocol to be utilized.
- It is important to ask whether or not the family violence protocol is effectively addressing family violence.
- Have one person assigned within the organization as the family violence protocol contact/content person to ensure consistent updating and refining of new tools.
- Establish evaluation criteria during the protocol development process.
- Provide clearer direction/criteria at the beginning of the protocol development process as to why develop a protocol and what to do with the information collected.
- When organizations have more than one team developing family violence protocols, it is important to bring the teams together to share and appreciate each other’s issues and approaches to protocol development and implementation.
- Establish a protocol working committee and maintain its membership over an extended period of time (2 or more years).
- Have a good communication network so that all staff members know what is happening with the protocol development and implement processes.
- Ensure committee members and front-line staff feel comfortable not ‘knowing all the answers’ regarding protocol development and implementation.
- Strive for clarity of direction on how to implement a family violence protocol so that the process does not become repetitive.

V. KEYS TO EFFECTIVE PRACTICE

The following keys to effective practice are based on perspectives gained from:

- Agency representatives,
- Protocol Coordinator and the Agency Training and Evaluation Coordinator, and
- Observations of the two researchers.

a) Coordinators' Roles

Both the Protocol Coordinator and the Agency Training and Evaluation Coordinator have provided critical support to agencies involved in developing and, to a lesser extent, implementing family violence protocols. The two Coordinators have served as external change agents – helping agencies continue to move ahead with their family violence protocols. It is unlikely that agencies would have succeeded in overcoming barriers to developing family violence protocols without the time and resources provided by these two Coordinators. The services the Coordinators provided included group facilitation, “coaching,” writing of draft protocols, assistance with development of resource tools, and conflict resolution. The Coordinators were also able to provide examples of approaches and tools used by other agencies.

The Coordinators identified two gaps in the protocol process: development of a protocol implementation plan and development of a training plan for ongoing family violence and protocol training within an agency. They then developed resources to address these gaps.

The Agency Training and Evaluation Coordinator found that agencies were more knowledgeable about outcomes evaluation and program logic models than was anticipated. As a result, agencies did not call upon this Coordinator to provide support in outcomes evaluation to any significant level.

Implementation of a family violence protocol is a change process and further study of the factors that influence this process will be reviewed in the Phase III evaluation report.

b) Resource Requirements

The development and implementation of a family violence protocol by an agency is not always a linear process. As this evaluation report indicates, agencies may “stop out” or become “bogged down” in the process due to competing demands on agency resources, leadership changes and other organizational concerns.

The process of developing and implementing a family violence protocol, including revisions to the protocol based on implementation takes, on average, about two years.

Agencies need to be prepared to dedicate the necessary resources throughout this time period in order to achieve full and successful implementation.

Both management and staff of the agency need to commit the time to complete the protocol development and implementation process. Involving a team of staff in this process provides for greater “buy-in” and brings more resources to the process.

At the time of implementation, all staff members of the agency need to be “brought on board.” Commitment to the protocol needs to move beyond the individuals or group that developed it.

Someone in each agency must assume leadership (act as a champion) and monitor the implementation of the protocol and make necessary adjustments or changes as a result of implementation. “Buy-in” of senior leadership in the organization is crucial.

c) Communication

Regular communication is critical to maintaining momentum and commitment to the protocol development and implementation process. Internal to the organization, all staff members who will be affected by the protocol must be kept apprised of developments.

It is also important to communicate on a community-wide level. The CIAFV Protocols project has effectively used a newsletter, website, meetings, community forums and events to “tell the story”.

Agencies that have successfully developed and implemented a family violence protocol can actively promote and communicate the benefits of having such a protocol to agencies that have similar mandates and/or client groups (e.g. persons with disabilities, immigrant servicing agencies, etc.). The *Protocol News* newsletter has been an effective mechanism for agencies to share their experiences with others in the community.

d) Training/Education

The family violence training workshop should be the first activity for an agency that has agreed to undertake the protocol development process. This ensures consistency in family violence prevention definitions, knowledge, and awareness that helps agency staff to work through the process more effectively and efficiently. Typically, staff members will often have a varied knowledge and experience with family violence.

Initial training also needs to clearly describe the benefits of developing and implementing a family violence protocol. It can then move to discuss the process, time and resources required. The Family Violence Protocol Template is a useful tool to support this process.

There is a need for ongoing training in family violence and protocol development/implementation due to staffing changes in agencies. The CIAFV Protocols project is planning to work with agencies to develop an internal agency process to provide this ongoing training. This work will be reviewed in Phase III of the Protocol project evaluation. It has also been suggested that a community-based resource team may need to be developed to address this ongoing training requirement.

e) Community Collaboration

In this Phase II evaluation there was increased evidence of collaboration among CIAFV member agencies. This demonstration of an increased openness to share resources bodes well for the development of linking protocols.

Often the Protocol Coordinator or the Agency Training and Evaluation Coordinator were the catalysts for agencies to discuss their approach to protocol development or to share resources and assessment tools. The *Protocol News* newsletter and the CIAFV Protocols Working Group provided opportunities to actively or passively learn more about other agencies' experience in developing their family violence protocol. Focus groups and workshops described earlier in this report also support interaction and the building of networks among agencies.

f) Protocol Sustainability

The family violence resource list and other tools developed by the Protocol and Agency Training and Evaluation Coordinators have greatly assisted agencies with protocol implementation. There is an ongoing need to revise these resources and this will need to be addressed in Phase III of the Protocols project.

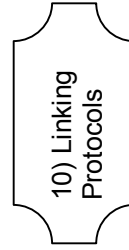
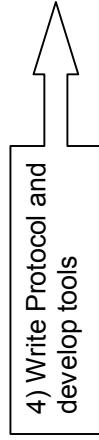
In terms of sustainability of the protocols project over time, a Resource Committee may need to be formed to support family violence and protocol training as well as provide support to protocol evaluation.

APPENDICES

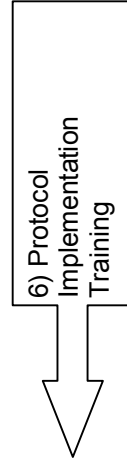
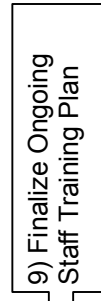
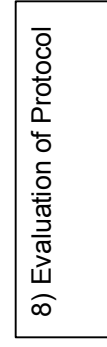
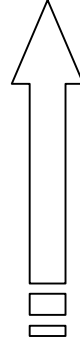
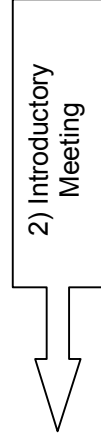
Appendix A

Coordinator Roles in the Protocol Process

Protocol Coordinator



Both Coordinators



Appendix B

**Questions, Indicators and Data Sources
CIAFV Protocols Project
Phase II Evaluation**

Questions	Indicators	Data Sources
(Questions developed for project outcomes as defined in program logic model and project funder expectations)		
Logic Model Outputs and Outcomes		
Have agencies successfully implemented their protocols?	#% of agencies which have successfully implemented protocols	-Agency interview/focus group -Document review
Has the implementation of the family violence protocol had any effect(s) on the agency?	-Agency staff express positive or negative effects	-Agency interview/focus group
Have agency staff members increased their knowledge on implementing protocols?	-Agency staff express learnings in this regard	-Agency interview/focus group
Have agencies received appropriate support from the Protocols Project as they implemented their protocols?	#% of agencies who have effectively implemented their protocols as a result of support received from Protocols Project	-Agency interview/focus group -Coordinator interview
Have agency staff members developed an increased knowledge about evaluating the implementation of their FV protocol?	-Agency staff indicate increased knowledge and skill -Agency staff recognize value of evaluation and are motivated to conduct evaluation	-Agency interview/focus group -Coordinator interview -Document review

Appendix C

CIAFV Protocols Project Phase II Evaluation Focus Group or Interview Questions

1. Please describe the process your agency/organization undertook to implement your family violence protocol.

2. Please describe any positive changes or opportunities your agency/organization has experienced as a result of implementing your family violence protocol.

3. Please describe any challenges or negative effects your agency/organization has experienced as a result of implementing a family violence protocol.

4. (a) In your opinion, did you receive an appropriate level of support from the CIAFV Protocol Coordinator as you implemented your family violence protocol?

4. (b) What suggestions for change, if any, would you offer in this regard?

5. Have your staff members increased their knowledge of how to implement a protocol as a result of implementing their family violence protocol?

6. Have your staff members developed increased knowledge about evaluating the implementation of their family violence protocol?

7. What advice would you offer to other agencies/organizations planning to implement a family violence protocol?

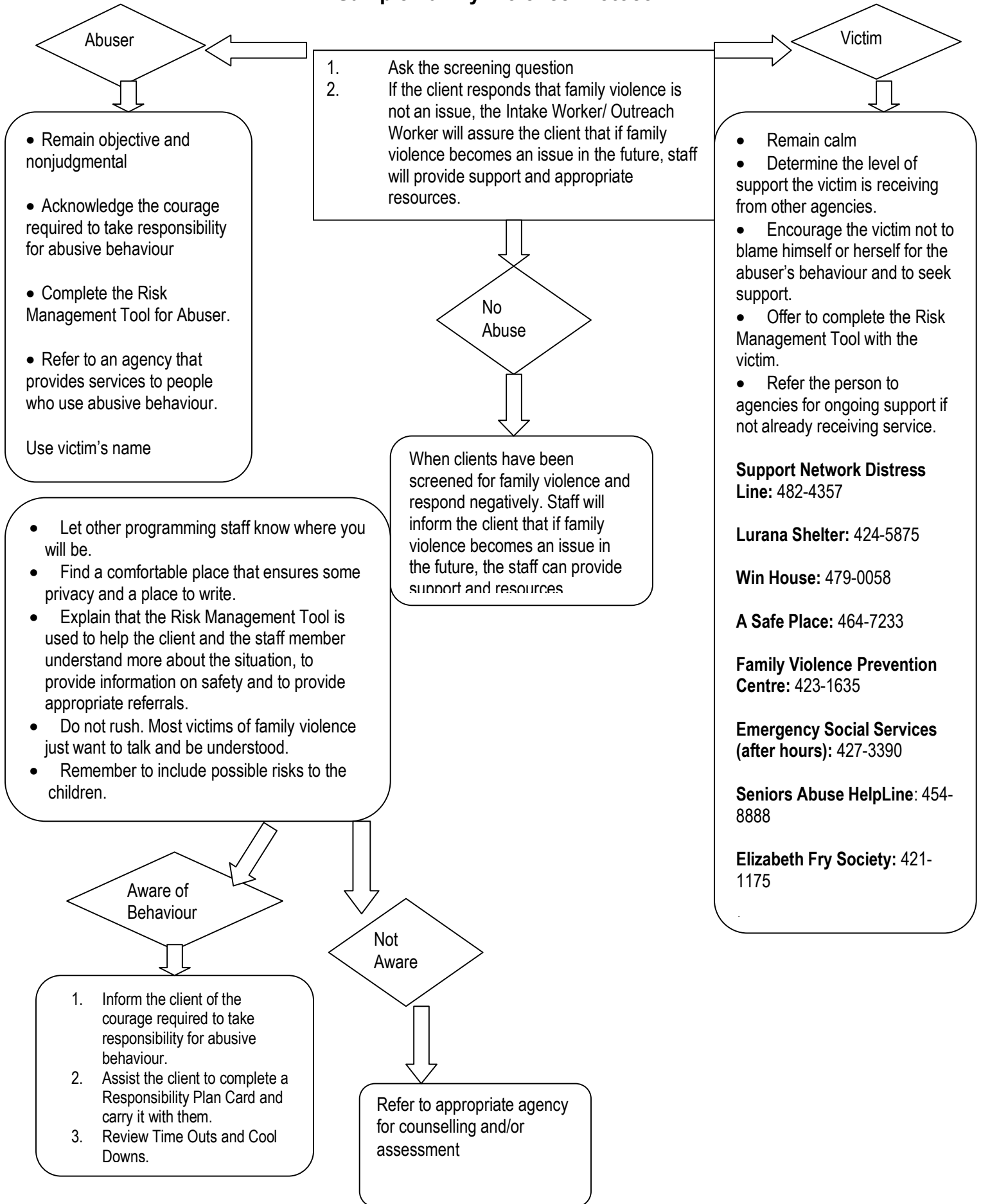
Appendix D

CIAFV PROTOCOLS PROJECT – PROGRAM LOGIC MODEL (Phase II)

Goals	Inputs	Activities	Outputs	Outcomes (Initial)	Outcomes (Intermediate)	Outcomes (Long Term)	Indicators	Tools
To facilitate the development of a consistent response through the systems for individuals and communities impacted by family violence	Representatives from agencies and systems such as protocol working groups. Steering Committee to direct work of Protocol Co-ordinator Equipment and office space for Co-coordinator	Hire Protocol Co-ordinator Planning: -Develop logic model, -Work plan, -Job description Research utilizing: -Questionnaire to identify needs -Literature search -Visiting other jurisdictions Developing and collecting tools already used (screening, risk assessment and safety plans) Contacting CIAFV agencies: -Interviews-gain understanding of continuum of service and determine existing policies/protocols -Assessing buy-in -Identifying needs/gaps in service	# agencies programs contacted # of agencies where protocols are developed # of training sessions delivered	Logic model developed Literature review Visit other jurisdiction (Calgary) Agencies identified	Agencies interviewed and aware of the Protocols project Needs and gaps in service identified	Agencies committed to protocol development	All agencies identified are committed to protocol development	Interviews

Goals	Inputs	Activities	Outputs	Outcomes (Initial)	Outcomes (Intermediate)	Outcomes (Long Term)	Indicators	Tools
To facilitate the development of a consistent response through the systems for individuals and communities impacted by family violence		<p>Identify existing resources</p> <p>Develop protocol template and family violence handbook</p> <p>Develop protocols with identified agencies</p> <p>Develop and deliver training on protocols and family violence</p> <p>Evaluate</p>	<p>Tools gathered: screening, risk, assessment and safety planning</p> <p>Agencies have framework and knowledge for protocol development and training</p>	<p>Agencies develop protocols and training plan</p> <p>Training needs identified within agencies</p>	<p>All identified agencies have written policies or protocols</p> <p>Agencies implement protocols</p>	<p>All identified agencies have written protocols in place</p> <p>All identified agencies implement protocols</p> <p>% staff trained (per agency) on family violence issues and protocols</p>	<p>Agreement signed by agency director and/or decision makers</p> <p>Review of completed protocols</p> <p>Questionnaire, survey or interviews used to determine indicators</p>	

Sample Family Violence Protocol



Appendix F

Family Violence Resource List - Edmonton

Crisis and Emergency Numbers

Child Abuse Hot Line	1-800-387-5437
Child Welfare Intake	422-2001
Edmonton Sexual Assault Centre Crisis Line	423-4121
Emergency Social Services (after hours)	427-3390
Kids Help Line	1-800-668-6868
Police, Fire and Ambulance	911
Salvation Army Teen Suicide Line	428-8336 (evenings)
Seniors Abuse HelpLine	454-8888
Support Network Distress Line	482-4357
Teens Helping Teens (evenings only)	428-8336

Emergency Shelters - General

Herb Jamieson (men)	429-3470
Women's Emergency Accommodation	423-5302
Youth Emergency Shelter Society (young men and women)	468-7070

Emergency Shelters - Specific to Violence

Short term

A Safe Place Crisis Line	464-7233
LURANA Shelter Crisis Line	424-5875
WIN House Crisis Line	479-0058
Edmonton Senior's Safe Housing (men and women)	702-1520

Second stage shelter

WINGS of Providence (referral from shelter)	426-4985
La Salle Residence	482-2190

Supports for People Impacted by Family Violence - Counselling

Catholic Social Services	432-1137
Child & Family Services - Region 6	427-9100
City of Edmonton Community Services	
-West	944-5533
-East	496-5941
-Central and River Valley	496-4777
-South	944-5539
Cornerstone Counselling Society	482-6215
Edmonton Family Violence Treatment Education and Research Centre	439-4635
Family & Community Support Services (St. Albert)	459-1512
Family Violence Prevention Centre (Edmonton John Howard Society)	423-1635
- outreach services includes Chinese & Outreach Services	
- furniture moving program	
Leduc Community/Family Services	
Family Counselling	980-7109
Family Violence Prevention	980-7155
Safe Talk (Sexual Assault Program of Sherwood Park)	449-0900
Sexual Assault Centre of Edmonton (Crisis Line)	423-4121
Sherwood Park FCSS	464-4044
Stop Abuse in Families - SAIF (St. Albert)	460-2195
The Family Centre (abused and abusers)	424-5580
Turning Points (Stony Plain)	968-7272

United Victim Assistance	408-2220
University of Alberta Sexual Assault Centre	492-9771
Victims Assistance Program (Edmonton John Howard Society)	422-0721
Victims Service Unit (Edmonton Police Service)	421-2217
YWCA of Edmonton Counselling Services	423-9922

Groups for Male Victims

From Chaos to Peace	944-5546
Men's Talk & Do Group	944-5546
The Family Centre	424-5580

Groups for Male Abusers

Aboriginal Consulting Services Association of Alberta	448-0378
Changing Ways Program (Edmonton Family Violence Treatment Education and Research Centre)	439-4635
New Directions (Edmonton Family Violence Treatment Education and Research Centre)	439-4635
The Family Centre	424-5580

Groups for Female Victims

Aboriginal Consulting Services Association of Alberta	448-0378
City of Edmonton Community Services	
-West	944-5533
-East	496-5941
-Central and River Valley	496-4777
-South	944-5539
Stop Abuse in Families – SAIF (New Directions Program)	460-2195
The Family Centre	424-5580
YWCA of Edmonton (BASS Program)	423-9922

Children's Groups

Aboriginal Consulting Services Association of Alberta	448-0378
Children Exposed to Family Violence	471-1251
City of Edmonton Community Services-West	944-5533
-East	496-5941
-Central and River Valley	496-4777
-South	944-5539
Stop Abuse in Families - SAIF (New Directions Program)	460-2195
The Family Centre	424-5580
YWCA of Edmonton (Silent Witness)	423-9922 Ext. 222

Family Programs

Aboriginal Consulting Services Association of Alberta	448-0378
Stop Abuse in Families - SAIF (New Directions Program)	460-2195
YWCA of Edmonton (Silent Witness) non abusive parent and children	423-9922 Ext. 222

Diverse Groups – disabilities; immigrant issues; gay/lesbian, bisexual, transgender; aboriginal

Aboriginal Consulting Services Association of Alberta	448-0378
Changing Together – A Centre for Immigrant Women	421-0175
CNIB – Canadian National Institute for the Blind	488-4871
Catholic Social Service – Immigration and Settlement Service	424-3545
Edmonton Immigrant Services Association	474-8445
Community Initiatives Against Family Violence	
November 2004	

Edmonton Mennonite Centre for Newcomers	424-7709
Edmonton PFLBG/T (Parents, Families and Friends of Lesbians, Bisexuals, Gays and Transgender)	462-5958
Jewish Family Services	454-1194
Metis Child & Family Services Society	452-6100
Pastoral Counselling Group	482-8998

Seniors Resources

Alberta Community Geriatrics Psychiatric Unit	424-4660
Alberta Health Facilities Review Committee	427-4924
Edmonton Mental Health Clinic	427-4444
Canada Pension Plan/Old Age Security	1-800-277-9914
Capital Health – Homecare	496-1300
Capital Health Link	408-5465
Community Living Program (CLIP)	428-1776
Edmonton Seniors Safe Housing	702-1520
Elder Abuse Intervention Team (Intake Line)	477-2929
Meals on Wheels	429-2020
Native Seniors Centre	476-6595
Office of the Public Guardian	427-0017
Office of the Public Trustee	427-2744
Protection for Person in Care – Reporting Line	1-888-357-9339
Seniors Abuse HelpLine	454-8888
Society for the Retired and Semi-Retired	
- Housing Registry, Guardianship Program	423-5510
Veterans Affairs	1-866-522-2122

Services for Children and Youth

Crisis

Child Abuse Hotline	1-800-387-5437
Child & Family Services – Region 6	
- Intake Line	422-2001
- Crisis Unit	427-3390
- North Central	415-6012
- Central	415-9619
- East	427-6440
- North East	422-2112
- North West (St. Albert)	458-9392
- South East	422-4060
- South West	427-9040
- West Central	427-1511
- Leduc	986-7869
- Sherwood Park/Strathcona	467-5195
- Spruce Grove	462-7635
- Stony Plain	963-9424
Children’s Mental Health Centre	482-1717
Community Youth Work Program (Edmonton John Howard Society)	428-7590

Support Services

AADAC – Adult Counselling & Prevention (addiction issues)	427-2736
AADAC/Youth Services (addiction issues)	422-7383
Ben Calf Robe Society	477-6648
Bent Arrow Traditional Healing Society	481-3451
Big Brothers/Big Sisters	424-8181
Boys and Girls Club	422-6038
Community Initiatives Against Family Violence	
November 2004	

Candora Society of Edmonton	474-5011
Child Mental Health Crisis Team	427-4491
CHOICES (Metis and Aboriginal)	452-6100
Crystal Kids	479-5283
Edmonton Immigrant Services Association	474-8445
Edmonton John Howard Society	
- Intake and Employment Services	428-7590
Edmonton Police Service (Victims Services)	421-2217
Family Centre	424-5580
Planned Parenthood (Girl Power)	423-3737
Girls Zone	496-3476
KARA Family Support Centre	478-5396
Native Counselling Services	423-2141
Patch Place	413-4521
RAINBOWS (FFIT)	448-1180
Securing Hopeful Futures (Refugees and Immigrants)	424-7709
TERRA Association (teen parents)	423-3772
Planned Parenthood (Tough 'n Talking) (boys)	423-3737
Edmonton YMCA	421-9622
Boyle Street Co-Op (Outreach)	424-4106

Instructional Programs

ABC Head Start Program	461-5353
Atonement Home	422-7263
Alternative Learning Program (Edmonton John Howard Society)	428-7590
Expecting Respect	496-5925
Family Literacy	429-0675
Junior Achievement	428-1421
Thrive Canadian Centre for Positive Youth Development (Lions Quest Program)	1-800-265-2680
Mother Earth & Me (Ben Calf Robe Society)	
Head Start	477-6648
Project Ploughshares	432-4052
RespectED: Violence and Abuse Prevention (Red Cross)	423-2680
Stop the Violence Education (SAIF)	460-2195

Housing

Boyle Street Co-op	424-4106
Capital Region Housing Corporation	420-6161
Handicapped Housing Society of Alberta	451-1114
Native Senior's Housing	476-6595
Society for Retired and Semi-Retired	423-5510

Legal Assistance

Courts – Edmonton	
Court of Queen's Bench	422-2200
Family and Youth Court Division	427-2743
Dial A Law	1-800-332-1091
Family Mediation Services	427-8434
Family Law Office	415-8800
Edmonton Protection Order Program	422-9222
Family Law Resource Centre	415-0404
Lawyer Referral Service	1-800-661-1095
Legal Aid Society of Alberta	427-7575
Maintenance Enforcement	422-5555
Community Initiatives Against Family Violence	
November 2004	

Native Counselling Services – Court Assistance	423-2141
Office of the Public Guardian	427-0017
Office of the Public Trustee	427-2744
Student Legal Services of Edmonton	492-2226

Financial Assistance

Emergency Social Service (after hours)	427-3390
Local SFI office – Regional District Community Offices	427-0003
Escaping Violence Benefit	427-0003

Employment Resources

Career Information Hotline	422-4266
DECSA – Distinctive Employment Counselling Services of Alberta	474-2500
Edmonton John Howard Society	428-7590
Edmonton Mennonite Centre for Newcomers	424-7709

This is not a complete list of all services nor does inclusion represent endorsement of services. For full information see **Directory of Community Services** produced by The Support Network or visit the website at www.thesupportnetwork.com