
NFF-MIOB 2011-2014 Evaluation

A summary evaluation of the Neighbours, Friends & Families “Make It Our Business” Program for the Centre for Research & Education on Violence against Women & Children



Neighbours, Friends & Families

Executive Summary

Context

- Violence against women (VAW) is a complex, multifaceted, global social issue that must be addressed through an ecological approach that spans individual, organizational, community and societal levels.
- Domestic violence in Canadian workplaces costs millions of dollars each year, presenting an opportunity for collaboration and education with project partners.
- The Make It Our Business (MIOB) program takes the original mandate of the Neighbours, Friends and Families (NFF) public education campaign into workplaces to teach all Ontarians to recognize warning signs and risk factors of domestic violence.

Approach

- MIOB is an example of emerging social innovation, growing from an iterative cycle of program experimentation, reflection, and improvement.
- MIOB connects local experts with employers to optimize existing resources by building relationships between the public, private and not-for-profit sectors.
- MIOB uses a “whole company” change model focusing on pro-social bystander approaches to address social norms that enable or inhibit violence against women.
- MIOB uses a community-capacity building model to grow the in-house capacity of partnering organizations to continue the education process after MIOB training.
- MIOB generates awareness, engages leadership and provides co-workers with the ability to recognize potential warning signs of abuse and practical tools to respond.
- MIOB preserves the public education component of the NFF campaign as core content of the workplace program.

Reach

- In the past three years, MIOB has provided 92 train-the-trainer or leadership training sessions reaching 2,359 local leaders and champions.
- Training sessions are very positively received, with 9 out of 10 feeling better prepared to educate others on the issue.
- In the same time period, MIOB facilitators delivered 545 public and workplace educational presentations reaching over 12,470 participants directly.
- These numbers are a conservative estimate of those reached because large workplace partners are disseminating in organizations with several hundred employees.
- The reach of the project has also been extended through webinars and training materials made available online – through partner workplaces and the Ontario Public Services Health and Safety Association.
- Trainings have been adapted to health care, banking, support agencies, beauty salons, First Nations communities, and immigrant communities, among others.
- The NFF and MIOB websites provide information and resources to trainers and the general public and have generated over 75,000 hits in past 3 years, including significant interest from international visitors.
- The MIOB approach and materials have been adapted and adopted by organizations throughout Canada and internationally, extending the reach of the program well beyond the borders of Ontario.

Impact

- Project partners report increased company-wide awareness of the issue of domestic violence and violence against women.
- More important, project partners report concrete examples of proactive responses to potentially abusive situations by staff as a direct result of the MIOB program.
- MIOB has created opportunities for increased collaboration between community VAW organizations and local employers.
- MIOB has increased the profile of local community organizations that serve the needs of women at risk of violence with the local business community.
- The relationship between the MIOB workplace program and NFF campaign has created opportunities to strengthen the network of community organizations in Ontario.
- NFF and MIOB have received numerous awards and recognitions of the value of the program and approach, including a citation as a promising and effective approach in the 2011 book *Violence Against Women: Myths, Facts & Controversies*.
- The widespread adaptation of MIOB and NFF materials is also a strong indication of impact, with adoption reaching from British Columbia, to Nova Scotia, to the United States and including local and provincial and federal governmental organizations, non-profits, for-profits, schools, and unions.

Recommendations

- Increase the visibility of the Make It Our Business program throughout the province with a social marketing strategy focused on Occupational Health & Safety Act (OHSA) requirements, corporate social responsibility, and leadership commitment to the care of their team.
- Work with large organizations, including private and public sector employers and unions, to build their internal capacity to deliver and sustain a Make It Our Business workplace education program.
- Support efforts to build the capacity of VAW coordinating committees and women's shelters to deliver the Make It Our Business workplace education program and provide follow-up consultation to workplaces requiring assistance with risk management and safety planning.
- Invest in an evaluation plan to support data collection and analysis to measure the short and medium term impact on individuals and organizations participating in the Make It Our Business program.
- Fund and operationalize the recommendations of the Disability Strategy.
- Work with government and community leaders to embed the NFF community and MIOB workplace strategy in a comprehensive violence prevention strategy that integrates the Domestic and Sexual Violence Action Plans and funders under a common provincial umbrella with the goal to end violence against women and children in Ontario.

Context

The Challenge

Domestic violence in the workplace is an issue that generates significant and compounding health, social and economic costs. It has been conservatively estimated that \$7 billion per year can be directly attributed to the issue in Canada.¹ Workplaces are impacted by lost work time and productivity, increased accidents, employee turnover, inappropriate and inefficient use of company resources, and an actual or perceived unsafe, hostile or intimidating work environment.² The highest and most pervasive risks in the workplace are associated with violence committed against women.

The effect of domestic violence culminates in interrupted work histories, leading to lower incomes, fewer promotion opportunities, lower skilled jobs and underemployment.³ On the other hand, the economic security that comes from work is a key enabler for a victim to leave a violent situation.⁴ The negative influence of domestic violence on a victim's employment reduces their financial security, which is a primary reason for victims returning to their abusers.⁵ Therefore, being able to retain their job and maintain performance is vital to a victim's wellbeing and future prospects.

Various governments have identified workplace domestic violence and violence against women as priority issues and are putting prevention policies and programs into place to address them. Workplaces are critical settings in which to challenge the key determinants of violence in cultures and attitudes that appear to tolerate it.⁶ With the right incentives and supports, organizations can actively create the conditions which collectively promote pro-social attitudes and behaviours of individuals in responding to violence.⁷

To meet the challenge of addressing domestic violence in the workplace, the Centre for Research and Education

on Violence against Women and Children (CREVAWC) has developed Make It Our Business (MIOB). MIOB is a comprehensive workplace program that tackles social tolerance of violence by preparing individuals and organizations to safely and effectively interrupt the patterns of violence when the warning signs first appear.

This report uses a developmental evaluation lens to describe the evolution of the MIOB workplace program and assess the strengths, demonstrated impact, and growth edge for future development. Research has shown that an ecological approach is necessary to respond coherently to the causal complexity of domestic violence that intersects at individual, organizational / community and society levels.⁸ The problem of violence against women is far too prevalent and its effects on individuals and communities too serious to limit responses to those taking place only after violence has occurred.⁹ Make It Our Business should be seen as an important step in a much larger ecological approach to addressing violence against women through prevention.¹⁰

MIOB is an excellent example of social innovation that has used a development process of prototyping, critical reflection, and adaptation to bring it to a point that is ready to scale.¹¹ This report will reference earlier evaluations and resulting adaptations that have led to the current form of MIOB. High level support and vision is needed next for the MIOB program to realize its full potential as a lever for social change. Leadership and vision at all system levels are needed to assemble and align separate domestic violence initiatives and tools such as MIOB into a coherent whole strategy. With a broad ecological vision for change, Ontario is well positioned to make significant gains toward the primary prevention of domestic violence and violence against women.

¹ Canada Department of Justice 2011

² How Does Domestic Violence Affect the Vermont Workplace? Ridley, 2004; Rothman & Perry, 2004

³ Costello M, Chung D and Carson E (2005) Exploring alternative pathways out of poverty: Making connections between domestic violence and employment practices. *Australian Journal of Social Issues* 40(2): 253–267.

⁴ Patton S (2003) Pathways: How Women Leave Violent Men. Department of Premier and Cabinet, Hobart, Tasmania: Women Tasmania.

⁵ Widiss D (2008) Domestic violence and the workplace: The explosion of state legislation and the need for a comprehensive strategy. *Florida State University Law Review* 35: 669–728.

⁶ See the VicHealth framework for primary prevention and key determinants. The framework draws on an international evidence-base to identify critical elements of primary prevention.

⁷ The MIOB training program is designed to engage passive bystanders in moving toward more pro-social self-identification and actions in the sense that everyone has a role to play in ending violence and that there are small everyday actions that are both meaningful and powerful in the creation of safe, supportive, peaceful environments.

⁸ An ecological model takes a broad approach that aligns different system levels to achieve a common goal. The World Health Organization (WHO) in its World Report on Violence and Health (WHO 2002) used the term to recognise that factors influencing violent behaviour or vulnerability to violence lie at multiple and interacting levels of influence – individual/relationship, community and organisational, and societal.

⁹ World Health Organization (2002) World Report on Violence and Health. World Health Organization, Geneva.

¹⁰ While primary prevention of violence is an emerging area of practice worldwide, there is a growing consensus that it is possible to prevent violence against women before it occurs (WHO 2002).

¹¹ Social Innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds and that strengthen civil society. The social innovation theory of 'connected difference' emphasizes three key dimensions to social innovation. First, they are usually new combination or hybrids of existing elements, rather than wholly new. Two, their practice involves cutting across organizational or disciplinary boundaries and lastly they leave behind compelling new relationships between previously separate individuals and groups. (Wikipedia)

The History of the Make It Our Business Workplace Program



The Tragic Case for Workplace Responsibility – Lori Dupont

In 2005, Lori Dupont was killed at work by her ex-boyfriend Marc Daniel, who then killed himself. Lori was a nurse and Marc Daniel was a doctor, both working at Hotel Dieu-Grace Hospital in Windsor, Ontario. Information presented at the Inquest into her death indicated 37 reports of critical events (warning signs and risk factors) leading up to her death in November 2005. Many people were aware of the deteriorating situation and tried to help, however; efforts to intervene consisted of isolated actions, often after a violent or threatening event had taken place. There was no overall strategy or coordination of effort on the part of the organization to move from a reactive to pro-active state. The graph above shows clearly that the individuals and the organization were unprepared to deal with the escalating situation that began with the first critical event in October 2003 extending over the next two years until the murder in November 2005. Hotel Dieu-Grace is not unique, as one of the hospital leaders has pointed out during public talks, it could have happened in any workplace.

The case of Lori Dupont is a tragic example of the risks in the workplace associated with violence against women. Recommendations coming from the Dupont Inquest stated very clearly that the hospital had a responsibility to protect Lori. Her murder was not the first case of workplace domestic homicide, however; it was pivotal in propelling legislative change in Ontario.

Among the list of recommendations from the Dupont Inquest was one that focused on training:

Model programmes such as Neighbours, Friends and Families (www.neighboursfriendsandfamilies.ca) may be expanded in Ontario and be more directly inclusive of the role of the workplace. Skill building interventions that engage both professionals and non-professionals in practicing what they might say and do in such circumstances should be utilized in training initiatives.¹²

Make It Our Business, which uses the bystander approach of Neighbours, Friends and Families, is a direct response to this Inquest recommendation.

¹² Office of the Chief Coroner. (2007) DUPONT, Lori DANIEL, Marc. September 24 - December 11, 2007: Dr. A. McCallum: Homicide, Suicide, Discretionary, Workplace violence. Windsor, Ontario. Retrieved from <http://www.learningtoendabuse.ca/sites/default/files/dupont%20recommendations%20and%20verdict%20explanation.pdf>

Rooted in the Community: Neighbours, Friends and Families as First Responders

Key Events in MIOB Development

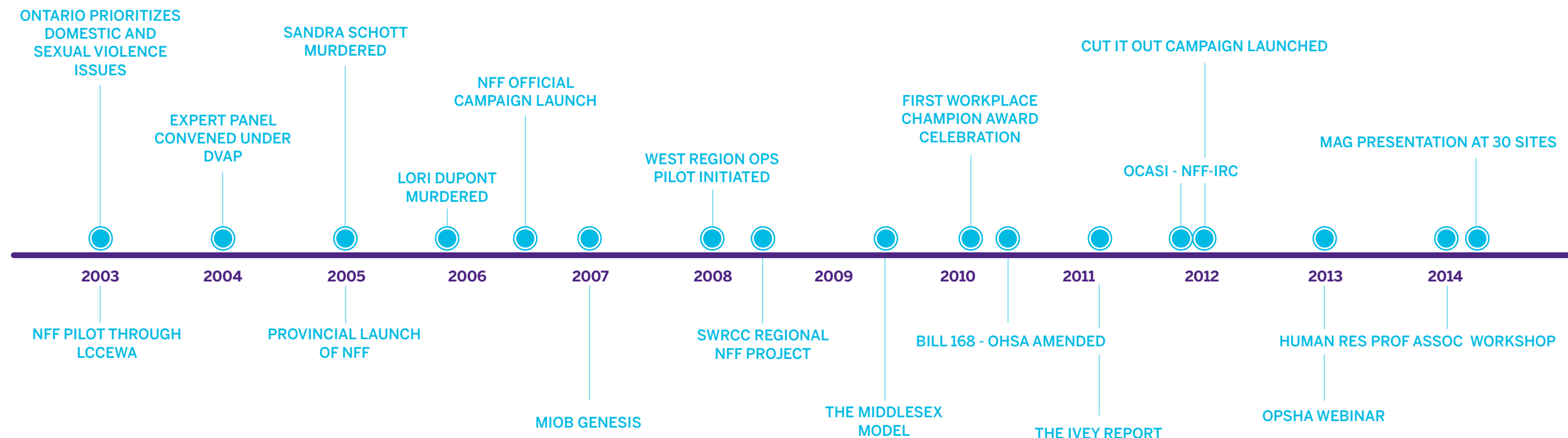
In 2003, the Ontario Government identified domestic and sexual violence as priority issues. The 2002 Domestic Violence Death Review Committee (DVDRC) annual report found that it is often the people closest to the family experiencing violence, the bystanders, who are in the best position to recognize warning signs and if prepared, to take supportive action in the situation. Neighbours, Friends and Families (NFF) was developed in response to the recommendations as the provincial public education campaign. NFF was adapted from the London "Neighbour to Neighbour" initiative, a local public education project that was originally conceived in California. The primary goal of NFF is to teach the citizens of Ontario to recognize the warning signs and high risk factors associated with domestic abuse and homicide. The campaign name acknowledges that we are a provincial community of neighbours, friends and family members.

Under the 2004 Domestic Violence Action Plan (DVAP), an expert panel was convened to develop the first iteration of NFF materials including a website, a community action kit, public service announcements and three foundational brochures. The resources were designed to raise awareness of the issue and to begin education of the general population on how to respond safely and effectively.

The materials focused specifically on addressing violence against women. Women are almost always the victims of the most serious and repeat injuries in domestic assaults and homicides. Domestic homicides are almost exclusively male perpetrated. The brochures provided information on how to recognize risk and warning signs, do safety planning, and talk to abusive men. Enlisting the active support of the population's majority of non-violent men was seen as a critical element of the campaign on an issue that has been historically framed as a 'women's' issue. Ongoing provincial funding since 2005 has ensured accessibility of the NFF materials, free of charge and distributed through Service Ontario.

Project Details

DATE	MILESTONE
Jan-2003	Ontario prioritizes domestic and sexual violence issues
Jan-2003	NFF Pilot through LCCEWA
Jan-2004	Expert panel convened under DVAP
Jan-2005	Sandra Schott Murdered
Jan-2005	Provincial Launch of NFF
Nov-2005	Lori Dupont Murdered
Jun-2006	NFF Official Campaign Launch
Jan-2007	MIOB Genesis
Jan-2008	West Region OPS Pilot Initiated
Mar-2008	Southwest Region Coordinating Committee Regional NFF Project
Jun-2009	The Middlesex Model
Feb-2010	First Workplace Champion Award Celebration
Jun-2010	Bill 168 - OHSa Amended
Mar-2011	The Ivey Report
Nov-2011	Neighbours Friends & Families Immigrant & Refugee Campaign
Jan-2012	Cut It Out Campaign Launched
Jan-2013	Public Services & Safety Association Webinar
Jan-2014	Human Resources Professional Association Annual Conference
Mar-2014	Ministry of Attorney General Presentation in over 30 Sites



NFF at the Grass Level

Neighbours, Friends and Families was officially launched in 2005 as the public education component of the Domestic Violence Action Plan. While the NFF resources were freely available, there was no overarching implementation plan or community development strategy on how to achieve the ambitious goal to teach everyone in Ontario to recognize warning signs. Communities were encouraged to use the NFF resources to implement local campaigns. The challenge of how to implement and disseminate was left open for local ingenuity. Creative ideas and solutions for dissemination emerged in those communities committed to the campaign. Coordinating Committees in different parts of Ontario took the lead in moving the NFF campaign into their communities.

Ontario investments in public and social services has created a wealth of 'on the ground' VAW (violence against women) expertise in local communities. With many years of direct experience, anti-violence service providers know that the complexity of domestic violence consistently defies any single or isolated approach or discipline. Starting in the early 1990's, leaders in front-line services in communities across Ontario responded to the complexity of violence issues by forming cross-sectoral, multi-disciplinary committees to collaborate and coordinate services and supports. The committees, sometimes referred to as Violence against Women Coordinating Committees (VAWCCs), often include membership from emergency shelters, housing, police, child welfare, healthcare, education, counselling services, Aboriginal organizations, immigrant and refugee settlement and multi-cultural services, mental health, addictions and the justice sector.

Participants were struck by the personal nature of the message. What could be seen as an abstract "social problem" was made real through concrete stories and experiences.

In the two years immediately following the launch of NFF, fifteen Coordinating Committees were successful in securing project funding to implement the NFF campaign in their home communities. *At Grass Level* is a report by Avril Flanigan that investigated this early work of the NFF campaign through qualitative interviews. The report represents the first iteration of critical self-reflection and adaptation for the NFF campaign.

Flanigan found great enthusiasm for the NFF message and content, both with the campaign advocates and for people participating in presentations and workshops. Stakeholders reported that the materials resonated strongly for participants. People were particularly struck by the personal nature of the message and the means of communicating it. What is often seen as an abstract "social problem" was made real through concrete stories and experiences. The materials were effective in providing participants with a sense of personal efficacy.

Community partners appreciated the adaptability of the materials - that NFF isn't a "one-size fits all" approach. Presentations were customized to meet people "where they live, work and play" - a theme which would later be incorporated into the MIOB program. The flexibility also allowed adaptation of NFF for specific communities with unique needs.

The review highlighted on-going challenges with the NFF campaign. Chief among these were the limitations imposed by limited resources. Many community agencies were already stretched thin and NFF activities, while seen as "powerful and positive" were hard to maintain in addition to daily organizational pressures and responsibilities.

Many interested anti-violence community leaders and groups sought (and continue to seek) project funding from a variety of sources to help fund these local initiatives. The instability that accompanies project funding has limited the impact and uptake of NFF, and at the same time, has sown seeds of innovation. While no single project has found long term funding or support, the varied actions on the part of champions introducing NFF in their local communities has strengthened and informed the NFF campaign overall. Of the many highly creative ideas and approaches that emerged from the local initiatives, one of the most far reaching has been the evolution of NFF into the workplace.

From The Ground Up – The Seeds of Social Innovation

The community-based delivery model for the MIOB workplace program began in 2007 and was developed in Southwestern Ontario. Workplaces were identified as a primary audience for NFF because they are bounded environments with the critical infrastructure that allows for the widest possible dissemination of NFF information and education. A regional table of eight anti-violence Coordinating Committees pooled annualized and project funding to create a regional project to target workplaces.¹³ Five of the committees actively participated by hiring NFF Coordinators to market the program and to provide the public education. CREVAWC served as a partner.

The regional frame allowed for sharing of limited resources, knowledge and experience and ensured ongoing learning and development on how to reach out to and support workplaces with greater impact. The availability of free NFF materials by the province provided incentive for employers to have the information on hand for workers. The Southwest regional project contributed significantly to the NFF workplace strategy that links existing local anti-violence expertise with pro-active employers who want to address the issue but who lack the expertise. The same need to address complexity through multiple perspectives and diverse expertise that spurred the creation of multi-sector Coordinating Committees holds promise to bring the public, private and not-for-profit sectors into new relationships.

The southwest regional project included two initiatives that contributed essential elements to the evolution of the workplace program:

- development of the Middlesex Model and,
- the partnership with the West Region of the Ontario Public Service (OPS)

The Middlesex Model – Optimize Investments Already Made

As one of the five committees actively involved in the regional NFF@Work project, the Middlesex County Coordinating Committee to End Woman Abuse (MCCCEWA) was the first to invest annualized funding over an extended time.¹⁴

The Middlesex committee made several key decisions which shaped the effectiveness of their implementation model:

1. Three year-commitment to implementation
2. Hire a Coordinator to develop marketing and carry out implementation
3. Train the Coordinator as a Facilitator to present the 60 minute NFF presentation
4. Encourage all members of the MCCCEWA to become Workplace Champions (Be the change we want)

These decisions allowed a focus in the county that generated an impressive list of 80 NFF Workplace Champions over the three year period. The NFF Coordinator worked 15 hours per week, 8 months of the year for three years. Other communities followed and enjoyed similar success, building a list of over 500 Workplace Champions in a handful of communities across Ontario. CREVAWC played a pivotal role by connecting and supporting the Coordinators so that local implementation had consistency and everyone benefited from an ongoing exchange of knowledge and experience.

The Middlesex model demonstrates that significant positive outcomes can be generated with relatively small investments and by using existing financial and human resources. By the time the OHSA was amended in 2010, the Middlesex model had been thoroughly tested as a proven community-based delivery model that could support a provincial roll-out with the right leadership under a provincial strategy.

¹³ The regional table is known as the Southwest Region VAW Coordinating Committee (SWRCC). Project funding for early NFF initiatives came from different ministries (Ontario Victim Services Secretariat and Ministry of Community and Social Services). This is noteworthy because the funds issued from the Victim's Justice Fund in both cases; however there was not an overall strategy for how to optimize or cohere the funding to a common strategy. It is the contention of the local experts that funders operate in isolation and are usually unaware of how their programs might contribute to the ecology of a whole prevention strategy.

¹⁴ Middlesex County is mostly rural and runs north, east and west of London. The largest urban centre is Strathroy with a population of 75,000. There are three First Nations reserves in the county.

The Ontario Public Service Partnership

During the same period that the Middlesex community model was being developed, the Ontario Public Service (OPS) regional pilot was initiated. It began as a project to raise awareness of domestic violence using the Neighbours, Friends and Families campaign materials in the West Region of the Ontario Public Service. The OPS initiators felt that since the campaign had been sponsored by the Ontario government, it was logical to educate and engage the entire community of the public service. The Western Interministerial Council (WIC), a regional table of Directors from 21 ministries approved the project. CREVAWC developed a two-day training to train OPS facilitators to deliver the core content in an hour long presentation. The first facilitator training took place in July 2008.

85% of OPS Facilitators reported increased job satisfaction after receiving the 2-day training

During the pilot period from 2008 – 2010:

- 50 OPS facilitators received a 2-day training to become NFF facilitators
- 85% reported increased job satisfaction in a 2009 survey
- 21 ministries achieved at least one level of the NFF Workplace Champion Program
- 10,000 OPS employees were introduced to NFF materials and resources
- 6,000 OPS employees received the one-hour presentation
- The project received the Amethyst Award in 2009 – the most prestigious award in the OPS / nominated and recognized with several separate Ministry honours
- Two other Inter-ministerial Councils introduced the program to some degree

Over 2000 presentation evaluations were tabulated:

- 89% felt the presentations were very effective
- 70% didn't know about NFF prior to the presentation
- 71% indicated they learned the warning signs
- 83% strongly agree that they have a role to play in ending woman abuse
- 77% have an idea about the role they can play
- 86% strongly believe the NFF content is important for all OPS employees to receive

The OPS pilot demonstrated that even without legislation, the issue of domestic violence has meaning for many people in the workplace. In striving to reach the goal to teach everyone in the region to recognize warning signs, the project generated other soft benefits that are more difficult to capture.

NFF facilitators reported greater job satisfaction as a result of their involvement. A number of them went on to offer presentations on their own time in their home communities, working with their local Coordinating Committees. Problem-solving discussions aligned management and union representatives on shared concerns for safety. There was also generous cross-ministry sharing of resources in a time of growing economic constraint. New relationships were formed between the OPS and local anti-violence experts and many creative ideas were put forward that have helped to hone the workplace program. Perhaps most important in considering benefits, there were people who disclosed abuse in their evaluations and at presentations who reported feeling hopeful, supported and proud of the OPS as an employer.

Mechanism for Large Scale Change: The Occupational Health and Safety Act

Bill 168 was passed into law in Ontario on June 15, 2010, changing the Occupational Health and Safety Act (OHSA). Domestic violence receives specific mention in the amendment to emphasize employers' responsibilities to "take every precaution reasonable" to prevent and respond to domestic violence as a workplace hazard. By the time the bill was passed, the NFF workplace strategy had been well tested.

The strategy of the NFF workplace program takes a "whole company" approach to ensure every worker receives education to support a shift from social norms that appear to tolerate violence to pro-social norms that emphasize the importance of recognizing and interrupting the violence. What began as a voluntary initiative to teach workers to recognize warning signs and risk factors took on new significance once the Occupational Health and Safety Act assigned responsibility to employers, supervisors and workers to prevent and respond to domestic violence. The whole company approach provides a program of action for workplace stakeholders to educate their workforce and to demonstrate due diligence in taking every precaution reasonable to protect workers. The passing of Bill 168 was a critical moment of alignment in Ontario between the bottom-up grassroots evolution of NFF and the top-down incentive of legislative change. Research affirms the value of this alignment, identifying an ideal social marketing campaign as "on-the-ground activities that are assisted by inter-agency/inter-network partnerships, and where applicable, by policy/legislative changes."¹⁵

CREVAWC introduced new resources and a website in 2010 to support Ontario employers and workers under the name of "Make It Our Business" (MIOB). Make It Our Business uses the language of the legislation - 'domestic violence.' MIOB incorporates NFF content because the prevention of domestic homicide and serious injury requires a focus on the highest risk situations where women are almost always the victims. The NFF strategy of recognizing, responding and referring has also been applied to MIOB. Additional information on 'reporting' has been added to address legislative requirements. The NFF roots of MIOB are still recognized by community champions who provide NFF Champion awards to workplaces who engage in the education process.

Ontario is the first jurisdiction in Canada and the world to pass this type of legislation. Other jurisdictions have also identified domestic violence in the workplace as a significant social and economic issue and are developing labour legislation, collective bargaining clauses and workplace policies and programs to address it. Ideas and content are often freely shared between campaigns and jurisdictions.¹⁶

As a pioneer in legislating to prevent domestic violence in the workplace, Ontario has an opportunity to serve as a global leader in the evolution of workplace strategies. MIOB is a proven program that can inform those strategies.

¹⁵ Donovan, R. J., & Vlasis, R. (2005). VicHealth review of communication components of social marketing/public education campaigns focusing on violence against women. VicHealth.

¹⁶ British Columbia, Nova Scotia and Manitoba have adapted NFF for their own provincial action plans. The federal government, through the Public Health Agency of Canada has adapted NFF for abuse of older adults. There are also Francophone and Aboriginal NFF campaigns in Ontario.

The Approach

Overview

The Make It Our Business (MIOB) model has evolved from the original NFF campaign materials, through community dissemination models and the first workplace pilots to become a comprehensive and theoretically grounded process for multi-level ecological engagement and “whole company” change.

Theoretical Grounding

MIOB training teaches practical prevention responses and activities before and after violence has occurred. At the macro level of society, Ontario has already demonstrated critical top-down leadership through the creation of the Domestic Violence Action Plan (DVAP) and by enacting key legislative and policy reforms to strengthen anti-violence sanctions and attitudes. MIOB is designed to complement legislative requirements with bottom-up social change through a clear focused goal to teach everyone, at all points of society, to recognize and respond to warning signs and risk. The MIOB workplace program uses the leverage provided by legislation to build relationships across sectors and geographies. A community-based delivery model aligns existing resources to optimize important investments already made.

MIOB combines intersecting and overlapping approaches and theories:

PUBLIC EDUCATION TO:

- Raise general awareness
- Educate on warning signs, risk factors, statistical prevalence and available supports
- Educate on the gendered nature of violence, specifically violence against women
- Educate on the different types of domestic violence
- Educate on the complexity of interpersonal violence and the intersection with other social and economic issues
- Inform on OHS legislation, roles and responsibilities

BYSTANDER APPROACH

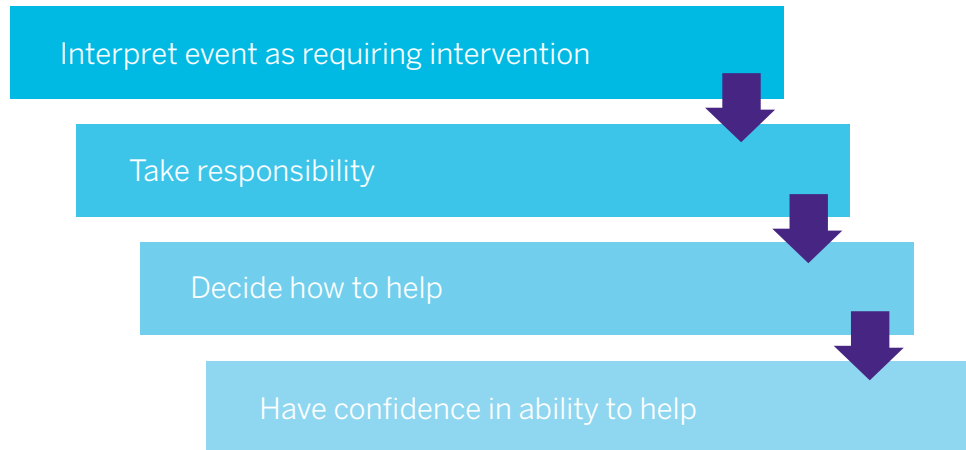
The MIOB training program has a strong bystander engagement component. This is an approach that empowers each of us to be involved in prevention. The approach encourages the workplace community to take ownership of domestic violence as a problem and gives the community an opportunity to foster social change. It asks everyone to speak up when they witness potentially dangerous situations. It gets men involved in a workplace problem, rather than situating domestic violence as a women’s issue that remains hidden in the home.

MIOB training teaches people basic skills to have courageous conversations that open the way for present and future support.

The MIOB ‘pro-social’ bystander approach:

- Situates responsibility at the individual level – teaching that everyone has a role to play
- Demonstrates how small actions can make a big difference
- Supports victims of violence respectfully and with an emphasis on safety
- Interrupts the isolation that bystanders feel when they don’t know what to do
- Prepares individuals with the necessary skills to act

Process by which bystanders move to action:¹⁷



SOCIAL NORMS THEORY

There is strong evidence that violent behaviour is influenced by broader social norms that intersect around gender, culture, race, class, sexual orientation and ability. Gender inequality is a key determinant of violence committed against women.¹⁸ How an individual behaves is determined not only by their individual attitudes and contexts but also by their perceptions of how their behaviour will be perceived by others, the likely consequences of that behaviour and by the norms of gender and sexuality in particular social contexts.¹⁹ Shifting these broader norms is important in developing prevention strategies.

Organizational commitment to the prevention of domestic violence is demonstrated through explicit and clear policies and procedures that support victims and their coworkers while holding perpetrators accountable. A new social norm is fostered in an informed work environment that encourages open communication at all levels of the organization. These are the fundamental conditions that support pro-social responses by individuals who become aware of domestic violence.

- MIOB training acknowledges social norms and addresses the conflict of competing norms such as an individual sense of 'social responsibility' and the pressure to 'mind your own business' when violence is witnessed.
- MIOB content exposes misperceptions regarding social tolerance of violence.²⁰ Social psychology research into bystander factors has shown that individuals are more likely to take pro-social action if they believe others around them share their beliefs and values.²¹

¹⁷ Latane & Darley's 1970 five-stage model

¹⁸ World Health Organization, 2002.

¹⁹ Flood & Pease 2006.

²⁰ Berkowitz 2003; Fabiano et al. 2000.

²¹ Social psychology has been concerned with explaining the factors influencing an individual bystander's decision to respond to an incident. As a field, it has been focused on the individual attitudes, motivations, reasoning and contextual factors that can determine whether or not an individual will act in a given situation (e.g. primarily at the individual/relationship level).

The MIOB Workplace Strategy

The MIOB workplace strategy synthesizes the different theoretical perspectives into a concrete form that builds on lessons learned from the pilots between 2008 and 2010.

1. *The structural 'whole company' program approach*
2. *The community based delivery model to link domestic violence experts with local employers and workplaces.*

THE FIRST STEP – SECURING TOP-DOWN SUPPORT

Experience from the large workplace implementation pilots (the OPS Partnership, the Middlesex Model and Mount Sinai Hospital) underscored the importance of securing senior level support for implementation of the MIOB workplace program. The OPS pilot in particular was successful because senior leaders committed their organizations to the initiative. Commitment from organizational leaders is necessary to spread the program throughout the workplace and to ensure that all workers receive education and training.

USING EXISTING INFRASTRUCTURE AND BUILDING IN-HOUSE CAPACITY

Many large organizations such as the OPS have in-house trainers or facilitators. The MIOB model includes “train-the-trainer” modules to prepare in-house facilitators to deliver the core content.

CREATING A WHOLE COMPANY PROGRAM APPROACH – 4 LEVELS OF ACHIEVEMENT

The size of the OPS organization required a systematic ‘whole company’ approach to move the ministries methodically through different levels of involvement. The original three tiered model has been expanded to four levels to meet needs expressed by employers. The tiers create an engagement pathway for increasing involvement, knowledge exchange and skill building. The levels do not have to be completed in order; a workplace can begin at any point of the program. Completing all four levels demonstrates a commitment by the organization to take “every precaution reasonable” as articulated in the legislation.

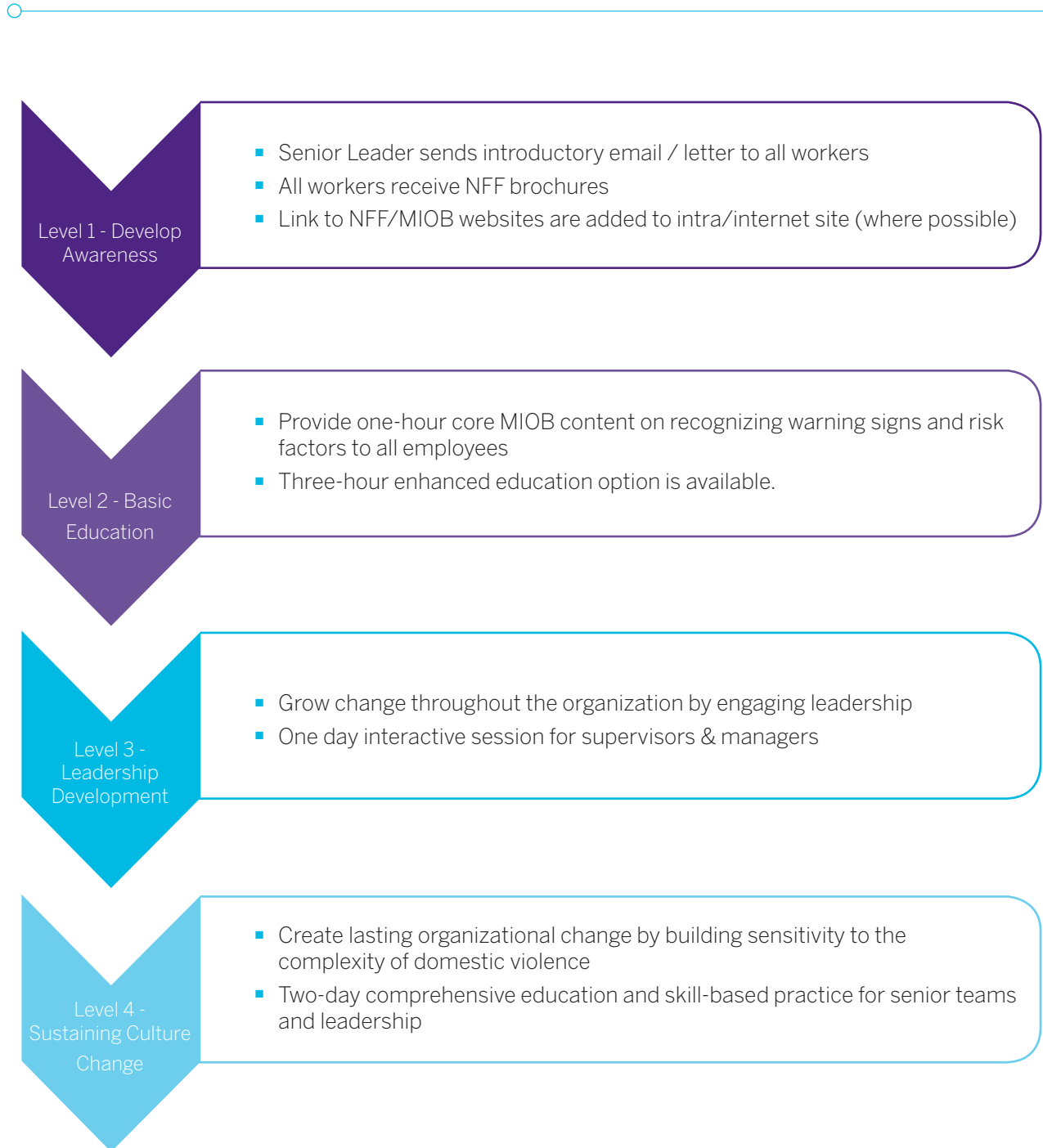
- Level 1 is designed to be an easy entry to the program while providing access to information to all employees through brochures and a website.
- Level 2 is the most labour intensive and long term activity as it requires all employees to receive the core content in a one hour presentation.
- Levels 3 and 4 work with leaders to begin to build organizational capacity to address the issue in a lasting way that actively works toward a culture change of social norms.

Workplaces that complete any of the levels are recognized as Workplace Champions.

IMPLICATIONS FOR MIOB PROGRAM

- Situates responsibility at the organizational level for ensuring all workers, systems and levels of the company are adequately prepared to recognize and respond
- Supports development of a coherent “internal responsibility system” on domestic violence as per the OSHA
- Allows for a customized approach for different workplace contexts
- Establishes a minimum standard for education
- Provides distinct levels of individual and organizational competency
- Builds critical relationships with local experts
- Publicly recognizes leadership of Workplace Champions
- Cultivates the ground for a “Corporate Alliance” (similar to U.S.)²²

²² The Corporate Alliance to End Partner Violence is a national non-profit organization in the U.S. dedicated to reducing the costs and consequences of partner violence at work - and eliminating it altogether. See: <http://www.caepv.org>



Project Goals and Expected Outcomes

Evaluation Design and Components

The remainder of this report presents the most recent evaluation findings of the Neighbours, Friends and Families @ Work and the Make it Our Business Programs inclusive of the period from April 1, 2011 to March 31, 2014. The purpose is to evaluate the latest iteration of the program; reflect on targeted outcomes and impacts; discuss accomplishments and constraints; provide feedback to funders and key stakeholders; and offer recommendations.

The evaluation includes data analysis of information gathered from community coordinators, workplace champions, and provincial team stakeholders. The results provide information on the program's reach, and indicators of workplace engagement. Quantitative and qualitative data was obtained from the following sources:

- Tracking forms and reports including media, presentation diaries, and public education and workplace education participant feedback forms, and training feedback forms.
- *NFF Public Education and MIOB Workplace Education Presentation Diaries* for community coordinators and other facilitators. Diary entries record the organization, number of participants and data of the community or workplace presentation.
- *Corporate Training Tracking Forms* for provincial educators who led the three-hour leadership and two-day training sessions across the province. Tracking forms record the number of participants in addition to demographic information about the participating organizations.
- *Public Education & Workplace Education Participant Feedback Forms* for both community and workplace presentations. These surveys measure subjective assessments of pre- and post-readiness to identify warning signs and risk factors of woman abuse, preparation to provide referrals to an abused woman or an abusive man, and ability to provide other supports to an abused woman or calm and non-confrontational discussion with an abusive man.
- *Corporate Training Feedback Forms* administered by provincial educators for the three-hour or two-day training sessions. These surveys measure subjective pre- and post-readiness to educate on identifying the warning signs and risk factors of woman abuse, preparation to educate about providing referrals, and being empowered to educate about

providing other supports to an abused woman or an abusive man.

- Key Stakeholder Interviews – 10 NFF Community Coordinators, 6 workplace champions and 7 NFF provincial team members.
- Website usage statistics.

The evaluation was also supplemented with qualitative data from workplace education reports, requests for permission to use or adapt the campaign, disability strategy recommendations, and other reports and documents related to the program. (See Appendix A for a complete list of supporting documents.)

Evaluation Caveat

Neighbours, Friends and Families and the MIOB workplace program continue to evolve using an emergent approach that is responsive to the complexity of the issue and ongoing learning. Project goals and activities have been adapted to reflect lessons learned and new opportunities along the way.

The evaluation process has evolved along with the project. Project partners have consistently included evaluations in presentations and workshops. In the beginning, as appropriate to resources available and the early phase of development, the evaluation was largely qualitative and post-hoc.

Based on lessons learned from initial evaluation work and an increasingly sophisticated understanding of the logic model and project activities, the evaluation moved towards capturing quantitative data to develop a better understanding of reach and impact. Initial attempts at qualitative data collection encountered several challenges. Collecting data continued to be problematic due to, among other things, limited time and resources of coordinators, logistical restrictions, and partner resistance.

As a result, the quantitative data reported here suffers from low response rates and is limited to subjective assessments of impact. It includes no behavioural questions and no later follow-up. In the spirit of constant improvement and responsiveness, the NFF campaign has continued to improve not only the project activities but also the evaluation methods. During this reporting period, an evaluation database became fully operational and coordinators are now able to enter project information electronically. In addition, this report will include recommendations for an improved evaluation system as well as project activity recommendations.

Project Activities and Reach

Project activities can be roughly divided into four categories: train-the-trainer activities to increase community capacity; educational presentations and workshops to the general public in workplaces and community settings; the creation and improvement of resource materials; and public awareness and communication activities.

Train-the-trainer Activities – Increasing Community Capacity

Provincial educators delivered 81 two-day workplace education training sessions and 11 3-hour leadership sessions in 18 communities across the province reaching a total of 2,359 individuals.²³ The sessions were held in different parts of Ontario including Windsor-Essex, Haldimand-Norfolk, Halton, Toronto and a number of locations in northern Ontario including Algoma, Kenora/Rainy River, Dryden, Sioux Lookout and Red Lake. These sessions reached a wide range of private and public sector workplaces.

Of the workplace education training sessions delivered by provincial educators, the percentage of individuals indicating that they agreed or strongly agreed were as follows:²⁴

- 91.5% of respondents felt prepared to educate others on how to identify warning signs and risk factors of woman abuse/domestic violence
- 86.8% of respondents felt prepared to educate on how to respond to a co-worker who they knew or suspected of experiencing woman abuse/domestic violence
- 86.6% of respondents felt prepared to educate about referrals to a co-worker experiencing abuse and/or an abusive co-worker

Nearly nine out of ten participants felt prepared to educate others in their workplace and engage internal and/or external experts to help problem-solve situations of woman abuse/domestic violence in the workplace. While educator feedback suffers from relatively low response rates, the overwhelmingly positive responses should be taken as strong indication of the subjective experience of participants.

Qualitative data further supports the perceived value of the two-day training sessions. Prevalence rates of domestic violence and the risk factors for lethality are consistently identified by participants as new information. Case studies provide critical insights into the degree they and their organizations are unprepared to respond. MIOB trainers report that a comment often heard from participants during the second day is that coming into the session, they had “no idea what they didn’t know”. Following the training, leaders report a greater sense of confidence in understanding steps needed to prepare their staff, enhance their policies and support organizational efficacy.

“Two days for training is unquestionably a big commitment for any organization, however, it would be difficult to know what to cut out without compromising the integrity of the program and the foundational learning required to meet the expectations of the OH&SA.”

SAMANTHA E. POISSON, M.Ed.

Regional Manager, Western Region, Ministry of Children and Youth Services

²³ Data drawn from the project database based on presentation diaries.

²⁴ Statistics are based on X responses from Y participants, representing a Z response rate.

OHSA AND CORPORATE PARTNERS

Changes to the OHSA mean that workplaces across all sectors share the obligation to protect workers. Common activities identified in the MIOB program includes risk assessment that is specific to domestic violence, detailed policy development and workplace education on the policies, procedures and on the issue of domestic violence. How these actions translate in different work environments is part of the provincial learning process that highlights the importance of ongoing evaluation and knowledge exchange. There are several examples of large organizations that can be looked to for lessons learned as early adopters and pioneers.

The Ontario Public Service (OPS) has done extensive work and taken a strong leadership role through the regional pilot project noted earlier in the report. The voluntary initiative saw 6,000 OPS workers receive the one hour presentation in a voluntary project over 2 years. The success of the pilot can be attributed in part to the project frame that set an ambitious goal to teach everyone in the region within a year. Friendly competition and regularly published progress reports for each ministry kept the implementation process moving along. Directors engaged their managers to figure out the best way to reach all staff. Although the initial goal of a year was not met, the enthusiasm and commitment to achieve the goal extended over the two year period that the pilot ran. At the first Workplace Champion celebration in February 2010, the OPS was well represented at all five public events in the southwest. OPS Directors and managers co-lead the events with local anti-violence leaders to show the common ground and highlight the collaborative spirit that was present.²⁵

The interest in MIOB by the OPS continues in pockets. On March 5, 2014 the Ministry of the Attorney General (MAG) organized an in-person and on-line training session with help from 100 people within the Criminal Law Division and across MAG. More than 400 registrants at more than 30 sites participated. This has led to further requests for training within the OPS with the most recent coming from Victims and Vulnerable Persons Division. Ministries could adopt the same project framework that was tested in the WIC pilot. Lessons learned suggest that for large organizations with multiple departments and divisions, the commitment to working methodically through each of the areas requires a high level plan that allows flexibility for managers and time for implementation using existing infrastructure of team meetings, professional development days and conferences to disseminate and engage the workforce.

Western University (UWO) led the way by expanding the education activities beyond merely meeting basic legislative requirements on workplace violence and harassment. In addition to participating in two-day corporate trainings, and advanced leadership sessions, UWO incorporated the Make it Our Business workplace education and scenarios into live sessions with 5000 employees. All participants received Neighbours, Friends and Families brochures and were directed to the NFF and MIOB websites.

UWO also developed online training using the domestic violence information from MIOB in addition to video clips, which have now become part of the safety training for all new staff and faculty. They anticipate that the e-learning tool will reach an additional 3000 staff including part-time and contract faculty that were not able to attend the live sessions. Similar training has occurred at Lambton College, Brock University, Cambrian College and several school boards including Thames Valley District School Board, Halton, and Windsor-Essex.

Canada Post approached CREVAWC to provide a three-hour leadership workplace education session to 46 managers and supervisors, health and safety and disability officers, and labour relations staff from across southern Ontario. This was the first stage of a strategy to engage the entire organization. Participants in the training went on to provide workplace education on domestic violence to their staff. Amendments were made to the session to accommodate Canada Post as a federal employer.

The healthcare sector has been the most pro-active in implementing MIOB. Hospitals across the province have provided workplace education to a broad range of staff and utilized the resources of MIOB to develop E-learning tools, policies and procedures.

Mount Sinai Hospital in Toronto is a good example of an organization that has committed to culture change using NFF and MIOB as primary resources. Beginning in 2010, over fifty senior leaders have participated in three separate two-day MIOB training sessions over three years to build capacity and deepen the knowledge base. A group of facilitators were included in the sessions so that they have in-house capacity to provide the core content. A cross-department team was initiated that includes occupational health and safety, security, human rights and health equity, social work and nursing. Lunch and learn presentations have been provided for physicians.

Mount Sinai has also rolled the domestic violence information from NFF and MIOB into the development of online training and education sessions. The hospital expects that this will become mandatory for all staff every two years.

²⁵ The first Workplace Champion events were held on February 18th, 2010 in London, Windsor, Stratford, Owen Sound and Chatham-Kent.

The Teamsters Rail Conference Canada (TCRC) Division 660 and Bombardier Transportation

Toronto show that leaders who often sit across from each other at the bargaining table can collaborate on common issues where the safety interests of labour and management converge. They have formed a joint committee that will work together to undertake an employee survey, plan training, conduct a risk assessment and develop policies and procedures based on the findings. The joint committee has also established a relationship with the local shelter so that when situations arise, the committee knows who to contact to help with safety planning and provide supports for affected workers.

Each of these examples demonstrates the different ways leaders can be innovative while using existing resources and practices to extend the impact of the MIOB program beyond initial training into the organizational culture. The initiation of cross-department teams, changes to new employee orientation policies, online training materials, building of in-house capacity and initiating relationships with local anti-violence professionals are all critical elements that contribute to embedding the learning and enhancing individual and organizational confidence to address the issue when the warning signs first appear.

ADAPTATION FOR DIVERSE AUDIENCES

A key lesson learned in the early implementation of NFF is the importance of adapting materials to local communities and the unique needs of different audiences. Similarly, the education and training sessions for MIOB can be customized to meet the diverse needs of communities.

The March 2012 training on Manitoulin Island was held on the M'Chigeen reserve, a northern area and unceded First Nation territory. With a range of workplaces represented that support Aboriginal communities, trainers identified the specific training needs for domestic violence issues in First Nations communities. The session included culturally appropriate content to acknowledge the isolation and complexity of life in northern and Aboriginal communities where the high rates of domestic violence testify to the ongoing legacy of colonialism and residential schools. Materials from the Kanawayhitowin campaign were included in the session.²⁶

Similarly, a two-day training was provided through the Ontario Council of Agencies Serving Immigrants (OCASI) NFF for Immigrant and Refugee Communities (NFF IRC) with particularly strong outcomes. While there have been a number of successful community

engagement strategies with immigrant communities in the mainstream NFF programming, the OCASI project deepened this work by extending the training to a broad spectrum of diverse audiences.

NFF IRC community coordinators have since hosted education sessions to increase capacity within their respective communities and to build relationships between the VAW sector and public and private sectors. The demand for support will continue to increase as employers begin to identify the organizational gaps in supporting victims of domestic violence.

The NFF IRC has also hosted a series of regional training workshops across the province to increase knowledge and skills, and to enhance outreach strategies. Topics have included cultural issues and competencies, community development strategies for prevention of domestic violence against immigrant and refugees, anti-racism and cultural competency in program delivery, working with men of diverse cultures and faiths, and orientation to the Family Law Education for Women campaign, among other things.

The lessons learned in the NFF IRC are used in the ongoing development of the mainstream MIOB program to enhance culturally competent engagement of immigrant and refugee communities across the province. Likewise, NFF IRC has clearly benefited from the lessons learned in the earlier work of the NFF community campaigns to engage immigrant and refugee populations using innovative strategies. The mutuality of learning how to engage diverse populations in local settings is a hallmark of the NFF and MIOB evolution.

CREVAWC was contacted in 2013 by the Department of National Defense to provide a one-day session for federal social workers attending a three day conference in Toronto. As a federal group, changes to the content were added to acknowledge federal legislation. The content also needed to be provided in both official languages. This was a challenge as MIOB has been developed in English only. Working closely with Action Ontarienne and leaders who had participated in the two-day MIOB training session, the MIOB content was translated and piloted in the day long training. The French language version of NFF - Voisin-es, ami-es et familles (VAF) materials were incorporated into the session.²⁷

These are just a few of the important intersections that have occurred between the campaigns NFF, VAF and Kanawayhitowin and as such provide testimony to the committed leadership in the different organizations who work together to adapt the materials for a variety of audiences.

²⁶ Kanawayhitowin - Taking Care of Each Other's Spirit is an Aboriginal version of NFF that was developed by an expert panel of Aboriginal leaders.

²⁷ Voisin-es, ami-es et familles is a francophone adaptation of NFF that was developed by Action ontarienne contre la violence faite aux femmes (AOCVF).

GOING VIRTUAL

Technology has been used creatively to extend the MIOB program in several recent examples.

In 2013 the Ontario Public Services Health and Safety Association (OPSHA) created a webinar based on MIOB materials. The OPSHA is comprised of four health and safety associations working together to increase safety and achieve the goal of zero work-related injuries, illness and fatalities. The feedback from those who attended the live webinar was very positive, and information about the Make it Our Business resources in addition to the recorded webinar has since been posted to the OPSHA website.

The educational webinar was significant in its engagement of an association with a broad reach across a wide range of sectors and workplaces, raising the profile of MIOB and demonstrating value to workplaces in Ontario. The Human Resources Professional Association (HRPA) also recognizes the importance of virtual education and has scheduled a MIOB webinar for August 26, 2014. The HRPA has more than 20,000 members in 28 chapters across Ontario. Webinars offer an alternative way to deliver public education and can be used as part of a prevention strategy to educate the public on the warning signs and risk factors of woman abuse in Ontario.

Brantford Hospital, initially trained all of their senior leaders, directors and supervisors in a two-day MIOB training and a subsequent three hour session for managers, supervisors and coordinators. The hospital went on to develop Medworxx, an E-learning program on how to recognize and respond to domestic violence in the workplace. Medworxx is a mandatory learning module for their almost 1300 employees. The module educates on the warning signs and risk factors of woman abuse, includes a flow chart for responding to domestic violence according to hospital policy, utilizes a familiar workplace scenario, lists hospital and community resources, and includes a domestic violence quiz to test knowledge, which all employees are expected to successfully complete. As an ongoing education tool for existing and new staff, Medworxx is also expected to be part of the hospital's annual compulsory education to ensure ongoing level of knowledge and effective response strategies around the issue of domestic violence.

EDUCATION SESSIONS

In addition to "train-the-trainer" sessions, community coordinators delivered 545 Neighbours, Friends & Families @ Work public and workplace education presentations in 25 communities across the province. The one-hour workplace education sessions are

considered minimum education to help employees recognize the warning signs and risk factors of woman abuse, respond with compassion, and refer to community experts. At least 12,470 people, including 6,000 OPS employees, have participated in the one-hour education session. This is a conservative estimation that is based on CREVAWC and CREVAWC's partner activities. There are no requirements for organizations to report their workplace education sessions back to CREVAWC. For this reason, it is impossible to completely capture the data.

Participant feedback on the public and workplace education sessions delivered by community coordinators is overwhelmingly positive:²⁸

- 91.1% of respondents felt prepared to identify warning signs and risk factors of woman abuse/domestic violence
- 86.1% of respondents felt prepared to respond to a co-worker who they knew or suspected of experiencing woman abuse/domestic violence
- 85.6% of respondents felt prepared to provide referrals to a co-worker experiencing abuse and/or an abusive coworker
- 87.1% of respondents felt prepared to engage experts internal and/or external to their workplace to help them problem-solve situations of woman abuse/domestic violence

TARGETED ADAPTATIONS

Cut it Out was launched in 2012 as an adaptation that drew from both NFF and MIOB for salon professionals. The campaign is an adaptation of an American program. The goal is to educate salon owners and employees to recognize the warning signs of woman abuse and respond effectively, and as well, to help salon owners meet the legal requirements of the Occupational Health and Safety legislation. The materials were developed using information and feedback from two pilot sessions and consultation with the American developers. The final materials include a one hour PowerPoint presentation, a facilitation guide and a flyer to advertise the sessions. A five minute Cut it Out promotional video was created to be used at trade shows and as a marketing tool to support the key messages. Neighbours, Friends and Families Coordinators have been trained to deliver the one hour presentation. An introductory letter and media release were developed to support marketing of the campaign and those facilitating the program in their communities.

²⁸ Responses on pre- and post-session feedback forms were gathered from XX of YY participants for an overall response rate of ZZ%. Statistics represent the number of people who "agree" or "strongly agree" to the statements.

The program was officially launched in 2012. In communities across the province, NFF Coordinators have worked with salon owners, private schools and publicly funded colleges to deliver Cut it Out education sessions. Work has also been done to build relationships with the newly formed College of Trades and to find ways to embed this training within their trade school curriculum. Students in public and private esthetician and hair styling programs have responded very positively to the Cut It Out program. The future focus will be on reaching students, building relationships with large beauty supply companies like Goldwell or Redken and attending major provincial trade shows.

The Neighbours, Friends and Families Disability Strategy: Voices of Women with Disabilities was completed in the fall of 2011. The strategy was commissioned in recognition of the fundamental importance of providing appropriate responses to women with disabilities who experience domestic violence. 60% of women living with disabilities will experience violence in their lifetime. The strategy draws on 16 interviews and 11 focus groups with women with disabilities (WWD) and Deaf women, service providers and the Advisory Committee. The strategy report examines woman abuse using an intersectional analysis. The NFF disability initiative created an accessible events guide, disability etiquette for volunteers, and resources and fact sheets for survivors of abuse and their caregiver and service providers. Incorporating these resources into the MIOB program increases the ability of employers to work more effectively with employees who are women with disabilities and Deaf women. An important recommendation that has yet to be realized is to develop a training workshop to educate and support organizations that work with WWD and Deaf women.

WEBSITES

The Neighbours, Friends and Families and Make it Our Business websites continue to be important tools to engage and support a range of stakeholders including NFF coordinators, employers, employees, and the general population. The website audiences are global and include other provinces and territories in Canada, the United States, United Kingdom, India, Australia, Indonesia, Sweden, Philippines, South Africa, Malaysia, Kenya and Brazil. In the three year evaluation period, the NFF website had 43,916 visits, with 76% of visits being new. The Make it Our Business website registered 48,991 visits, with 86% new visits. The use of social media including Facebook and Twitter has helped to broaden the reach and begin to engage a younger audience. The NFF and Cut it Out blogs have also provided platforms for discussion about the issue and have helped to support community coordinators.

	NFF			MIOB		
	Visits	Unique	% Unique	Visits	Unique	% Unique
FY2011	14,481	10,040	69%	12,391	10,824	87%
FY2012	14,079	11,212	80%	14,079	11,212	80%
FY2013	15,356	12,107	79%	22,521	20,243	90%
Total	43,916	33,359	76%	48,991	42,279	86%

PROJECT RESOURCES AND MATERIALS

The websites serve as portals for community educators and participants to access NFF and MIOB materials. Many of the materials originally developed in earlier phases of the NFF development have been updated or refined to reflect CREVAWC's commitment to ongoing learning and development. Input and feedback are actively sought from project partners and participants to continue the practice of iterative improvements to the content.

NFF and MIOB Resources and Materials

NFF BROCHURES:

- How you can Identify and Help Women at Risk of Abuse
- Safety Planning for Women Who Are Abused
- How to Talk to Men Who are Abusive

IT'S NOT RIGHT! NEIGHBOURS, FRIENDS AND FAMILIES FOR OLDER ADULTS BROCHURES:

- What You Can do to Keep Yourself Safe from Abuse
- How You Can Identify Abuse and Help Older Adults at Risk
- What You Can do When Abuse or Neglect is Happening to an Older Adult in Your Life

BOOKLETS:

- Understanding Woman Abuse
- Raising Awareness with the Media

SAFETY CARDS:

- Safety Planning Tips for Women who are Abused
- Warning Signs to Identify and Help Women at Risk of Abuse

OTHER RESOURCES:

- Missed Opportunities Training package
- Book and video list
- Suggestions for working with diverse communities
- PSAs
- Sandra Schott video
- One-hour community and workplace education presentation
- Coordinator's manual

CUT IT OUT FOR SALON PROFESSIONALS:

- Cut it Out for Salon Professionals Resource Guide
- Cut it Out for Salon Professionals Information Flyer
- Cut it Out for Professionals Facilitation Guide and Toolkit

Refer to cutitoutcanada.ca for more information

MAKE IT OUR BUSINESS BROCHURES & RESOURCES:

- Developing a policy
- Balancing safety and confidentiality
- How to communicate with an employee at risk
- Setting up security measures
- Setting up an inter-professional team
- Threat assessment/risk management
- Safety planning at work
- How to create a safe workplace
- I need safety and support at work
- Suggested guidelines for unions
- Workplace safety checklist
- Self assessment quiz: Part 1
- Self assessment quiz: Part 2
- Customized workplace safety audit
- I need safety and support at work
- MIOB Trainer's Manual
- MIOB Participant Workbook
- Recognize and respond to domestic violence in your workplace
- Working for a healthy relationship: Finding the strength to change

Refer to www.makeitourbusiness.com for more information.

Public Awareness and Communication Strategies

The marketing communication strategy for Neighbours, Friends and Families has been two pronged: the activities of the provincial team at provincial, national and international levels and the activities of local NFF Coordinators who provide outreach to their communities.

Early in the campaign, Public Service Announcements were developed that played on television networks across the province. This level of media exposure was not sustainable without funding for paid advertising. The primary focus has therefore been concentrated at the community level where Community Coordinators are engaged to tap into local professional and social networks to market the NFF campaign and the MIOB workplace program. Coordinators have used a variety of means to spread the messages from billboards, radio and articles in local news outlets.

As the project moves into the next phase, the provincial team will increasingly focus on social media to educate and draw interest. In anticipation of this, the MIOB website has been reviewed and upgraded. The launch of new public service announcements addressing workplace domestic violence at Queen's Park in November represented the first step in the new communications strategy. The PSAs are posted to YouTube and can be accessed through the MIOB website.

WORKPLACE CHAMPION AWARDS

Community leadership is highlighted through the Workplace Champion recognition awards. Over the past three years, more than 500 workplaces have been recognized in over a dozen communities across the province (see Appendix X). Held in conjunction with Family Day, the Workplace Champion celebrations recognize the achievement of local workplaces in achieving up to four levels of the NFF Workplace Champion program. These achievements are particularly meaningful given the work of building the Workplace Champion list was undertaken with no new or dedicated resources.

The public celebration of Workplace Champions demonstrates cross-sectoral community commitment to ending domestic violence and provides participants with a sense of solidarity in the work to make a difference in the lives of neighbours, friends, family members and co-workers. Where communities invested time and resources in the workplace program, workplace champions have become strong supporters of violence against women organizations, especially shelters, making donations and responding to fundraising initiatives.

Executive Director of the Middlesex County shelter, Corey Allison notes that since being involved with the MIOB program, the shelter has seen a much stronger and immediate response from the community when holding events or raising money. In exchange, employers with little or no prior knowledge of the issue of domestic violence have developed a critical relationship with the shelter, police services and other agencies that allow them to access local expertise in safety planning and risk assessments when situations arise in their workplaces. This instils a measure of confidence as to their organization's ability to protect workers from harm and meet the requirements of the legislation. These mutually reinforcing relationships have been established in participating communities across the province.

PROFESSIONAL NETWORK DEVELOPMENT

CREVAWC actively engages in strategic network building to promote NFF and MIOB. These efforts include activities and relationship building in existing and developing provincial, national and international networks.

At a provincial level, the potential to implement the community-based delivery model developed in the southwest (the Middlesex Model) has been enhanced by supporting the development of a provincial network of Coordinating Committees being led by the Southwest Region Coordinating Committee (SWRCC).

The forum was funded through a Trillium project and brought together over 130 individuals from 42 Violence Against Women (VAW) Coordinating Committees from across the province. The goal of the forum was to support 'ripples of change' in all directions. One of the forum organizers noted, "Each activity that goes toward ending violence against women has an impact and matters, but our overall impact increases dramatically when the individual efforts are linked through mutually supporting actions and networks."

88% of MCSS-funded committees were represented at the forum. As the two-day event concluded, there was a clear mandate to continue building the network. Participants discussed ways of working collaboratively and strategically to achieve shared goals. Project work was cited as a way to build the collective muscle. Barb MacQuarrie from CREVAWC made a MIOB presentation at the forum to promote the workplace strategy.

The MIOB presentation underscored the benefits for VAW Coordinating Committee's participation in NFF/MIOB including, among others:

- Broadening the scope of audiences reached with gender-based, VAW informed messages about prevention and appropriate responses to warning signs and risk factors
- Wider public engagement and understanding of VAW issues
- Potential for a coordinated approach across the province
- A means of raising the profile of VAW Coordinating Committees
- Stronger relationships between non-profit, public and private sector workplaces
- Increased visibility and support for the work of ending violence against women

At a national level, CREVAWC has been working with government partners and agencies in British Columbia, Nova Scotia, Alberta, Prince Edward Island, and Manitoba to share NFF and MIOB learning and materials. The Public Health Agency of Canada and Employment and Social Development Canada recognized the social value of the NFF campaign and contracted CREVAWC to adapt the materials to address the abuse of older adults. It's Not Right! Neighbours, Friends and Family for Older Adults is the resulting campaign, with funding to develop a pan-Canadian approach to bystander/citizen engagement.

At an international level, Neighbours, Friends and Families and Make it Our Business are recognized as leading domestic violence prevention and education initiatives. Globally there is a strong and growing movement to address domestic violence through the involvement of workplaces. The Centre for Research and Education on Violence against Women and Children has received funding from the Social Sciences and Research Council (SSHRC) to work with international leaders who are engaged in similar ground-breaking work to support victims and engage perpetrators in workplaces. The grant will connect initiatives in the US, the UK, Germany, Australia, New Zealand and Turkey.

Evidence of Impact

While the reach and scope of project activities are an important prerequisite to change, the common goal of NFF and MIOB is the reduction of violence against women at work and in our communities. As discussed earlier, violence against women is a complex social problem with many determinants. No single activity or project can hope to eradicate the problem and tracing the direct impact of any set of activities is the ongoing challenge of pro-social change work. Likewise, as the NFF and MIOB projects evolve, tools for capturing and assessing change improve. At this point in the project's development, most of the indicators of impact depend on qualitative reports from community organizers and project partners. As the project develops, we hope to build on these qualitative measures to find additional quantitative means of capturing the size and extent of project impact.

In general, we find evidence of impact in four areas:

- increased awareness and changing community attitudes
- improved ability to respond to potentially abusive situations
- increased collaboration
- dissemination of the change model through adaptation.

Increased Awareness/Changing Attitudes

Community coordinators and project partners speak with conviction about the importance and relevance of the provincial campaign to lend credibility to the issue of violence against women. The content and design of the educational sessions provides important information that makes the issue real and relevant to participants.

Peggy Roffey, Human Resources and Learning and Development, Western Ontario University: *Having the live sessions facilitated dialogue and the ability to ask questions, which was a real culture influencer. ... It may be uncomfortable for people to have that conversation, as many people don't think that they have a role with intervening in domestic violence.*

Jill Orlebar, Canada Post: *Corporately there is now a recognition that they can't ignore domestic violence and that safety supersedes confidentiality. They've used the information in negotiation with the union to resolve certain cases, including negotiating relocation outside of the collective agreement as a result of a new understanding about the risk of lethality.*

The content also effectively validated social norms that support pro-social intervention in potentially abusive situations.

Public Education Participant: *This campaign re-establishes for me my deep down core beliefs that people don't turn away from domestic violence because they don't care but because they don't know what to do. There are people in the community who do know how to help and support, so just to provide the link for that woman is lifesaving information for every person to have. I think this program is doing great things.*

There was also strong support for the tiered educational process. Many felt that the one-hour presentation opened the door for organizations, while the two-day sessions generated more confidence and sense of preparedness to effectively respond to warning signs. A number of coordinators felt that the two-day sessions resulted in the "light bulb going on" for many employers as they came to realize the implications of domestic violence and what they needed to do about it.

Steve Pinney of Genfoot Manufacturing: *It was an eye opener. I was really fighting the idea that there was any connection between domestic violence and the workplace. That was when the light came on for me. I thought it was just something that happened at home and should stay at home. [The training] helped me to understand what domestic violence was and what I could do about it. And it helped me to comprehend better what I was supposed to be doing with the legislation.*

Narina Nagra, Human Rights and Equity Specialist, Mount Sinai Hospital: *The two-day education and training session helped to debunk a lot of myths about violence against women. It also helped provide staff with options in responding and underscored what their role is. The role plays and scenarios were especially important because that generated impactful learning and skill development. Mount Sinai is very happy to have Neighbours, Friends and Families available as a free resource and that we are able to bring in someone with that level of expertise. We really see the value in this program.*

There was also validation given to the importance of tailoring the program to different audiences. These alterations made it possible to connect with people who may not otherwise feel a connection to violence against women in their work lives.

"Once we get into the door of salons it makes a tremendous difference! Salon stylists come up to me afterwards and say, I didn't get it before and now I do..." – **Linda Armstrong, NFF Coordinator for Oxford and Perth Counties**

"As a result of the education session and the materials, our eyes were opened and we realized how much more aware we could and should be. Sometimes as a salon professional we hear things from clients but don't always know how to deal with them. Putting our hands on people can really open them up to talking about what they're going through. So we really appreciate this program because it gives us openings and allows us to change the way that we talk to our clients." – **Chantal Matthew, Salon owner and professional**

Increased Responsiveness to Incidents

Interviews with project partners uncovered numerous examples where NFF - MIOB training directly affected the collective response of a workplace or community to a potentially dangerous situation. Participants described how the training enabled them to respond positively to a real-world situation.

During a 2013 two-day MIOB session, a supervisor who was participating got a call on her cell phone that an employee was in a high risk domestic violence situation. The woman escaped from the situation and called police, who called the workplace. When the supervisor received the information, she called on people in the room to help. The Executive Director of the shelter was another participant in the training. She spoke directly to the woman to begin safety planning. The next day the supervisor reported that the organization had all the pieces in place to support the woman at work. She felt relieved and supported. The timing of the call was fortuitous and it underscores the importance of readiness in the community to work together to increase safety for women.

In another situation, after receiving the two-day training, the Peterborough Aids Resource Network (PARC) knew how to obtain the necessary support for an employee to create a safety plan at their workplace, and work re-allocation that allowed the employee to stay in her job and feel supported by staff and her employer. As a result, PARN received recognition as part of the YMCA's 2012 Week Without Violence Awards Event to promote awareness and to recognize an organization that has shown courage and initiative in increasing safety for a victim of domestic violence.

There is also evidence of how MIOB reaches beyond the coworkers in a workplace. Lori, a salon owner had a client in for an appointment who had disclosed the abusive nature of her marriage involving physical, mental and emotional abuse. The salon owner offered her the Cut it Out information and together they arranged to have support people at her salon when the client came in again.

Major Roxena Hayden describes a similar situation that happened at a Strathroy food bank. *"A client came into the Food Bank for assistance with her husband. I noticed her actions while he was there. When he left to take the bags of food to the car I slid the pocket sized safety card towards her across the desk. First she looked to see where he was and then took it and placed it in her purse. We spoke no words but the message was clearly given to her."*

Jill Orlebar of Canada Post reports that *"people are beginning to make the phone calls because they're recognizing the warning signs."* Since the MIOB workplace education sessions, Canada Post has cultivated an open door policy and identified a number of incidents where female employees have disclosed domestic violence. The support of the MIOB training and workplace resources has enabled Canada Post to respond quickly and effectively to domestic violence incidents.

Similarly, Mel Quevillon, a former NFF coordinator, reports that NFF has raised the visibility of a local shelter with the result of increased calls to the shelter for information and help.

While there are no systemic mechanisms in place to track how often these examples of responsiveness occur, they are indications of the potential for more systemic responsiveness. Subsequent research will attempt to build on these indicators to create a more accurate picture of the reach and impact of the project.

Increased Collaboration/Coordination

The effectiveness of NFF – MIOB as well as other related projects is enhanced through collaboration or coordination of efforts. NFF Coordinators contacted as part of an earlier NFF evaluation report that there has been increased collaboration between coordinating committees, community violence against women experts and workplaces. Shelters are seen as important resources for Ontario employers. Individuals and employers are beginning to call the shelters with questions, for support around safety planning, and to get connected to other local services.

In Northern Ontario, for example, NFF Coordinator Kathy Campbell works to build bridges to bring violence against women experts together with local workplaces, leverage resources, and increase safety.

I have made great inroads in Kenora/Rainy River District with people I never thought possible and also in communities like Sioux Lookout I've made great strides in partnering. In addition to NFF, I represent the shelter so get invited to many tables. We're all trying to work together and find out what other organizations can do. We've created strong partnerships as a result.

Similarly in the Algoma region, where the Coordinating Committee, workplaces and violence against women experts work closely together, Gayle Manley, Community Animator says, "We do have increased collaboration and it's a result of this program. We're having workplace champions come back to attend community breakfasts that are hosted by our coordinating committee. When it comes to workplace domestic violence they now know who to talk to. The Executive Director of our local shelter gets calls regularly from workplace champions asking what they need to do with workplace situations as they arise. Collaboration is really important to us on the Algoma Council. There are too many silos so it's important to get the different groups to work together to effectively prevent and respond to domestic violence.

Dissemination by Adoption

As Charles Colton says, "imitation is the sincerest form of flattery." Imitation and adaptation of the NFF campaign also serves as evidence that peers value the impact and effectiveness of the NFF approach. CREVAWC receives frequent requests to adapt the NFF and MIOB resources for other campaigns and programs.

Organizations like Worksafe BC has produced a workplace toolkit – Addressing Domestic Violence in the Workplace – that significantly benefited from the pioneering efforts of Neighbours, Friends and Families and Make It Our Business. Similarly, the Government of Nova Scotia has adopted the NFF & MIOB campaign, based on the Ontario model to train participants in law enforcement, transition houses, intervention programs, Mi'kmaq Legal Support Network and provincial government staff.

Neighbours, Friends and Families and Make it Our Business resources have been used in a range of associations including the Government of Alberta, the manufacturing sector (Workplace Safety & Prevention Services) and the Board of Ontario Public Health Association, among others.

In Ontario, the Ontario Public Services Health & Safety Association and the Ministry of Labour have endorsed the program by linking to the NFF and MIOB websites.

The Cut it Out program is being used in a pilot program in New Brunswick, in partnership with the provincial Cosmetology Association to provide education and awareness about domestic violence in the salon setting.

The same bystander approach and core content has been adapted to address older adult abuse in the It's Not Right! Neighbours, Friends and Families for Older Adults materials. The three year project to develop a pan-Canadian approach, funded by Employment and Social Development Canada, builds on the NFF approach by training individuals to recognize and respond to the warning signs and risk factors of potentially abusive situations.

Other requests to adapt or use the foundational work of the campaign include:

- Prince Edward Island, Premier's Action Committee on Family Violence Prevention & Interministerial Women's Secretariat
- Omnigraphics Publishing, Detroit, Michigan
- Women's Shelter of Hope & other shelters in Northern Ontario
- Thames Valley District School Board
- Manitoba Provincial Government - Family Violence Prevention Program
- Muriel McQueen Fergusson Centre for Family Violence Research & Cosmetology Association of New Brunswick, (Cut it Out)
- Ending Violence Association of British Columbia
- Cogeco, (NFF PSAs)
- CUPE National
- Nova Scotia Domestic Violence Resource Centre,
- Nova Scotia Advisory Council on the Status of Women & Nova Scotia Provincial Government
- Public Legal Education and Information Service of New Brunswick
- Public Health Agency of Canada

Awards and Recognitions

Neighbours, Friends and Families and Make it Our Business has received numerous awards and recognitions for the value and impact of the work undertaken.

References to NFF were included in both the recent Ontario and British Columbia Domestic Death Review reports. In the latter report to the Chief Coroner of BC entitled *Findings and Recommendations of the Domestic Violence Death Review Panel, May 2010*, NFF is recommended as a model public education campaign that was developed to raise awareness of domestic violence and can serve as a powerful tool and resource.

NFF is cited as a promising and effective public education campaign in Walter DeKeseredy's book *Violence Against Women: Myths, Facts & Controversies*, 2011.

In the coroner's inquest into the death of OPP Constable Vu Pham, the jury's recommendations included the Ontario Women's Directorate to continue to support and fund public education, including NFF, that provides education about domestic violence risks. More Public Service Announcements were included in the recommendations for the purpose of directing persons at risk to appropriate sources of help.

The most recently released Domestic Violence Death Review Committee report continues to emphasize the importance of both the NFF & MIOB workplace program with the Chair, William J. Lucas, MD CCFP stating,

"Efforts must also continue to educate the public to the dangers and societal costs of domestic violence, and to provide neighbours, friends, families and co-workers with the knowledge and confidence to intervene and assist victims in preventing further violence."

Media

The following is a partial list of some of the recent print and electronic media articles.

- Making workplaces safer for women fleeing abuse, Norfolk News, Feb 16, 2014
- Domestic Violence has a Direct Effect on the Workplace, Sachem & Glanbrook Gazette, March 7, 2013
- Hairstylists Spot Domestic Abuse, London Free Press, Tuesday, March 2, 2012
- Author Acts as Ripple of Hope, Simcoe Reformer, February 19, 2013
- Justice for Women Review Team Presented 10 Certificates to Area Workplace Champions, Simcoe Reformer, February 19, 2013
- Ending Domestic Violence in the Workplace Luncheon recognizes PARN for its Work, My Kawartha.com, October 16, 2012
- The Facts about Domestic Violence, Letter to the Editor, Forest Standard, Petrolia Topic & Sarnia Observer, September 26, 2012
- Salon Professionals Recognize Domestic Violence through the Cut it Out campaign, Chatham Daily News, March 22, 2012
- Workplaces Recognized for Leadership in Preventing Domestic Violence, Strathroy Age Dispatch, February 22, 2012
- Recognized for Preventing Domestic Abuse, London Community News, February 22, 2012
- NFF Recognizes Workplace Champions in Leeds & Grenville, St. Lawrence EMC, February 21, 2012
- Awards for Domestic Violence Prevention, Port Dover Maple Leaf, February 20, 2012
- Stopping Domestic Violence, Times-Reformer, February 21, 2012
- Local Groups Recognized for their Commitment in Preventing Domestic Violence, CD98.9, February 17, 2012
- Hairdressers Can Help Fight Domestic Violence, Simcoe Reformer, February 21, 2012

- Working to End Violence Against Women, Orillia Packet and Times, February 18, 2012
- The Chatham Kent Domestic Violence Coordinating Committee to Host Domestic Violence Educational Session in Partnership with NFF – Cut it Out, Chatham Kent Times, March 20, 2012
- Man of Integrity Campaign Helps Prevent Woman Abuse in Huron County, Huron Expositor, March 7, 2012
- Fighting Abuse in Hamilton’s Immigrant Communities, Hamilton Spectator, July 6, 2011

Interviews for the Cut it Out launch were conducted on CTV National News Network Channel and CBC Radio, and aired on Thursday, March 22, 2012. In addition to newspaper ads in many communities advertising the Neighbours, Friends and Families program and Workplace Champions, PSAs and billboards were placed in a number of communities including Algoma, various locations in Perth, Middlesex and Huron Counties, among others.

Conclusions and Recommendations

Development and Current Model

This history of Neighbours, Friends and Families and Make It Our Business is one of adaptive development. Over the years, the approach has grown and been refined through real-world testing and effective use of feedback. NFF and MIOB recognize the complex challenge of addressing violence against women and the many determinants at individual, community and social levels of the ecological system.

CREVAWC has developed effective materials that use a theoretically grounded ecological approach to provide potential by-standers with the tools and confidence they need to positively intervene in potentially abusive situations. The training experience moves people from an abstract issue to real and immediate engagement.

From a community-based diffusion model, the program has recognized real-world resource challenges and changing political opportunities to develop a workplace-based diffusion model that is aligned with the Occupational Health and Safety Act language and obligations. MIOB promotes the development of an internal responsibility system that taps into strengths and relationships already in place.

Strong roots in the community have infused the project with an understanding of the need for partnerships, collaboration, and adaptation to local needs. Flexibility has helped the MIOB program reach a range of workplaces, from large, bureaucratic organizations like the OPS and Canada Post, to for-profit manufacturing companies, beauty salons, and First Nations communities in Northern Ontario.

The current workplace program has developed a toolkit of effective materials including training sessions, manuals for facilitators and participants, brochures, engaging videos, brochures, and websites.

Reach and Impact Summary

CREVAWC has effectively trained over 2000 community and workplace trainers since 2010 in 18 communities throughout Ontario. Many of these train-the-trainer activities were conducted with large organizations which have continued to provide MIOB training in-house. Community coordinators delivered over 545 education sessions, reaching at least 12470 participants. When combined with estimates of how many employees have been reached through in-house training activities a partnering workplaces, we can estimate that over 20,000 people have been exposed to the NFF message. The NFF and MIOB websites show over 75,000 unique hits, representing a significant number of people accessing more information about violence against women and effective responses.

Feedback from participants, while limited by response rates and incomplete reporting, overwhelmingly indicates strongly positive subjective assessments of the NFF/MIOB training. In addition, qualitative reports provide suggestive evidence of the direct application of NFF training in responding to real-world situations. Stakeholders provided stories of specific incidents where people receiving MIOB training were able to identify and respond to abusive situations with colleagues and with members of the general public that they came across in the course of the work.

Feedback from community organizers working in the violence prevention field also provides strong positive feedback on the value and impact of the NFF approach. NFF and MIOB have been adopted or adapted in dozens of communities and five provinces. In addition, NFF has been specifically recommended as a promising approach to addressing violence in several official government reports.

Future Directions

Violence against women is a complex social problem that no single program can ever hope to completely address. The developmental approach of NFF and MIOB has created an increasingly refined and effective model for using a whole-system approach through workplaces working with community partners. The program and approach continues to evolve and the following suggestions are intended to build on the strengths of the program while focusing on the actions with the greatest potential positive impact. We begin with a discussion of potential improvements, and conclude with a targeted list of high-leverage recommendations.

POSSIBLE IMPROVEMENTS INCLUDE:

Engaged and strategic private sector partners can greatly extend the reach of the project. Several potential improvements are possible by focusing attention on different types of private sector partners.

For example, creating partnerships with organizations like Tim Horton's provides an entry point into important social spaces. In communities where there is no supervised access, Tim Horton's often serves as a neutral meeting place for estranged partners to pick up and return their children. Tim Horton's workers are therefore exposed to families going through separation, a high risk time in situations of domestic violence. The creation of a video designed to demonstrate to human resource managers and CEOs of corporations the need for more in-depth understanding of domestic violence in the workplace would be an effective tool in advancing such partnerships.

Other large organizations that send workers into people's homes where they are exposed to a wide variety of domestic situations, such as Rogers or Bell, are important potential partners for the project. Partnerships with these organizations provide new opportunities to extend the impact of MIOB into the homes of people in Ontario.

Unions provide another kind of strategic opportunity to advance the workplace program. In Australia, the Australian Domestic and Family Violence Clearinghouse is working with union partners to provide information and promote domestic violence workplace strategies. In Ontario, work is underway with the Teamsters union and others to introduce model clauses into collective bargaining that would require workplaces to provide mandated training on domestic violence. Partnerships with unions provide another key support for broad-scale workplace education.

There is also an opportunity to engage the private sector by bringing together progressive organizations in a strategic alliance. In the U.S. Verizon and Liz Claiborne have stepped forward as corporate champions on domestic violence in the workplace through a progressive group of private sector companies called the Corporate Alliance to End Partner Violence.²⁹ The Corporate Alliance provides a model for Ontario and Canada to adopt.

Conversely, the overall effectiveness of the MIOB program could be increased by building capacity within the VAW sector to deliver MIOB and build mutually beneficial relationships between sectors. These relationships could provide an important foundation for ongoing sustainability of MIOB and as such represents potential for a significant social return on effort.

Other opportunities for improvements are possible through a focus on increasing information and understanding about the issue of domestic violence and its impact in Ontario.

To better understand the issue in Canada, CREVAWC is currently conducting a survey based on an Australian survey in partnership with the Canadian Labour Congress to determine the impact of domestic violence on Canadian workers and workplaces. The survey will provide the first comprehensive overview of the impact of domestic violence on Canadian workers and workplaces.

Another promising strategy being developed in New Zealand is to work with perpetrators to prevent and respond to family violence using a community-based social marketing initiative that seeks to change the way New Zealanders think and act about domestic violence. Adapting elements of this approach may further extend the effectiveness of NFF and MIOB.

Similarly, enhanced information dissemination strategies could have a significant impact on the overall effectiveness of MIOB. An obvious support for the programs would be a broad-based social marketing strategy. A new PSA has been produced and launched. An electronic newsletter has been developed and will be sent out to all Workplace Champions and community stakeholders on a quarterly basis to build community and help people to see that they are part of a growing movement of social change. A comprehensive MIOB communication plan that includes the creation of vlogs and extensive social networking could be a significant support to the program.

Creating online resources that support broad-scale engagement, especially for large organizations with varying schedules should be a priority.

This report has also identified opportunities to expand and improve upon the evaluation of the program which could contribute to the continued evolution and increased effectiveness of MIOB. The next phase of the work should start with an evaluation plan that identifies measurable short and medium term outcomes and the indicators that outcomes have been achieved. There are opportunities to measure both individual changes regarding increased awareness and changing attitudes, improved ability to respond to potentially abusive situations, improved communication and organizational changes regarding capacity to prevent and respond to domestic violence, ability and willingness to collaborate and shifts in cultural values.

HIGH IMPACT IMPROVEMENTS:

With this project, the groundwork has been laid for a multi-pronged provincial strategy that will:

- Work at the individual level by going through the front door of workplaces to teach everyone to recognize warning signs and risk factors and to know how to respond when the warning signs first appear
- Work at the community level to build capacity and partnerships in VAW committees and agencies to provide standard supports to Ontario employers
- Work at the organizational level to link employers to local experts
- Work at the organizational level to build capacity with unions and employers to address the issue as one of converging interests and value
- Work at the provincial level to initiate an Ontario Alliance to End Domestic Violence on the way to a Canadian Alliance
- Work at the society level to change social norms that tolerate abusive behaviour in the workplace and by extension in communities

²⁹ <http://www.caepv.org/>

The realization of the program's potential depends on strong leadership and continued government support to take the MIOB program into workplaces and communities across Ontario. Sustained support is crucial to realizing broad-scale proliferation and engagement across the province.

We believe that the following targeted recommendations have the highest potential to increase the positive impact of MIOB:

- Increase the visibility of the MIOB program throughout the province with a social marketing strategy focused on OHS requirements, corporate social responsibility, and management / leadership commitment to the care of their teams.³⁰
- Identify the highest potential partnerships and work with large organizations, including private and public sector employers and unions, to build their internal capacity to deliver and sustain a MIOB workplace education program.
- Support efforts to build the capacity of VAW coordinating committees and women's shelters to deliver the MIOB workplace education program and provide follow-up consultation to workplaces requiring assistance with risk management and safety planning.
- Invest in an evaluation plan to support data collection and analysis to measure the short and medium term impact on individuals and organizations participating in the MIOB program.
- Fund and operationalize the recommendations of the Disability Strategy.
- Work with government and community leaders to embed the NFF community and MIOB workplace strategy in a comprehensive, overarching violence prevention strategy that integrates the Domestic and Sexual Violence Action Plans and funders under a common provincial umbrella and goal to end violence against women and children in Ontario.

Appendix A – Supporting Documents

Centre for Research and Education on Violence against Women and Children. (2012). 2012 Summary Report: *Make It Our Business Addressing Domestic Violence in Ontario Workplaces*. London, Ontario: CREVAWC - University of Western Ontario.

Centre for Research and Education on Violence against Women and Children. (2013). *2013 NFF Evaluation Report*. London, Ontario: CREVAWC - University of Western Ontario.

Cunningham, C., Damen, T., Gupta, S., Hassanein, N., Remtullah, A., & Sivkov, D. (2011). *Ivey Consulting Project Report*. London, Ontario: CREVAWC - University of Western Ontario.

Durey, R. (2011). *Working Together Against Violence: Respect, responsibility and equality*. Melbourne, Victoria, Australia: Women's Health Victoria.

Flanigan, A. (2008). *At Grass Level: Implementing the campaign*. London, Ontario: CREVAWC - University of Western Ontario.

Pajot, M. (2009). *Evaluation of Neighbours Friends and Families*. London, Ontario: CREVAWC - University of Western Ontario.

Powell, A. (2011). *Review of Bystander Approaches in Support of Preventing Violence Against Women: Preventing violence against women by increasing participation in respectful relationships*. Carlton, Victoria, Australia: Victorian Health Promotion Foundation (VicHealth).

The O'Halloran Group. (2011). *Neighbours, Friends and Families Evaluation Summary*. London, Ontario: CREVAWC - University of Western Ontario.

Appendix B – MIOB Workplace Champions

Algoma - Sault Ste. Marie

2013 WORKPLACE CHAMPIONS

- Algoma District School Board
- Algoma District Services Administration Board
- Algoma Family Services
- Children's Aid Society
- Community Living Algoma
- Ministry of Labour
- Salvation Army Community and Family Services
- Sault College
- Wawa and area Victim Services
- Women in Crisis (Algoma) Inc.

2012 WORKPLACE CHAMPIONS

- Algoma Family Services
- Algoma Public Health
- CAW 1120 Executive Council
- CHADWIC
- Community Living Manitoulin
- Essar Steel

- Fairfield Inn and Suites
- FJ Davey Home - FJ Davey Home Health & Safety Committee
- Flakeboard
- Manitoulin Family Resources
- Ministry of Northern Development & Mines
- Ontario Finnish Resthome Association
- OPSEU Local 613
- Sault Community Career Center
- Sexual Assault Care Centre
- United Way Board of Directors
- Workplace Violence Comm. & Management Team

2011 WORKPLACE CHAMPIONS

- Algoma Family Services
- Algoma Public Health
- Canadian Hearing Society
- CHADWIC
- Community Living Algoma
- Filtrec North America Ltd.

- Habitat for Humanity Health and Safety Professionals Inc.
- John Howard Society
- Michipicoten 1st nation
- Ministry of Labour
- PUC
- Sault Area Hospital
- Sault College
- Sault Community Career Center
- Social Services Department - City of SSM
- United Way
- Victim Services of Algoma Wawa and Area
- Victim Services
- Yes You Can Employment

Barrie - Simcoe

2012 WORKPLACE CHAMPIONS

- Barrie Native Friendship Centre
- Barrie Police Services
- Biminaawzogin Regional Aboriginal Women's Circle
- Catulpa Tamarac
- CFB Borden
- Children's Aid Society of Simcoe County
- Colibri
- County of Simcoe, Ontario Works
- Elizabeth Fry Society, Barrie
- Green Haven Shelter for Women
- Honda, Alliston
- Huronia Transition Homes
- Huronia West OPP
- My Friend's House
- My Sister's Place
- New Path
- North Simcoe Victim Crisis Services
- OPP, Orillia Detachment
- Probation & Parole, Ministry of Community Safety and Correctional Services, Orillia Office
- Soldiers Memorial Hospital, Regional Domestic Assault & Sexual Assault
- Telecare Orillia
- Treatment Centre

- Victim Witness Assistance Program
- Women & Children's Shelter, Barrie
- YMCA, Youth Outreach Services

Chatham – Kent

2011 WORKPLACE CHAMPIONS

- Municipality of Chatham Kent: Human Resource Department
- Municipality of Chatham Kent: Corporate Services
- Municipality of Chatham Kent: Infrastructure & Engineering
- Municipality of Chatham Kent: Information Technology
- Municipality of Chatham Kent: Social Housing
- Municipality of Chatham Kent: Corporate Services
- Municipality of Chatham Kent: CAO Office
- Municipality of Chatham Kent: Health & Safety
- Chatham Cultural Centre
- Chatham-Kent Utility Services
- Western Area Youth Services
- St. Andrew's Residence
- Goodwill Future Focus
- Goodwill Store
- Building Healthy Babies
- Federal Employees: Health & Safety Division
- Chatham Kent Social Housing Advisory Group
- Chatham Kent Children's Services: Peer Support Group
- Chantelle's Salon & Spa
- Tropical Paradise
- MAHLE Filter Systems Canada

Grey & Bruce Counties

2013 WORKPLACE CHAMPIONS

- Alzheimers Society Grey-Bruce
- Bruce County Social Services
- Family Transition Place
- Hair Body and Soul – Cut it Out
- Hanover & District Hospital
- Municipality of Arran-Elderslie
- Owen Sound Family Health Team
- Thames Valley Children's Centre

- United Way of Bruce & Grey
- Victim Services of Bruce Grey & Owen Sound
- YMCA

2012 WORKPLACE CHAMPIONS

- Bruce Grey Catholic District School Board
- Grey Bruce Health Services
- Grey Bruce Health Unit
- Grey County Social Services
- HOPE Grey Bruce Mental Health Services
- Keystone Child and Youth Services
- Kids and Us Childcare
- Meaford Long Term Care
- Military Family Resource Centre, Meaford
- Summit Place Long Term Care
- The Men's Program Grey/Bruce

2011 WORKPLACE CHAMPIONS

- Bluewater District Board of Education
- Bruce Power
- Children's Aid Society of Owen Sound and the County of Grey
- City of Owen Sound
- Division Street United Church
- Elementary Teacher's Federation of Ontario (ETFO) - Bluewater Local
- Grey Bruce Health Services Mental Health Team
- Grey Bruce Health Services, Owen Sound site
- Grey County Home Daycare Providers
- Grey County Social Services
- Grey-Bruce Community Health Cooperation: New Directions Program
- Grey-Bruce Health Services
- Grey-Bruce Health Services: Sexual Assault and Partner Abuse Care Centre
- Hanover Police Services
- Keystone Child Youth and Family Services
- Ontario Provincial Police - Bruce Peninsula
- Ontario Provincial Police - Grey County Detachment
- Ontario Provincial Police - South Bruce Detachment

- Owen Sound Jail
- Owen Sound Police Service
- Owen Sound Transportation
- Probation and Correctional Services
- Saugeen Shores Police Services
- South East Grey Community Outreach
- The Men's Program
- The Salvation Army - Grey Bruce Supervised Access Program
- The Women's Centre (Grey & Bruce) Inc.
- Transcontinental Printing - RBW Graphics
- Veyance Technologies
- Victim Services of Bruce, Grey and Owen Sound Inc.
- West Grey Police Services
- Women's House Serving Grey & Bruce
- Ministry of Children and Youth Services - Youth Justice

Kanawayhitowin Workplace Champions

2011 WORKPLACE CHAMPIONS

- M'Wikwedong Native Cultural Resource Centre
- D'binooshnowin Crisis Centre
- Kabashiwin Place of Rest

Haldimand - Norfolk

2013 WORKPLACE CHAMPIONS

- Dalhousie Place Supervised Access Centre
- Haldimand Norfolk Women's Services Volunteers
- Haldimand Norfolk REACH
- Haldimand Norfolk Children's Aid Society
- Holmes House Detoxification & Rehabilitation Services
- Probation & Parole Services, MCSCS, Simcoe Office
- Haldimand Norfolk Women's Services

2012 WORKPLACE CHAMPIONS

- Dalhousie Place Supervised Access Centre
- Haldimand Norfolk Women's Services
- Haldimand Norfolk Women's Services Volunteers
- Probation & Parole Services, MCSCS, Simcoe Office

Halton Region

2012 WORKPLACE CHAMPIONS

- Access Counselling and Family Services
- Halton Family Services
- Halton Violence Prevention Council
- Regional Municipality of Halton - Human Resources Department.
- The Corporation of the Town of Halton Hills

Leeds - Grenville

2012 WORKPLACE CHAMPIONS

- Assault Response and Care Centre
- Augusta Township Public Library
- Big Brothers Big Sisters of Leeds and Grenville
- BMP Advantage, Brian Prince
- Brewed Awakenings
- Brockville and Area YMCA
- Canadian Hearing Society
- Children's Mental Health of Leeds and Grenville
- Community and Primary Health Care
- Employment and Education Centre
- Family and Children's Services of Leeds and Grenville
- Girls Incorporated of Upper Canada
- Leeds and Grenville Interval House
- Leeds Grenville Rehabilitation and Counselling Services
- Ontario Early Years Centre
- Service Ontario
- TriCounty Addiction Services
- TVCogeco
- United Counties of Leeds and Grenville
- Victim Services of Leeds and Grenville
- Victim Witness Assistance Program
- Volunteer Centre of St. Lawrence-Rideau

London

2013 WORKPLACE CHAMPIONS

- Across Languages Translation & Interpretation Services
- Canada Post
- Children's Aid Society of London & Middlesex
- Daya Counselling
- Elementary Federation of Teachers Union TVDSB

- London and Middlesex Housing Corporation
- Ministry of Children and Youth Services – Youth Justice
- The London Club
- Salvation Army Correctional & Justice Services, London
- Sexual Assault Centre London

2012 WORKPLACE CHAMPIONS

- Academica Group Inc. London Office
- Alice Saddy Association
- General Dynamic Land Systems
- High Street Financial Assets
- Hutton House
- Local 27, CAW
- Marriott Residence Inn
- Regional Sexual Assault & Domestic Violence Treatment Centre, St. Joseph's Hospital
- St. Joseph's Health Centre
- Thames Valley Children's Centre
- Thames Valley District School Board
- Western University
- Whitehills Medical Centre
- Youth Opportunities Unlimited

2011 WORKPLACE CHAMPIONS

- Across Languages
- ACFO de London-Sarnia
- At^lohsa Native Family Healing Services
- Carrefour des femmes du Sud-Ouest de l'Ontario
- Centre for Research & Education on Violence against Women and Children
- Centre communautaire régional de London
- Changing Ways
- Child and Parent Research Institute (CPRI)
- Childreach
- Children's Aid Society of London-Middlesex
- City of London
- Craigwood Youth Services
- Daya Counselling Centre
- Family Networks
- Family Service Thames Valley
- Goodwill Career Centre
- John Howard Society

- LEADS Employment Services
- London Police Service- Family Consultants
- London Police Services
- Middlesex-London Health Unit
- Rotholme Women's and Family Shelter
- Royal Bank - London
- Sexual Assault Centre London
- United Way of London and Middlesex
- University of Western Ontario
- Vanier Children's Services
- Western Area Youth Services (WAYS)
- Women's Community House
- WOTCH

Middlesex County

2013 WORKPLACE CHAMPIONS

- Anago (non) Residential Resources Inc.
- Bender's Foodland – Parkhill
- BJs Country Market
- CAN USA
- Chateau Gardens – Parkhill
- Craigwiell Gardens
- Damen Optimal Health Team
- Etymonic Designs
- Glencoe Foodland
- Heeman Greenhouses and Strawberry Farm
- Libro Financial Group – Strathroy
- Mason's No Frills
- Meridian Lightweight Technologies Inc.
- Middlesex London Health Unit
- Municipality of North Middlesex
- Sprucedale Care Centre
- Strathmere Lodge
- Sydenham Credit Union / Main Street Credit Union
- Tender Tootsies
- The Quest Centre Community Initiatives
- Tim Hortons – Dorchester
- Tim Hortons – Parkhill
- Tim Hortons – Strathroy
- Women's Rural Resource Centre

2012 WORKPLACE CHAMPIONS

- Coffee Culture Strathroy
- Food Basics Strathroy #623
- J&T Murphy Limited
- Kustermans Berry Farm
- LEADS Employment Services
- Little Beaver Restaurant
- Middlesex Community Living
- Middlesex Terrace
- Mount Brydges Animal Clinic
- Municipality of North Middlesex
- Salvation Army
- Sprucedale Care Centre
- Staples Strathroy
- Strathroy Community Christian School
- Strathroy Home Hardware
- Strathroy Medical Clinic
- Strathroy-Caradoc Police Service
- SW Middlesex Health Centre
- Sydenham Community Credit Union
- Under the Moon
- Vari-Form
- Wescast Industries
- Western Area Youth Services
- Youth Opportunities Unlimited – Next Wave Youth Centre

2011 WORKPLACE CHAMPIONS

- Armo-Tool
- Bank of Montreal, Strathroy
- Bonduelle - Strathroy
- Canadian Tire, Strathroy
- C.D.S. Pharmacy, Mt. Brydges
- Children's Aid Society, Strathroy
- Clark Haasen Electric
- Columbia Sportswear
- Community Emergency Response Volunteers, County of Middlesex
- County of Middlesex
- County of Middlesex, Department of Social Services
- Cuddy Farms

- Curves, Strathroy
- Family Service Thames Valley
- Giant Tiger, Strathroy
- Gilzean's Housing Cooperative
- Government Access Information Network
- GoodLife Fitness, Strathroy
- Home Hardware, Strathroy
- Langs Bus Lines
- LEADS Employment Services
- Meridian Lightweight Technologies Inc.
- Metamag
- Middlesex Employment Services
- Middlesex-London Health Unit
- Middlesex Hospital Alliance
- Middlesex Power Distribution Corporation
- Municipality of Adelaide Metcalfe
- Municipality of Lucan Biddulph
- Municipality of Middlesex Centre
- Municipality of North Middlesex
- Municipality of Strathroy Caradoc
- Municipality of Southwest Middlesex
- Municipality of Thames Centre
- MyFM Radio
- Ontario Provincial Police, Middlesex Detachment
- Pedden Glass Ltd
- Real Canadian Superstore, Strathroy
- St. Clair Region Conservation Authority
- Salt and Peppers
- Salvation Army, Strathroy
- Scherba's Great Floors
- Search Community Mental Health Services
- Sexual Assault Centre, London
- Shoppers Drug Mart, Strathroy
- Strathroy Adult Learning Centre, TVDSB
- Strathroy Age Dispatch
- Strathroy Animal Clinic
- Strathroy-Caradoc Police Services
- Strathroy Medical Clinic
- Sutton Group
- Tim Hortons, Lucan
- Tim Hortons, Strathroy

- Vanier Children's Services
- Vari-Form
- Victim Services Middlesex County
- Victim Witness Assistance Program
- VON Middlesex-Elgin
- Women's Rural Resource Centre
- YMCA, Strathroy-Caradoc

Middlesex Kanawayhitowin Workplace Champions

- At^Lohsa Native Family Healing Services
- Chippewa of the Thames Health Centre
- Kiikeewanniikaan Southwest Healing Lodge
- Onyota'a:ka Family Health Unit

Perth County

2013 WORKPLACE CHAMPIONS

- Cooper Standard Automotive
- Emily Murphy Centre
- Family Services Perth Huron
- Optimism Place
- Supervised Access Visitation & Exchange Program

2011 WORKPLACE CHAMPIONS

- City of Stratford
- Community Living Stratford & Area
- Community Mental Health Association Huron Perth
- Emily Murphy Centre
- Family Services Perth Huron
- LEADS Employment Services
- North Perth Violence Against Women Advisory Committee
- Optimism Place
- Perth District Health Unit
- Probation & Parole
- Rotary Club of Festival City Stratford
- Stratford Ministerial Association
- Stratford Public Library
- Victim Services Perth County

Niagara Region

2011 WORKPLACE CHAMPIONS

- A Child's World Child Care Services
- Aids Niagara
- Bethlehem Housing and Support Services
- Bridges Community Health Centre, Fort Erie
- Brock University Nursing Students
- Canada Revenue Agency
- Canadian Mental Health Association Niagara
- Canadian Tire Financial Services
- City of Welland
- Community Care St Catharines
- Community Living Port Colborne Wainfleet
- Community Living St. Catharines
- Contact Niagara
- Design for a New Tomorrow
- Early Childhood Community Development Centre
Employment Help Centre
- Family and Children's Services Niagara
- Fort Erie Native Friendship Centre
- Garden City Family Health Team
- Hatch Energy
- Harvey's Niagara Falls
- Hope Centre
- Inteleservices
- Jordan Engineering
- Mainstream Inc, St Catharines
- Ministry of Community and Social Services
Hamilton Niagara Regional Office
- Mountainview Homes
- Niagara Catholic District School Board
- Niagara Chapter of Native Women
- Niagara Child and Youth Services
- Niagara College Child and Youth Worker Program
- Niagara Peninsula Children's Centre
- Niagara Region Public Health
- Niagara Region Sexual Assault Centre CARSA
- Niagara Regional Housing

- Niagara Regional Polices Services
- Niagara Victims Crisis Support Services
- Ontario March of Dimes Ridley Terrace
- Osprey Media St Catharines Standard, Welland
Tribune, Niagara Falls Review
- Port Colborne Fire Dept
- Scotiabank East Main Branch
- Sun Media Niagara Publishing Group
- Welland Victim Witness Assistance Program
- Welland Heritage Council
- Women's Resource Centre Beamsville

Rainy River - Kenora

2013 WORKPLACE CHAMPIONS

- Northern Lights Credit Union - Fort Frances
- Northern Lights Credit Union – Rainy River
- Northern Lights Credit Union - Dryden
- Northern Lights Credit Union – Sioux Lookout
- Northern Lights Credit Union - Ignace
- Northern Lights Credit Union – Thunder Bay
- Kenora-Rainy River Child & Family Services
- Atikokan Community Counselling

2011 WORKPLACE CHAMPIONS

- Atikokan Community Counselling
- Family and Children's Services of the District of
Rainy River
- Fort Frances Jail
- Hoshizaki House Women's Shelter
- Northwest Community Legal Clinic
- Rainy River District School Board
- Rainy River District Social Services Administration
Board
- Rainy River District Victim Services
- Supervised Access Program
- Treaty 3 Police
- Victim / Witness Assistance Program

Windsor - Essex

2013 WORKPLACE CHAMPIONS

- City of Windsor
- Community Living Essex County
- Erie St Clair Community Care Access Centre
- Family Respite Services (Windsor-Essex)
- Greater Essex County District School Board
- Salvation Army – Windsor Community and Rehabilitation
- St. Clair College
- Windsor Community Living
- Windsor Essex Community Health Centre

2012 WORKPLACE CHAMPIONS

- Family Respite Services Windsor/Essex
- Latchkey Daycare And Learning Centre
- Windsor Community Living

2011 WORKPLACE CHAMPIONS

- AIDS Committee of Windsor
- The Alzheimer Society of Windsor - Essex
- County Bilingual Legal Aid
- Community Living Essex County
- Community Living Windsor
- Correction Services Canada – Windsor Parole Office
- Downtown Mission
- Estetica Day Spa
- Glengarda Child and Family Services
- H.J. Heinz Company of Canada
- Hiatus House
- Highline Produce Limited
- IRIS Residential Inns of Windsor
- John Howard Society
- Regional Children's Centre
- Remark Farms
- Summit Centre
- Windsor Essex Community Health Centre
- Transit Windsor
- Vistaprint

Province-Wide

2013 WORKPLACE CHAMPIONS

- Bombardier
- Division 660 Teamsters Rail Conference of Canada
- Genfoot Inc. Hamburg Felt Division
- Halton Women's Place
- Hamilton Police Department
- Niagara College
- Woman Abuse Council of Toronto

2012 WORKPLACE CHAMPIONS

- Brock University
- City of Hamilton
- David Busby Centre
- Hamilton Legal Clinic
- Hamilton Safe Communities
- Interval House of Hamilton
- Mosaic Counselling
- Town of Georgina (managers, directors, supervisors)
- University Health Network, Social Workers
- WomanACT
- Women's Centre of Hamilton

2011 WORKPLACE CHAMPIONS

- Assault Response & Care Centre, Brockville
- Big Sisters of Sarnia-Lambton
- Brant Community Healthcare System – Brantford General Site
- Burlington Counselling & Family Services
- CAW Local 229 for Women's Issues
- Durham College
- Guelph-Wellington Women in Crisis
- Hamilton Urban Core Community Health Centre
- John Howard Society of Waterloo-Wellington
- Mt. Sinai Hospital, Toronto
- Nipissing First Nation
- Nishnawbe – Aski Legal Services Corporation
- People for Equal Partnership in Mental Health
- Sandgate Women's Shelter of York Region Inc.
- The University of Ontario Institute of Technology

- Thunder Bay Multicultural Association
- True Self
- Victim Services Committee of Leeds and Grenville
- Victim Services of Waterloo Region
- Woodstock General Hospital

Ontario Public Service – West Region

2011 WORKPLACE CHAMPIONS

- Ministry of Health and Long Term Care
- Ministry of Children and Youth Services - Children at Risk Branch
- Ministry of Children and Youth Services - Youth Justice
- Ministry of Citizenship and Immigration
- Ministry of Community and Social Services
- Ministry of Community Safety and Correctional Services
- Ministry of Education
- Ministry of Government and Consumer Services
- Ministry of Labour
- Ministry of Municipal Affairs and Housing
- Ministry of Natural Resources
- Ministry of Revenue
- Ministry of the Attorney General - Court Services
- Ministry of the Environment
- Ministry of Training, Colleges and Universities
- Ministry of Transportation
- OMAFRA
- Ontario Realty Corporation
- Ontario Victim Services Secretariat
- Service Ontario

About the Author

BEN KADEL, PHD.

Ben brings over two decades of social science and organizational development experience and a unique mix of skills to every project he evaluates. Equally at home with hard data or hot emotions, Ben has developed an approach that understands the power of iterative, developmental processes to create truly effective and innovative social change.

He has worked with literally hundreds of clients and projects ranging from urban planning to workplace engagement; from small grassroots non-profits to large multi-national corporations. He spends the time with each project to fully understand the heart of the challenge and the complex dynamics that shape it. Then he designs an evaluation process that maximizes the potential for deep learning and effective improvements.

At the core of every evaluation process is a simple aim-act-reflect cycle that allows project partners to continually clarify expectations, capture experience, and learn from the juxtaposition of the two. A specialist in the emotional dynamics of social change, he understands that this process is not simply intellectual, but involves venturing into the 'discomfort zone' – the only place where real learning and change can happen.

Ben has a B.A from Pennsylvania State University and a M.S. and PhD in Sociology and Social Psychology from the University of Wisconsin—Madison.