



*Neighbours, Friends & Families*

## Evaluation of Neighbours, Friends & Families

By Avril Flanigan

Evaluation Consultant, Neighbours, Friends & Families



**Centre for Research & Education**  
on Violence against Women and Children



## Table of contents

<b>EXECUTIVE SUMMARY</b>	Introduction	1
	Evaluation Methodology	2
	Key Findings	2
	Positive Outcomes & Impacts	3
	Conclusions & Recommendations	3
<b>INTRODUCTION</b>	Mission & Goal of the Program	4
	History & Development of the Program	4
	Purpose of Evaluation	8
	Timeframe, Reporting & Evaluation Limitations	8
<b>EVALUATION STRATEGY &amp; METHODOLOGY</b>	Information Sources	8
	Campaign Materials	9
<b>EVALUATION INDICATORS</b>	Community Engagement, Development & Capacity Building	10
	Program Dissemination	10
<b>EVALUATION FINDINGS</b>	Evaluation Findings	
	Quantitative Data Analysis	10
	Qualitative Interview – Community Outreach	11
	Workplace Outreach & Engagement	12
	Community Engagement & Development	13
	Sustainability	14
	Making Connections through Broader Outreach	16
<b>POSITIVE OUTCOMES &amp; INDICATORS OF SUCCESS</b>	Community Success	17
	Workplace Success	18
	Industry Awards & Recognition	19
	Challenges	19
<b>CONCLUSIONS &amp; RECOMMENDATIONS</b>	Conclusions & Recommendations	
	Ongoing Development	21
	Adaptations of Neighbours, Friends & Families	21
	Next Steps	22
	Suggestions & Recommendations	23
<b>APPENDICES</b>	Appendix A – Program Logic Model	25
	Appendix B – Key Informant Interviews	27
	Appendix C – Key Informant Interview Questions	28
	Appendix D – Evaluation Summary	29
	Appendix E – 2011 Workplace Champions	34
	Appendix F – Brantford Training Report	38
	Appendix G – Grey Bruce Training Report	40
	Appendix H – Base Borden Training Report	45
	Appendix I – Middlesex Hospital Alliance Endorsement	49
	Appendix J – Eclipse Award Brochure	51
	Appendix K – Permission to Use or Adapt NFF	53



## *Neighbours, Friends & Families*

---

# *Executive Summary*

The greatest need continues to be educating all members of the community about the warning signs of domestic violence and the appropriate action necessary to prevent it. One example is the Neighbours, Friends and Families campaign.

Domestic Violence Death Review Report, 2005

## **INTRODUCTION**

The Neighbours, Friends and Families program is a public awareness and education campaign and an important part of the Ontario government's Domestic Violence Action Plan. An initiative of the Ontario Women's Directorate, through the Centre for Research and Education on Violence against Women and Children, the program's goal is to increase awareness of the warning signs and risk factors of woman abuse, and to provide active strategies for engagement, as well as community resources for referral.

Initially conceived as a joint project between the London Coordinating Committee to End Woman Abuse and Changing Ways, an agency that counsels men who engage in abusive behavior, the program evolved from an adaptation of an American family violence prevention campaign and was endorsed by the Ontario Women's Directorate and new materials were developed, in conjunction with an expert panel, that became Neighbours, Friends and Families.

Officially launched in Queen's Park in June 2006, the program began to be implemented in communities across the province.

Since then, a comprehensive workplace program was developed and piloted by the Western Interministerial Council in the Ontario Public Service and the Southwest Regional Violence against Women Coordinating Committee. The development of the workplace program stands as an excellent example of social innovation that has strong potential for sustainability through social enterprise.

In addition to the launch of the highly successful NFF@Work program, with Bill 168 and the amendment to the Occupational Health and Safety Act, new opportunities have emerged to engage workplaces. To support this work and to provide resources for the domestic violence component of the legislation, the Make it Our Business website and printed materials were developed. In addition, the program has continued to grow and adapt to critical feedback with the Cut it Out program for salon professionals, as well as the disability and newcomer strategy, among others.

---

**In 2006, there were 38,000 incidents of spousal violence, which represented 15% of all police reported violence incidents. Women accounted for 83% of victims, while men made of 17% of victims.**

**Spousal homicides represented 17% of all solved homicides and nearly half of all family homicides in 2006.**

Statistics Canada, Family Violence in Canada: A Statistical Profile 2008

---

## EVALUATION METHODOLOGY

This report presents the evaluation findings of the Neighbours, Friends and Families program inclusive of the period from April, 2009 to March 2011. Its purpose is to evaluate the implementation of the program, evaluate targeted outcomes and impacts, demonstrate accomplishments as well as constraints, provide feedback to funders and communities, and to offer recommendations for continuing to build capacity within the campaign.

This evaluation includes a data analysis of information gathered from community coordinators, workplace champions, and provincial trainers and the results are intended to provide detailed information on the campaign's reach, community and workplace engagement, program development and capacity building. Quantitative data was obtained from the following sources:

- Tracking forms including media, training and presentation diaries, participant and training feedback forms
- Other sources including website surveys and statistics, training reports, requests for permission to use or adapt the campaign, disability strategy recommendations, Make it Our Business and Cut it Out resources.

In addition, two sets of key informant qualitative interviews were conducted with community coordinators, workplace champions and program specialists. A total of 70 interviews were completed in 2010 and 2011.

## KEY FINDINGS

Analysis of the data demonstrates that community coordinators delivered 118 NFF one hour presentations across the province reaching 3,100 individuals. Provincial trainers delivered 70 training sessions reaching 2,168 individuals. And Ontario Public Service facilitators delivered numerous sessions impacting over 6,000 people.

Of those individuals, there was a 36% evaluation response rate. Of the presentations delivered by community coordinators, following the presentation individuals noted:

- 89.2% of people felt prepared to identify the warning signs and risk factors of woman abuse
- 87.6% of people felt ready to provide referrals
- 88% of people felt empowered to provide other supports

Within the Ontario Public Service (OPS) as well, results from individuals who either agreed or strongly agreed with the perceived value of the presentation were as follows:

- 71% of people had learned the warning signs
- 83% of people felt they had a role to play in ending violence against women
- 77% of people felt they had some idea of their role in ending violence
- 86% of people felt that the NFF presentation was important for all the OPS

And of the training workshops delivered by provincial trainers, ranging from one to two days, following the training, individuals reported:

- 88.8% of people felt they were prepared to educate about identifying warning signs
- 91.2% of people felt better able to educate about providing referrals
- 88.8% of people felt empowered to educate about providing other supports

When asked about the perceived success in meeting training objectives, the following results were noted by those individuals who either agreed or strongly agreed that the presentation helped:

- 89% of people felt the training helped them recognize signs of woman abuse
- 84% of people felt the training helped them to know what to do
- 71% of people felt that the training helped them to be able to be prepared to deliver presentations
- 81% of people felt that the training helped them to understand the complexity of woman abuse

In addition, interviews with community coordinators, workplace champions and other program specialists explored the range of community and workplace engagement, community development and sustainability. Much of the success of the program is due to the ingenuity of those doing the work, and their willingness to work collaboratively to leverage resources.

Long-term sustainability of the initiative is within reach and can be achieved over the next two years through a focus on community implementation and building capacity to deliver the workplace program locally. Support for that work is crucial, and includes ongoing commitment by funders, development of a trainer certification program, engagement with funded VAW coordinating committees, utilization of shared resources, and a willingness to continue to make this work a priority.

## POSITIVE OUTCOMES AND IMPACTS

It's clear that the Neighbours, Friends and Families program continues to make a significant impact on individual, community and corporate levels. Participant feedback forms from both presentations and training sessions demonstrate an increased level of awareness of the risk factors and warning signs of woman abuse, as well as increased feelings of preparedness to support an abused woman or abusive man. The campaign is empowering ordinary people to want to make a difference and to know how to most effectively engage their neighbours, family members and friends.

With the evolution of specialized workplace training designed to support the Bill 168 legislation and the addition of Make it Our Business resources, there has been strong endorsement for the workplace content from employers. Training participants consistently indicate that NFF@Work fills an important role in allowing them to feel confident to meet their requirements as employers.

## CONCLUSIONS AND RECOMMENDATIONS

Coordinators provided a number of specific recommendations for increased support in their efforts to create sustainability, community development and collective capacity building. Some of their suggestions include: increased support for talking with men and responding to challenges of violence against men, increased translated materials, working collaboratively with high schools, better support for coordinators, appropriate presentation and accompanying material for the LGBT community, as well as a more prominent presence provincially through social networking and government support with public service announcements and other media vehicles.

The Neighbours, Friends and Families program is experiencing significant transition and growth. The provincial team is working on two fronts to engage and support violence against women (VAW) coordinating committees to establish the program in local communities and at the same time, continuing to build and broaden the workplace program content. A number of new elements will be introduced this year including the disability and newcomer strategies, community coordinator mentorship support, and the Cut it Out program for salon professionals. As well, the team will continue to support connected and analogous programs like "It's Not Right!" Neighbours, Friends and Families for Older Adults, as well as the implementation of comparable programs in other provinces. The potential of Neighbours, Friends and Families workplace and community programs to make significant social change is realized in the engagement of ordinary citizens across a broad spectrum of society.

Ongoing support is crucial as the campaign becomes established across the province over the next two years. The development process has created a comprehensive workplace program with cutting edge resources for communities to adopt and adapt. The campaign is at the door of long-term sustainability through social enterprise. Everything necessary for success is in place.

In addition to the evaluation results, anecdotal stories provide us with a sense of the strong impact of the campaign. It remains a simple yet profound message of caring, one that continues to resonate and enable people to see themselves as part of the solution, empowering them to play the role that they are able in ending violence against women and creating safer places to live and work.

*Most Ontarians feel a personal responsibility for reducing woman abuse – recognizing it is the first step.* The campaign slogan sets out a clear message of shared responsibility and implies that people will take action if they know what to do. In the implementation of the campaign, both statements are proving to be true and meaningful for the people of Ontario.



## Neighbours, Friends & Families



### Introduction

#### MISSION AND GOAL OF THE NEIGHBOURS, FRIENDS & FAMILIES PROGRAM

*Mission:* The purpose of the Neighbours, Friends & Families Campaign is to prevent woman abuse in Ontario

*Goal:* The goal is to actively engage all Ontarians in their families, neighbourhoods, communities and workplaces to prevent woman abuse.

#### HISTORY AND DEVELOPMENT OF PROGRAM

The Neighbours, Friends and Families (NFF) campaign began as a project conceived through the London Coordinating Committee to End Woman Abuse (LCCEWA) with Changing Ways, an organization that counsels men who are abusive in their intimate relationships, as the lead agency. With a small grant from the Ontario Victim Services Secretariat (OVSS), the committee began a local project with the material from Neighbour to Neighbour, a family violence prevention initiative in San Francisco. Tim Kelly, Executive Director of Changing Ways, and Chair of the Expert Panel of Neighbours, Friends and Families said that:

*Our mission was to work in neighbourhoods to educate people about woman abuse. Our tagline was a neighbourhood safe for women is a neighbourhood safe for everyone.*

The Advisory Committee, comprised of a wide range of community representatives including Neighbourhood Watch, London Police Services, Women's Community House and London Abused Women's Centre, among others, chose three target groups in London in which to pilot the material. Concurrently, the Domestic Violence Death Review Committee (DVDRC) published a report recommending broad-based public education to the neighbours, friends and families of women who were experiencing abuse. The recommendations provided the foundation for the work that was to come.

The fledgling success of the London project was evident to many, including the Ontario Women's Directorate (OWD). In 2004, OWD approached the London committee with an offer to translate the Neighbour to Neighbour material into other languages. An expert panel was subsequently convened by OWD to examine elements of the DVDRC's report, and to develop new materials in keeping with the Neighbour to Neighbour model. The work of the panel led to a provincial adaptation of the local project that was branded as *Neighbours, Friends and Families*.

**I think Neighbours, Friends and Families came about with brilliant work with leaders in the violence against women community. It came about because of relationship and the capacity to sit in a room and be honest and frank. I see NFF as part of a foundation of a house, and it's built with relationship and sweat equity and it comes from the people.**

Liz Brown, Elgin County

The expert panel promoted the materials and encouraged communities to apply for funding through the Ministry of Community and Social Services (MCSS). Fifteen coordinating committees across the province were successful in obtaining project funds to implement the campaign in their communities.

In 2006, the London Coordinating Committee to End Woman Abuse (LCCEWA) received a grant to produce a supporting video for the campaign. The video featured Sandra Schott, who was murdered by her estranged husband on October 27, 2005. It also includes interviews with her family and friends, who, aware of the abuse, didn't understand the danger that she was in or how to help. The video has become a central component of the campaign and has moved thousands of Ontarians with its impact and powerful message.

At the same time, other generative community work was happening that carved the path for later campaign developments. Mostly notable was work that occurred to address the complex needs and challenges of diverse, immigrant and newcomer communities. One important initiative was the Muslim Family Safety Project (MFSP). A collaborative project of local Muslim leaders in London, and the London Coordinating Committee to End Woman Abuse, the project goal was to build capacity in mainstream services to effectively meet the needs of Muslim women experiencing domestic violence. The project work opened the way for dialogue about the need for a culturally sensitive approach to engage diverse communities and made clear the importance of materials and services to effectively support this relationship. This ongoing drive to find new ways to work with diverse communities has since become a mainstay of the provincial campaign.

On June 22, 2006, the Neighbours, Friends and Families campaign was officially launched at Queen's Park by the Minister Responsible for Women's Issues, Sandra Pupatello. The campaign was described as a partnership between the Ontario government and the Expert Panel on Neighbours, Friends and Families through the Centre for Research and Education on Violence against Women and Children. The ongoing commitment to funding, announced at the launch, has been central to moving toward the ambitious objectives set out under the Liberal government's Domestic Violence Action Plan.

Since the launch, the campaign has grown exponentially and has been strategically supported by critical project funding through other related ministries. The Ministry of Community and Social Services (MCSS) and the Ontario Victim Services Secretariat (OVSS) have played key roles in the implementation of the local campaigns.

Through project funding made available by MCSS and OVSS, agencies and coordinating committees have been able to hire community coordinators. These individuals reach out in their communities to educate and engage citizens. Presentations have been delivered in churches, businesses, hockey arenas, hair salons, and in many other settings. Brochures have been handed out at the local dump and through the RIDE programs. Communities have been highly innovative and committed to using NFF materials to engage people. The common message being shared across the communities is powerful because it allows ordinary people to see themselves as part of the solution. You don't have to be an expert to begin to break the taboo of silence and reach out to women and men who need help. We are all neighbours, friends and families. Everyone has a role to play in ending violence against women.

The potential of Neighbours, Friends and Families to engage people in the issue has proven to be equally relevant in workplaces. The workplace program has evolved from twin pilot projects led by the Ontario Public Service (OPS) and the Southwest Region Violence Against Women Coordinating Committee (SWRCC). The projects are all the more remarkable because they have achieved significant results as entirely voluntary initiatives.

In the spring of 2008, the Western Interministerial Council (WIC) of the Ontario Public Service approved Neighbours, Friends and Families as a regional interministerial initiative. WIC member Regional Directors recognized the importance of educating all employees to be aware of the warning signs and risk factors of woman abuse and felt NFF was an excellent training vehicle.

The Centre for Research and Education on Violence against Women and Children developed a two-day training session to teach non-expert Ontario Public Service facilitators to deliver a one hour presentation. Fifty OPS facilitators were trained that summer and fall. Since then, the one hour presentation has been rolled out to more than 6,000 employees in 21 ministries in the west region. Two other interministerial councils in East and Central regions have also implemented the workplace program. In 2009 the WIC project was recognized with an Amethyst Award, the most prestigious honour in the public service. In 2011, the WIC facilitators were recognized with the Eclipse Award, the highest provincial award for excellence in interministerial activity.

The second pilot project involved five member committees of the Southwest Regional VAW Coordinating Committee who committed to implement the NFF workplace program in their local communities as a regional project. Structuring the project

---

### Workplace Champion program

**Level 1: Information** – provide NFF information to all employees and make brochures available to staff and public

**Level 2: Education** – provide one hour presentation to all employees

**Level 3: Sustainability** – Corporate education for senior teams and in-house trainers.

---

as a regional effort was part of an overall strategy to reduce or eliminate the isolation many service providers and advocates experience working on the frontlines of such a complex social issue. Isolation is identified as a ‘ruling’ factor of abuse that operates at all levels of society. To interrupt the powerful dynamic of woman abuse at a system level requires people to work together across all sectors to achieve common goals. The work is difficult and it is critical to support everyone involved in making change. Southwest Region Violence against Women Regional Coordinating Committeemembers were clear that the ambition of the campaign to engage all citizens can only be realized if leaders pave the way by ‘being the change’ they want to bring about. In the case of the NFF workplace program, this means not working in isolation but rather being part of something larger than any one person, organization or community.

Regional engagement allowed participating committees to share resources and learn together what it takes to implement the program, first in their own organizations, and also in the broader community. The Southwest Regional VAW Coordinating Committee and the Western Interministerial Council pilots also provided the opportunity to test the tri-level workplace approach in a variety of workplace settings, modify the tools and track the early results.

Providing information, education and sustainability, the three level workplace program supports employers to take “reasonable precautions” to prevent domestic violence relative to the language of Bill 168. The programmatic approach provides easy and comprehensible entry into the issue of domestic violence, using the existing infrastructure of organizations to disseminate the content. The program ensures that everyone in an organization receives basic information on risk factors and warning signs, and empowers employees to feel as though they have a role to play in ending violence against women.

In both pilots, project leaders set out modest milestones so that participants could work together toward a stated and shared goal to achieve one of the levels of the program as a collective. They found that setting achievable goals and then celebrating individual accomplishments in simultaneous public forums are important elements for successful implementation and increasing public engagement.

At the end of the first year, on Feb 12, 2010, recognition events were held in the five communities to celebrate the accomplishments of individual workplaces and ministries. A date close to Family Day was selected to underscore the program’s goal of actively engaging all Ontarians to support women experiencing abuse while increasing safety in homes and workplaces. Pilot partners from the Southwest Regional VAW Coordinating Committee and the Ontario Public Service co-hosted the events. Over 200 workplaces were recognized as champions for having completed at least one of the three levels of the workplace program. In February of 2011, nine communities participated and 304 organizations were recognized for their achievements. (For more information see Appendix E). Strong grassroots collaboration has allowed the workplace program to take root and begin to spread.

The NFF@Work program is an excellent example of social innovation. Social innovation is defined as a product/process that profoundly changes beliefs and systems to effect social change and create greater resilience both within and between organizations. Using existing resources, social innovation leverages the ability of organizations to do together what they would be unable to achieve alone. The evolution of the NFF campaign stands as testimony to strong leadership across sectors and shared vision across government, the public service, service providers and citizens. As well, recent



.....  
**As salon professionals we have a very trusting relationship with our clients. They share the most intimate details of their lives with us. So as we work on our professional development and capacity, we work towards being able to safely and confidently recommend places for our clients to seek out assistance.**

Arlene Morell  
Program Developer, Cut it Out  
.....

changes to the Occupational Health and Safety Act in Ontario have created an opportunity to sustain the workplace program and further support coordination of violence against women services through social enterprise.

Changes to the Occupational Health and Safety Act (OHSA) in June 2010 have created an ongoing need for NFF@Work. The amendment to the Act under Bill 168 now requires employers to develop policies and procedures to help prevent workplace violence and harassment. Employers are required to take “reasonable precautions” to protect employees from domestic violence in the workplace. To further support employers, a new campaign called Make It Our Business was developed to provide resources and guidelines in developing policies and procedures, risk management strategies and safety planning for workplaces. Building on the work of NFF@Work, the campaign supports both employers and employees in recognizing the signs of domestic violence, responding appropriately and referring to the expertise of local violence against women community supports.

The goal of the NFF campaign to teach everyone the warning signs continues to lead beyond the original mandate and has resulted in new directions and partners.

- The Cut it Out campaign is adapted from a U.S. campaign and is designed to educate salon professionals to address domestic violence in their workplace using the NFF core content.
- The disability strategy has been created in response to research that shows women with disabilities are at a greater risk of abuse and violence. Recommendations from the expert panel will be incorporated into NFF core content and a new training module will be developed.
- “It’s Not Right” Neighbours, Friends and Families for Older Adults introduces the NFF concept of teaching neighbours, friends and family members the warning signs of older adult abuse and how to respond safely and effectively. INR was funded through the Federal Elder Abuse Initiative under the Public Health Agency of Canada.
- The Muslim Family Safety Project in London is incorporating NFF into a cross-training program for mainstream service providers and Muslim communities.
- Other provinces have adapted NFF for their own provincial public education campaigns including:
  - British Columbia
  - Nova Scotia
  - Prince Edward Island
  - New Brunswick

## PURPOSE OF EVALUATION

The purpose of this report is to:

- Evaluate the implementation of the Neighbours, Friends and Families campaign
- Determine whether targeted outcomes and anticipated impact on individuals, communities and the general population have been achieved
- Demonstrate accomplishments at all levels of the campaign and provide a shared sense of ownership
- Identify the problems and constraints of the program and process of implementation
- Provide feedback to aid and strengthen the program implementations
- Accountability to funders, coordinators and communities
- Recognize lessons learned and offer recommendations for moving forward

*For more information see Logic Model – Appendix A*

## TIMEFRAME, REPORTING AND EVALUATION LIMITATIONS

Evaluation data was collected over a two year period of time from April 1, 2009 to March 31st, 2011. Provincial coordinators were asked to regularly submit tracking and participant feedback forms to the Community Director at the Centre for Research and Education on Violence against Women and Children. This proved to be a challenge for many people for a range of reasons including a primary responsibility to report to another funding source besides the Ontario Women's Directorate, limited time and resources, logistical restrictions and participant language limitations and the perceived onerous nature of reporting, among others.

# Evaluation Strategy & Methodology

## INFORMATION SOURCES

Evaluation data was collected from a wide range of sources including:

Key informant qualitative interviews –

In January and February 2010, qualitative interviews were conducted with 33 community coordinators. A second round of interviews was conducted from November 2010 to January 2011. This included 27 community coordinators, six workplace champions, and four information specialists. All interviews were voluntary and based on capacity and inclination, therefore some individuals, despite multiple contacts, did not choose to participate in the process.

*For more information see list of Key Informants – Appendix B*

*For more information see list of Key Informant Questions – Appendix C*

Tracking forms –

Quantitative data was collected from the following program tracking forms:

- Media tracking forms – number and kind of media engagement
- Presentation Diaries – for community coordinators, recording organization, number of participants, and date of community and/or workplace presentations
- Training tracking forms – for provincial trainers, recording organization, location, number of participants, length of training session, resources distributed
- Participant feedback forms – for both community, workplace and Ontario Public Service presentations measuring 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, non-confrontational discussion with an abusive man
- Training feedback forms – for training sessions measuring 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, non-confrontational discussion with an abusive man.

*For more information see the Evaluation Summary – Appendix D*

Other –

- Website surveys
- Training reports
- Requests for permission to use and adapt NFF materials

Additional information –

- Disability strategy research and recommendations
- Make it Our Business resources
- Cut it Out resources for salon professionals

## NEIGHBOURS, FRIENDS AND FAMILIES CAMPAIGN MATERIALS

### Community Action Kit to Prevent Woman Abuse

**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

**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 Opportunity Training package
- Book and video list
- Suggestions for Working Inclusively
- PSA description
- Poster
- Bookmark

### Cut it Out for Salon Professionals:

- Cut it Out Salon Professionals Resource Guide
- Cut it Out Salon Professionals Information Flyer
- Cut it Out Salon Professionals Facilitation Guide and Tool Kit

Refer to [neighboursfriendsandfamilies.ca](http://neighboursfriendsandfamilies.ca) for more information

### Make it Our Business:

**Brochures & resources:**

- I Need Safety & Support at Work
- Balancing Safety & Confidentiality
- How to Communicate with an Employee at Risk
- Setting up Security Measures
- Setting up an Interprofessional Team
- Guidelines for Assessing Threats & Managing Risks in the Workplace
- How to Create a Safe Workplace

- Workplace Safety Checklist
- Self-Assessment Quiz, Part 1 & 2
- Make it Our Business workplace scenarios DVD

Refer to [www.makeitourbusiness.com](http://www.makeitourbusiness.com) for more information

## Evaluation Indicators

### COMMUNITY ENGAGEMENT, DEVELOPMENT AND CAPACITY BUILDING

Community development and capacity building involves much more than delivering and counting presentations and training. Assessing the progress and impact of an initiative should also consider the depth of engagement of the people involved and the way in which a community mobilizes around a particular issue.

Many of the successes and challenges evident with the Neighbours, Friends and Families campaign were articulated through the community coordinator interviews. Those implementing the program shared anecdotal stories of individuals and organizations that had adopted, at a fundamental level, a belief that woman abuse is a community issue, one in which unique and local strategies need to be developed that can serve as catalysts for community animation.

Evaluating the outcomes of community development and engagement needs to be measured over time and is often evident not only in the shared stories, but also in those moments when coordinators managed to break through to the real community concerns, meeting people where they were, and utilizing those concerns and needs as a catalyst for attitudinal change.

This is true also with the work of many organizations that have begun to implement the workplace program. It is still too early to fully comprehend the impact of the legislation on workplaces or to know whether the tools and resources that have been developed are fully adequate to the large task at hand. More than one HR Director has stated that high risk situations of domestic violence are the ones that “keep them up at night”. Early indications taken from training evaluations suggest that NFF@Work provides crucial niche training along with comprehensive resources that allow employers some confidence in taking steps to prepare their workplace to address the issue. NFF@Work and Make it Our Business are currently the only domestic violence specific workplace programs in Ontario.

### PROGRAM DISSEMINATION

As the Neighbours, Friends and Families campaign continues to develop, the opportunities to measure the reach of the program through the number of presentations, training sessions, and participants increases, particularly given the growing intersection of NFF with existing community, workplace and occupational health and safety work. In addition, the growing need for the brochures and broader linguistic information allows us to appreciate the permeation of the program into a wide range of diverse communities.

## Evaluation Findings

### QUANTITATIVE DATA ANALYSIS

#### Evaluation Data:

Community coordinators delivered 118 Neighbours, Friends and Families presentations across the province reaching 3,100 individuals. Provincial trainers delivered 70 training presentations reaching 2,168 individuals, with a total of 5,268 individuals impacted.

Of those individuals, there was a 36% evaluation response rate. Of the presentations delivered by community coordinators, following the presentation individuals noted:

- 89.2% of people felt prepared to identify the warning signs and risk factors of woman abuse
- 87.6% of people felt ready to provide referrals
- 88% of people felt empowered to provide other supports

Within the Ontario Public Service (OPS) as well, results from individuals who either agreed or strongly agreed with the perceived value of the presentation were as follows:

- 71% of people had learned the warning signs
- 83% of people felt they had a role to play in ending violence against women
- 77% of people felt they had some idea of their role in ending violence
- 86% of people felt that the NFF presentation was important for all the OPS employees

And of those training presentations delivered by provincial trainers, ranging from one to two days, following the training, individuals reported:

- 88.8% of people felt they were prepared to educate about identifying warning signs

- 91.2% of people felt better able to educate about providing referrals
- 88.8% of people felt empowered to educate about providing other supports

When asked about the perceived success in meeting training objectives, the following results were noted by those individuals who either agreed or strongly agreed that the presentation helped:

- 89% of people felt the presentation helped them recognize signs of woman abuse
- 84% of people felt the presentation helped them to know what to do
- 71% of people felt that the presentation helped them to be able to be prepared to deliver presentations
- 81% of people felt that the presentation helped them to understand the complexity of woman abuse

For more formation see Evaluation Summary – Appendix D

#### *Website Data:*

The Neighbours, Friends and Families website continues to be a critical support and resource with visits from 47 countries and territories around the world. The majority of hits came from Canada and the United States. Website surveys suggest that the site provides useful information on woman abuse as well as the warning signs and risk factors.

In addition, the Make it Our Business website is proving to be a crucial resource for coordinators, employers and individuals. With supports for employees experiencing domestic violence, as well as policy, risk assessment and audit tools for employers, the website is still very new but early response suggests that it is an invaluable resource. In the first five months of going live, MIOB had 4336 visits, with the majority of hits in Canada and the United States. As it becomes more widely known, and increasingly in response to the legislative requirements of Bill 168, the website will continue to support the original mandate of the campaign to educate all citizens in Ontario.

## **QUALITATIVE INTERVIEW FEEDBACK – COMMUNITY OUTREACH**

Across the province, Neighbours, Friends and Families coordinators continue to extend the outreach of the program as well as deepening their community engagement, integration and leveraging of existing resources, and the mobilization of expertise at a grassroots level. There is an appreciation of the adaptability of the program among those doing the work, as well as a strong belief in the necessity of doing community-focused and community-based work.

Raising public awareness through a wide range of vehicles including public service announcements, transit shelter ads & videos, radio commercials, newspaper ads, billboards, movie trailers, information kiosks, and the development of messages on bookmarks, sanitary napkins, information folders, among others, coordinators have continued to adapt the campaign information in culturally and regionally appropriate ways. Many have also capitalized on high profile and heavily attended local events, like the Scotties Tournament of Hearts in Sault Ste. Marie, to advertise and raise awareness about Neighbours, Friends and Families.

And while most messaging focuses on recognizing the warning signs and risk factors of woman abuse and existing supports, some regions like Haldimand-Norfolk and Oxford Counties have chosen to specifically engage men by using male youth and adults as voices of change to speak directly to boys and men through radio commercials. Others, like Elgin County, have strategically used movie trailers at popular films like *Twilight* to raise awareness of dating violence and the local supports available.

Many coordinators have a deep appreciation for the need to meet people where they are, and have adapted their engagement strategies accordingly. Presenting to workplaces, faith communities, municipalities, newcomer and ESL classes, member organizations of local coordinating committees, and parenting classes, among many others, they have continued to work on building critical relationships and establishing trust. This is important in all communities but especially those with diverse populations who may not inherently trust outsiders, and who often are more receptive to hearing the message from community leaders and in appropriate contexts.

In many communities, local domestic violence deaths and relevant news stories have provided a catalyst for increased engagement, and coordinators have responded by both highlighting the campaign information and providing support for the collective grief. In some cases, it was the simple act of

listening and honouring the communal anxiety that opened the door for a more in-depth dialogue. This was certainly true in regions like Renfrew County where there were tremendous feelings of fear, vulnerability and anger over the sexual assaults and murders committed by Russell Williams. Bringing in noted feminist lawyer, Pamela Cross, the community participated in a brainstorming session about how to make their community safe again. Renfrew Coordinator Danielle Pecore-Ugorji, was able to introduce the NFF premise that everyone is a neighbor, friend or family member, and that the community would be strengthened if everyone learned to identify risk and knew what to do about those situations. As she said,

*Neighbours, Friends and Families helps us to get the word out to people who can't come to us. It's about listening to what their concerns are and reducing the effect. And sometimes there's some education to be done before we can even get to that. It's a combination of meeting people where they're really at with their concerns and life circumstances, and then using those concerns as a catalyst for change.*

This is also true in diverse and newcomer communities, and is integral in community development and ownership of the issue of violence against women.

In addition to traditional community outreach, two peer-support programs in Ottawa and Toronto also have incorporated the message of Neighbours, Friends and Families in their direct service and community action. All of the participants have been survivors of domestic violence and, in their engagement with community groups, they share their stories, experience, strength and hope. The NFF program is a natural fit and support, enabling not only the survivors but also their audiences, to build capacity and connection to appropriate community services.

Some communities have chosen to specifically engage men. This, of course, is an integral part of the Neighbours, Friends and Families message but many coordinators, primarily women, have been uncomfortable engaging men or have encountered pushback from audiences about the safety of doing so. In Huron County a male coordinator has been hired to present the material to agencies, service clubs, unions and other groups. Using positive engagement and the recognition that men are critical and empowered allies in preventing violence against women, they have established a Men of Integrity Award, and in presenting the campaign material to different groups, are also hoping to garner nominations. Michele Hansen, from Huron County, comments why they've used this approach,

*We're looking to heighten the level of awareness in the community, to help men overcome the barrier about violence against women, and support them to find ways to talk about it among themselves. Women can't do this work alone. We haven't been successful in inviting men to be part of this. So this is a baby step in developing a group of men in the community who will stand together and say we support this cause.*

## WORKPLACE OUTREACH AND ENGAGEMENT

Increasingly, organizations both large and small, are embracing the message of NFF@Work not simply as a means of satisfying the legislative requirements of Bill 168, but more importantly as part of a committed effort to prevent domestic violence and to support the wellbeing of their staff. Large employers such as Mount Sinai, Brantford and Woodstock hospitals and Highline Mushrooms, among others, have invested strongly in providing awareness and education of NFF to their staff through training and education sessions. Employers are using other creative methods to communicate NFF content to their staff such as edu-carts that travel to different departments, e-learning, incorporation into nurse hospital orientation, internal and county newsletters, and translated posters for linguistically diverse employees. NFF@Work training has supported employers to develop or augment internal domestic violence policies, create interprofessional response teams, undertake safety planning and risk management and establish open-door policies and procedures for employees to receive support if they are the victim of abuse.

Providing brochures free of charge and also the training has been invaluable to employers that have no budgets for training and education. According to Mount Sinai social worker Christine Bradshaw,

*The fact that NFF workplace training is provided without cost is awesome because we have no money for training. There's no reason not to take advantage of the opportunity.*

Organizations, increasingly, embrace the value of NFF@Work beyond their institutional requirements. At Highline Mushrooms, with a large staff that is both linguistically and ethnically diverse, the impetus for incorporating NFF was drawn from the reality of incidents of domestic violence that had spilled over into the workplace, but also, as Susan McBride says,

*It brought home how important it was to get over our discomfort in dealing with domestic violence and that we needed some professional training to facilitate this. We want*

*our associates to be well and that's more than just not having a bruise or sprain. We want physical, emotional and psychological wellness.*

The Ontario Public Service has also been, and continues to be, a strong advocate for the program. With 6000 staff in the west region trained in 21 ministries, they have embraced the message that we are neighbours, friends and families as well as coworkers. As a peer-delivered program it's been very successful. According to Michelle Amlin,

*The biggest impact is that it opens people's eyes to the reality, gets the word out, and helps to address the silence, giving staff easy tools to recognize, respond and refer. It's had a huge individual impact. Knowing that you have to respond and knowing how to respond are very different.*

Coordinators, workplace presenters and health and safety staff continue to build capacity within individuals, organizations and communities through the simple core messaging that everyone has a role to play in ending violence against women, and empowering them to respond to others if they are experiencing abuse. Often working in conjunction with, and supporting, existing programs and strategies, Neighbours, Friends and Families is an effective way to connect people and enable them to begin to talk, and to re-frame the issue of violence in different ways that are meaningful in people's everyday lives.

## COMMUNITY ENGAGEMENT AND DEVELOPMENT

Community development means tapping into the public spirit in order to build sustainable communities, in the case of NFF, communities that are free of domestic violence. Encouraging a community to take ownership of the issue of violence against women involves bringing people together to build a shared sense of possibility through concrete action. Small steps allow them to realize their individual ability to make an impact in the lives of their neighbours, friends, family and co-workers. NFF moves people and communities into action, enlivens spirit, and empowers ordinary citizens to believe that they can make a difference.

The work of community development involves encouraging people to participate in the ways that they are able with the skills and gifts that they have. A central concept contends that no one can be left behind, that everyone is valued, and that we are all, inextricably, connected and therefore have a profound responsibility to each other.

NFF coordinators have provided the most consistent form of community development through outreach and education for the campaign since the 2005 launch. Violence against women coordinating committees have cobbled project funding together to hire coordinators in many communities. These individuals approach the task of engaging their communities with passion, commitment and the spirit of innovation. As a result, the adaptability of NFF can be seen in the way different communities have implemented the campaign.

Gayle Manley, a coordinator in the Algoma region, was given the title of Community Animator when she began her work with Neighbours, Friends and Families. Initially she had some discomfort but has since grown into the title and she has embodied that spirit of animating a community to take responsibility for social issues and empowering them to believe that they can make a difference.

As members of the Southwest Regional VAW Coordinating Committee and the regional pilot NFF project, the Middlesex County VAW Coordinating Committee (MCCCEWA) combined project funding and also committed a portion of their annualized funding to hire a part-time coordinator for three consecutive years to market NFF to workplaces in the county. The investment has paid off with MCCCEWA recognizing the highest number of Workplace Champions in the province.

Eric Magni was hired by MCCCEWA and trained as the NFF Coordinator. Not a violence against women expert, Eric is a retired civil servant who demonstrates the value of engaging 'outsiders' in leadership positions. Working tirelessly to build relationship and trust, key components to community development, he created a highly successful model in which organizations of all types began to implement the Workplace Champion program, most prior to the passing of Bill 168. The success of the Middlesex NFF@Work model can be attributed to the three year investment and also Eric's persistence and drive to market and establish the credibility of the program. A central concept that Eric introduced to the implementation of NFF@Work was the focus on building the list of champions. As the list in Middlesex has grown so too has the visibility and reach of the program.

In many areas, Neighbours, Friends and Families has also served as a vehicle for people who have experienced violence to find their voice and place in the change effort. In this way, NFF can become a catalyst for focusing local community messaging and bringing violence against women issues to life. Liz Brown suggests that you need to go beyond the printed NFF materials and utilize skilled facilitators not to tell people what they need to know, but rather to create the space that allows

**To ensure the sustainability and momentum of the program, especially on a shoestring budget, and with overtaxed volunteers who have full-time jobs, what's needed are ongoing resources to keep the campaign alive, to keep and invest in volunteers, and to keep the presentations going. This takes a tremendous amount of time, energy and resources.**

Sue Morrison, Niagara region

discussion to unfold so that individuals, both women and men who have experienced violence, come to the place themselves where they own the knowledge.

*It's not didactic and people come to it themselves with a series of questions. You still honour people's experience but it's more of a Socratic method. Neighbours, Friends and Families needs to find people to unfold these moments and fund them to build the relationships and be comfortable with those hard questions.*

In order for a community to collectively move forward and build capacity to deal with domestic violence, individuals need to be supported, in the ways they require, to come to that place themselves in reconciling the issue in their own lives. This is particularly true in diverse communities as well where building relationship and trust, meeting people where they are and providing them with what they need in the moment, opens the space for dialogue and for individuals to begin to come to own the issue of violence. An integral part of the work is connecting people and enabling them to begin a discussion. Coordinator Joelle Favreau, in Peterborough, has explored the issue of how to do this through the lens of belonging and inclusion in her work with various groups including women with disabilities.

*What I've come to realize is that the idea of belonging is a point of entry for discussion. What do we need in the sense of belonging? Many of these issues are interconnected, and it's trying to find the best thread to bring those connections together.*

Further, in addition to a community, both individually and collectively, taking ownership of the issue of domestic violence in order to mobilize people into action, part of the challenge and the invitation is to be able to stay with personal and shared discomfort, to lean into, and sit with, the hard edges, together. It's an inclusive process that honours each person and their experiences, engenders healing and opens the door to mobilizing and effecting lasting change.

## SUSTAINABILITY

Community engagement and capacity building are essential to making lasting social change to ending violence against women. A critical component for success is sustainability.

All the Coordinators interviewed expressed a deep commitment for Neighbours, Friends and Families and the way in which it can be adapted to meet the needs of any community. But, many noted, continuing to move the program forward takes ongoing investment on many levels, and a reliance on volunteers to bolster the work is unrealistic and shortsighted.

Central for almost all coordinators interviewed was a need for a continuing strong funding commitment for paid community coordinator positions. Without a central point person to facilitate the work, many felt that it would be difficult to effect a deeper engagement, and the program would, instead, simply not realize the true potential of the campaign. Further funds are needed as seed money for communities to create messaging that resonates and to implement education forums that work for them.

In addition to looking to government funders to sustain the program, many people expressed hope that there were also other potential sources of revenue, among them, advocating for corporate or manufacturing sponsorship, encouraging coordinating committees to make ongoing investments in the program by using some of their



annualized funding, and engaging community services and organizations to contribute year-end money.

As discussed earlier in the report, the ongoing need that Ontario employers now have for education and training on domestic violence in the workplace under changes to the Ontario Health and Safety Act provides the best opportunity to sustain the NFF@Work program.

Sustainability can be realized over the next two years through social enterprise managed by local violence against women coordinating committees using the Middlesex model. There are currently a number of elements in development that will support provincial implementation of the workplace program as a social enterprise. Key to success is the development of a certification program for NFF@Work trainers by the Centre for Research and Education on Violence against Women and Children (CREVAWC).

The vision for NFF@Work social enterprise has three parts:

- NFF coordinators: ongoing commitment through investment by violence against women coordinating committees in the hiring of NFF coordinators using annualized funding as the base. NFF coordinators will market to local employers, organize training and provide facilitation.
- Certified NFF@Work trainers: contracted as private consultants and managed by local violence against women coordinating committees providing expertise, education and training on a fee-for-service basis for Ontario employers. Training and consulting fees will include administration fees to maintain the program.
- CREVAWC continues to manage the provincial project: certifies trainers, develops new resources, undertakes research, ensures consistency of the program and supports implementation across the province.

Sustainability for workplaces is also embedded in NFF@Work in the train-the-trainer portion of the program. Workplaces with training capacity can train their own NFF facilitators to deliver the core content presentation to employees. The Workplace Champion program is a plan of action that bridges gaps and builds capacity within and outside of organizations for long term sustainable social change.

*NFF@Work is designed to support and foster relationships between the public and private sectors – that need expertise on domestic violence – and violence against women agencies. The program provides a model for VAW organizations to provide the much needed leadership in their communities on the issue of domestic violence in the workplace. It is a win-win combination for employers and for the VAW sector that will ultimately make Ontario safer and stronger for abused women and their children.*

*Margaret MacPherson, Provincial trainer*

Many coordinators interviewed felt that embedding the program of Neighbours, Friends and Families in existing violence against women public education programming is another way to ensure the program's longevity. In fact, many acknowledged that this is already occurring, with shelters and other agencies. However the material is not delivered uniformly and often is a very small component of presentations. The volunteer base of social services could be utilized for something as simple as disseminating brochures. In addition, encouraging all member agencies of coordinating committees to incorporate Neighbours, Friends and Families into their existing public education program would go a long way to support sustainability.

More engaged violence against women coordinating committees will be better positioned to market NFF@Work in their communities through their public education, and also see the value of making their agency educators available, as they are able, to do community presentations in support of workplaces striving to achieve level 2 of the workplace program. This is a promising practice that would greatly increase the capacity of the violence against women sector to respond to referrals.

Further, many people commented that, given that Neighbours, Friends and Families is a provincially funded and endorsed program, that all publically funded agencies should not only have the brochures for their employees and in public reception areas, but also be encouraged to send them out in conventional mailings. The work of NFF needs to happen not only on the ground but also in conjunction with the support and active endorsement of many levels of government. If everyone has a role to play in ending violence against women and in ensuring the sustainability and broad reach of the program, then it needs to work both horizontally and vertically through all sectors.

Lastly, many coordinators felt that the work could be enhanced by using existing infrastructures and communication delivery systems and networks of community agencies and organizations. And, as Perth County Coordinator Lynn Bowering noted,

*Municipalities could do much more. They have community development people, and a focus that is community driven with links to business development organizations. We need to strengthen the links to existing networks so that we don't have to re-invent the wheel.*

Sustainability depends on a network of shared ownership, the mobilization of individuals and organizations to see themselves as champions who can make a difference in ending violence against women. And by diversifying and embedding the work of NFF into existing programs and organizations, the campaign can leverage community resources and provide not only multiple vehicles for disseminating the information, but also multifarious points of entry for those who need help. Diversification is crucial because it permits the tools of action to be put together in different and appropriate ways. It also allows for reaching people on different levels and in a variety of ways, breaking the isolation, and helping individuals, workplaces and communities to put the pieces of the puzzle together.

## MAKING CONNECTIONS THROUGH BROADER OUTREACH

Many communities are, indeed, beginning to connect the dots and recognize the potential for Neighbours, Friends and Families to support a broad spectrum of prevention work. NFF has begun to dovetail with other projects and conferences, and there seems to be a life-affirming synergy beginning.

The Parry Sound Domestic Violence Coordinating Committee, in conjunction with a number of community supports presented the highly successful If You See It, Speak It, awareness days on relationship and domestic violence at Alomaguin Highlands and

---

**Providing the evidence about the gendered nature of woman abuse was very good and important for we men participating in the presentation. Thank you for making us aware of our role in the community and workplace. I didn't realize what I can do is so easy.**

NFF presentation participant

---

Parry Sound Secondary High Schools. Involving an assembly, mini workshops, including the work of NFF, it was presented as a response to a young woman murdered by her ex-boyfriend to provide students with information to help themselves or a friend, and to speak up when they saw or heard domestic violence occurring. 49% of the students reported that, as a result of the day, they would change their behavior.

The Superior Health & Safety Conference and Trade Show held in Sault Ste. Marie earlier this year is another good example of the way in which NFF is working in partnership with other organizations and streams of education. At the conference, NFF facilitators presented on Bill 168 and domestic violence in the workplace, as well as hosting a networking gathering for those involved in the work of Neighbours, Friends and Families in order to share their ideas, successes and learnings about the program.

Another promising dovetailing is the inclusion of Neighbours, Friends and Families in the Let There Be Light faith conference in Elmira in April of this year. The goal was "empowering rural congregations to effectively address family violence and relationship abuse." Its intent was to support spiritual caregivers in increasing confidence and capacity to minister to survivors and perpetrators of violence, to facilitate referrals to community organizations and to build a network of local contacts.

And lastly, at the Critical Connections: Where Woman Abuse and Child Safety Intersect symposium held in Toronto, sponsored by the Ontario Association of Children's Aid Societies and in partnership with the violence against women sector, the work of NFF was an important inclusion.

Pivotal to the ongoing success and sustainability of the Neighbours, Friends and Families campaign is to find those places of intersection, where NFF can work in collaboration with others with a shared sense of purpose to ending violence against women. As such it's important to join forces with other social and anti-violence campaigns for an more encompassing view to collectively unearth where the missing pieces are and how, together, we might bridge them. Neighbours, Friends and Families has a broad and growing credibility across the province, and part of the success is that the value of the program is being recognized by a wide range of organizations who want to utilize the expertise and track record of NFF. And it's the simple, empowering message that we're all neighbours, friends and family, we all have a role to play in ending violence against women, and the provision of practical tools to help that continue to resonate and empower people to want to get involved and make a difference.

## Positive Outcomes and Indicators of Success

### COMMUNITY SUCCESS

Coordinators continue to be passionate about the program, the adaptability and flexibility of the tools, the vibrancy of the community campaign, the strength of the empowering message, the critical ability to engage men, the gendered analysis, and the way in which the messaging fits so effectively with so much existing programming. For many as well, the resources and training, available at no cost, are crucial for communities that are operating on a shoestring budget, and are promoting the campaign by, as Grey Bruce Coordinator and provincial trainer Colleen Purdon says, “making do by wearing different hats and shuffling money to try to reach as many people as possible.”

The ultimate success and value of the campaign is that it works by engaging people from all walks of life, enabling them to comprehend the bigger picture and begin to see how the pieces fit together. Margaret MacPherson comments,

*I am committed to NFF because I see it working in a powerful way to help people understand that we are the ones who make the difference. Through education and training I see that, with support, ordinary citizens feel empowered to do something to help – and they will. People do care. The provincial government should take great pride in the measures they have put into place to address this complex and costly social issue. The quality and value of free resources and training can't be overstated. It makes all the difference in making NFF accessible.*

Provincially, Neighbours, Friends and Families has made a visible impact. The reality of the shift in awareness though is happening with one person talking to another, like the old Breck commercials. It remains fundamentally grassroots and that is a tremendous strength because it's personal and powerful. Beginning where you are and reaching out to your circle of connection, it enables everyone to get involved and to make a difference in the way that they are able. And it has engendered a passionate commitment by so many who see that there is a place for everyone, and a collective responsibility to each other. The power and simplicity of the conception of neighbours, friends and families talking to each other is the very means by which the social and attitudinal shift happens.

There are many anecdotal stories from communities that speak of the success of Neighbours, Friends and Families. Coordinator Angela Corso from Chatham-Kent shared how, having done a presentation to a hair salon, a week later she received a call from the owner who said that she'd had a woman in who had disclosed that she was being abused by her husband. Because of the NFF presentation, the owner knew what to do and who to refer the woman to in the community. This was very empowering not only for the salon owner who could immediately and effectively support the woman to get the help she needed, but was also really gratifying for Angela and demonstrated for her how that program really works.

For Coordinator Julie Uyeda too, in Muskoka, after one of her presentations, she was approached by an 85 year old woman who shared that her husband had drugged her tea daily and abused her for years. She'd never been able to tell anyone before. Not

---

**Domestic violence is not private anymore. The part that gets people is that they're not safe either. There is a risk to the entire workplace.**

Marilyn Kanee, Mount Sinai Hospital

---

only does that speak to the fact that the information resonates broadly, but also, and most importantly, that the program has begun to break the shame and taboo of the issue of domestic violence, and has engendered an openness, allowing people to begin to have some of those difficult conversations. For that 85 year woman, after years of secrecy, she finally found a safe place to share her story. That's a living and active hope, and that is what Neighbours, Friends and Families offers individuals and communities.

## WORKPLACE SUCCESS

In the workplace as well, there are many positive stories. More and more organizations across the province are implementing the Workplace Champion program, evident in the growing number of workplaces that were recognized in the celebration events in February of this year.

However, this represents a fraction of workplaces across the province that need the program. Not all violence against women coordinating committees and/or community coordinators are implementing the Workplace Champion program, although they may be reaching out to organizations, doing presentations and providing campaign materials and support. This points to the need for communication with coordinating committees about the evolution of NFF@Work and the potential to develop the program locally as a social enterprise. This is work that is underway. As provincial manager of the NFF campaign, the Centre for Research and Education on Violence against Women and Children has assigned resources to engage and support interested coordinating committees in 2011/12. Also, the Southwest Region VAW Coordinating Committee is working with other regions to plan a provincial forum for coordinating committees in the fall of 2011 where NFF@Work will be one of the agenda items.

In many communities, early adopter organizations have sought information themselves and have a deep desire to work together. A good example of this kind of collaborative community engagement is evident in the counties of Grey Bruce. Early champions of the Neighbours, Friends and Families campaign from its instigation, the Grey Bruce Violence Prevention Coordinating Committee began to implement NFF in the workplaces of its member agencies, the Ontario Public Service and private sector organizations like Bruce Power, which employs 8000 people in the area. Following on this work, a two-day NFF workplace training was held last year with 18 organizations from both the public and private sectors including human resources, occupational health and safety committees, unions, senior management, community coordination and front-line workers. There were very diverse perspectives yet a common need for information and supports to address domestic violence in the workplace. The training was highly successful, with large and small workplaces, with different strengths, beginning to see how they could support each other in the work (For more information see Appendices F, G & H).

As Colleen Purdon noted,

*I think the Workplace Champion program can bring the community together in different ways. No one in the private sector has spent much time thinking about domestic violence, and no one in the public sector has spent much time thinking about health and safety in that way. It was a wonderful cross fertilization of ideas and resources that are available to the community. There was synergy and sharing of ideas and how they could work together. It really gave the private sector the value of the social services.*

A similar training was held in Middlesex County earlier this year with a range of participants from the violence against women sector, municipalities, industry and other

---

**The strength is in engaging communities. Everyone has a role to play. That is powerful! And the campaign is so adaptable. Each community is very unique so it's important to have flexible tools that people can adapt and change. It makes it a vibrant community campaign.**

Joelle Favreau, Peterborough

---

businesses. It was designed to discuss the domestic violence requirements of Bill 168 and to train facilitators to deliver the one hour NFF@Work presentations. By bringing social services, and the private and public sectors together, it created the opportunity for sharing of ideas and resources, laying the foundation for sustainability. And on the strength of the program, large networks like the Middlesex Hospital Alliance are beginning to implement and endorse the work. Wanting to act as an example to community partners in bringing awareness to the issue of domestic violence, they have taken a strong leadership role for other workplaces in Southwestern Ontario. (For more information see Appendix I).

And workplaces have reported the same kind of anecdotal good news stories as the community. This is evident not only in the awareness provided through NFF education, supported by other workplace programs, but also the supportive and open-door climates that workplaces have endeavoured to create for employees to report abuse and receive help. This was noted by Marilyn Kanee, Director of Diversity and Human Rights at Mount Sinai Hospital in Toronto. She said that they'd had a number of high risk domestic violence incidents with staff recently.

*I'm shocked because we've always done this work but we have had a lot of situations come up recently. The legislation is the impetus. The message is that this is not a private matter anymore. It's a workplace issue.*

While the legislation of Bill 168 may have been the impetus for reporting in many workplaces like Mount Sinai, the Neighbours, Friends and Families material has supported workplaces to create the space and equip people to know how to handle disclosures of abuse and support individuals to move forward and receive the help they need.

And people are won over and their resistance disarmed by the simplicity and power of the message. Donna Crieghton, Coordinator of the Sexual Assault and Domestic Violence program at Brantford General Hospital, shared the evolution and unfolding of a security guard participating in NFF training. It is a testament not only to the highly skilled trainers, but also to the program messaging that often has a deep and personal impact. Donna said,

*When he came in he had this attitude like this is not part of my world. But when he came out, he said this really is part of my world, and he has taken this on. He really changed and it was interesting to see the evolution of his thinking.*

With the health care sector especially, not only following from the events at Hotel Dieu Grace Hospital, but also because the workforce is predominantly female, many hospitals have

begun to see the value of the work of NFF both as an independent program and working in conjunction with existing health and safety programming.

Michelle Amlin, from the Ontario Public Service, shares a similar story.

*One of our probation officers who was trained and came in with the attitude of - I don't really need this training - came out and was talking to one of her adult daughters whose friend is experiencing abuse. NFF allowed her to provide information to this woman that was different than her probation training. It helped her recognize the signs, put materials in her hands that she could share, and enabled her to talk through some of these things.*

There are many stories of success that, taken together, provide shape to the shifts that are happening across the province, in communities, and in the lives of individuals impacted by the power and strength of the message.

## INDUSTRY AWARDS AND RECOGNITION

Neighbours, Friends and Families is becoming increasingly visible and its efforts, and those who are promoting the work, are beginning to be acknowledged. In March of this year, at the Eclipse Awards, hosted by the Ontario Public Service Provincial Interministerial Council, the work of those promoting the program was recognized. In the category of Service Excellence, Western Region Neighbours, Friends and Families 48 NFF Facilitators were honoured with an Eclipse Award for their outstanding service in delivering the core content presentation of the Workplace Champion program. A tribute to the skill of the OPS facilitators, as well as the individual and governmental commitment, it also underscores the value that the Ontario Public Service places on the Neighbours, Friends and Families program and their continuing passion for spreading the word and supporting a healthy workplace. (For more information see Appendix J)

## CHALLENGES

Without question, the primary challenge that most coordinators identified was funding gaps, and how to sustain the work with little money. Many said that the stop/start nature of funding, and the small amount received, were detrimental to the work. More than simply delivering information, the strength of Neighbours, Friends and Families is in building trust and relationship, and that takes time and continued effort, particularly in rural areas and diverse communities, where trust is lost if someone disappears because the funds dry up. Even as the

program begins to lay the foundation for sustainability and diversification in communities, there is still a need, according to almost all individuals interviewed, for dedicated funds to support a coordinator position to facilitate activities and an organizational centre. Otherwise individuals who are already volunteering time because they passionately believe in the program, are burning out and losing energy. Many stated that it takes time to shift attitudes, and there needs to be a sustained commitment on the part of the government to engage with, and reach out to, communities so that it's more than just piece meal work.

People also identified that there are few resources to do the work except through domestic violence coordinating committees, in which priorities may be split, and different decision-making and leadership models may make it difficult to fully embrace the work. A broader allowance for funding, according to some, would enable other organizations to take a leadership position in getting the message of Neighbours, Friends and Families out to communities.

Further, many said there is huge pressure on coordinating committees, as everyone has full-time jobs, people are *squeezed beyond what is humanly possible* and taking on the additional responsibility of applying for funding is unwelcome, especially, as one coordinator noted, *there are always conditions of funding and, with such a small amount of money, sometimes it's just not worth it*. Many felt it was asking far too much of individuals who are, essentially, volunteers.

Some of the other challenges include the difficulty of getting the message out, given limited time and resources, a challenge often more marked in rural areas and in diverse communities that require more holistic support. *The product speaks for itself* says Durham's Tracey Marshall, but outreach doesn't happen organically, and even though the campaign is spreading in such a way as to sustain that kind of integration, it hasn't fully happened yet, and resources are needed to extend the reach and depth of the work.

In addition, communicating with coordinating committees to make them aware of the opportunity that NFF@Work brings as a social enterprise and also the investment that is needed by them to realize that opportunity has been a challenge. Committees are not formally linked in any way. Similarly, making employers aware that both NFF@Work and Make it Our Business are valuable resources that they could access to best prepare themselves and their organizations to meet the domestic violence requirements of Bill 168 is both a communication and marketing challenge. To date, employers find the resources through word-of-mouth or by searching the Internet. Next steps might include a marketing plan.

This is also true at a system level. By definition, social innovation is grassroots activity. Finding ways to communicate up through the government hierarchies so that decision-makers are aware that innovation is taking place is a considerable challenge.

Increasingly as well, there is burgeoning progress to introduce Neighbours, Friends and Families to the growing linguistically, culturally and spiritually diverse communities across the province. But many coordinators working in those areas said that individuals in those communities have additional challenges including working multiple jobs with little time for anything else, diverse linguistic needs, and increased risk. Investing in sustainable infrastructure and providing additional resources that are culturally sensitive, as well as an openness to enabling communities to identify what they need rather than telling them what they need to know, is imperative to the success of the fledgling work.

Engaging men, for many, is also difficult. Some coordinators expressed discomfort about talking with men who engage in abusive behavior. They were also reluctant to promote this in the general public due to safety concerns. Others said that dynamic risk and the potential for lethality needs to be more fully developed for men coming into counselling, and that the brochures need to more fully balance safety and accountability. Also, according to some facilitators, some people experienced the NFF material as male bashing and shut down from assimilating the information. Some coordinators were better able to engage men than others, but others felt that additional training support for handling difficult questions and responses would be helpful.

And lastly many coordinators also expressed tremendous difficulty and felt ill equipped to handle highly emotional and angry responses about abuse of men, and were often challenged in presentations and were left struggling to know how to adequately respond. While PowerPoint presentations have been amended to include different kinds of intimate partner violence, there clearly remains a huge gap in the ability to appropriately support coordinators who may not have training in violence against women. But also, much of the critical feedback from participants suggests that, even as Neighbours, Friends and Families focuses on violence against women, that there is a need to also honour and acknowledge the trauma and experiences of male survivors of violence. Some facilitators are equipped to sensitively address this in a proactive way, while others lack the skill and experience and expressed a desire for more support.

## Conclusions and Recommendations

### ONGOING DEVELOPMENT

As Neighbours, Friends and Families continues to evolve and adapt to meet the growing and diverse needs of the increasingly broad reach of the campaign, new elements are developed and integrated into the work. Currently, a Disability Strategy action plan is being further developed to support the work and to aid in adapting NFF resources and training to make them more accessible to individuals with a variety of disabilities. A number of focus groups were held across the province to provide input on the materials and recommendations were offered including better training for support workers, police and others, appropriate safety planning material, and a sensitivity to disability and deafness with the Coroner's Death Reviews, among others. Going forward, besides the development of accessible resources, a key priority is the piloting of training for service providers who work with women with disabilities.

In development as well is a program to certify NFF@Work trainers to be equipped to deliver the two day training sessions. There's a need not only to expand the capacity for training, but also to ensure a high level of consistent engagement. This will work in conjunction with the Workplace Champion program and allow the Neighbours, Friends and Families campaign to capitalize on the existing infrastructure of organizations and to significantly expand its training platform.

Given the important groundwork, with recommendations from many diverse communities, and with the support and coordination of the Ontario Council of Agencies Serving Immigrants (OCASI), eight grants were recently given to organizations across the province for the development and implementation of a Neighbours, Friends and Families campaign specific to immigrant and/or refugee communities. This represents a promising practice towards outreach to communities through culturally and linguistically diverse means, and warrants close attention going forward.

.....  
**As we touch people and talk about this, we begin to overcome the stigma. It's stigmatized almost as badly as mental health issues in the workplace. People want to look the other way but NFF helps them to overcome that. It's an excellent program. You can see the lightbulb go on. People say I saw this but didn't know what it was or what to do about it.**  
 .....

Susan McBride, Highline Mushrooms

### ADAPTATION OF NEIGHBOURS, FRIENDS AND FAMILIES

Increasingly, the Neighbours, Friends and Families campaign receives requests to adapt and use material for a wide range of educational purposes. This includes, among others:

- Programs
- Localizing brochures with community support information
- Utilizing NFF material for awareness display boards and kiosks
- Providing resources for local domestic violence, sexual violence and workplace awareness campaigns
- Adaptation for promotional and awareness merchandise
- Modifying scale of resources for transit shelter ads and interior bus cards promoting NFF
- Linking organizational websites to NFF and posting brochures as printable resources.

*For more information see Appendix K*

The growing number of requests represents the way in which the campaign is spreading, the enthusiasm with which it is being taken up, and is a testament to the resiliency of the message, one that continues to resonate across all sectors.

**I received some really great support, tools and techniques in the presentation that will assist me with helping my loved ones who are experiencing domestic violence. I agree that we all share the responsibility as neighbours, friends and family and I feel that I have a much better understanding of what I can do to help.**

NFF presentation participant

In a parallel development, and informed by the key messages of Neighbours, Friends and Families, a new campaign is being launched that targets abuse of older adults. *“It’s Not Right!”* has the same basic premise that everyone has a role to play in ending violence against older adults. It teaches warning signs and basic skills for safe and effective interventions. The campaign is a natural extension of the NFF model and engages and supports those around the person to get involved and make a difference. And there has been interest in adapting and utilizing the campaign in other provinces across the country including New Brunswick, Alberta, British Columbia, and Prince Edward Island. Many of these jurisdictions have incorporated the approach of Neighbours, Friends and Families and have brought the primary messaging into their websites and public education materials. Recently, the Cumberland Interagency on Family Violence and the RCMP in Amherst, Nova Scotia hosted a two day workshop into exploring how Neighbours, Friends and Families could be implemented in that province. The response was so positive that Nova Scotia has agreed, in principle, to adopt Neighbours, Friends and Families as a province-wide initiative. This represents a huge success on behalf of the campaign and its simple but empowering message. In addition, there has been interest from other parts of the country about using and adapting the campaign. The word is spreading and the network and momentum is growing. It is an energy that needs to be nourished and sustained and it provides legitimacy to the foundational work that has gone before. And, as the work of NFF spreads, so too do the opportunities for collaboration to leverage efforts, expertise and ingenuity. It is about ending the silence and isolation, one person, community, and province at a time.

### NEXT STEPS

Building on the initial pilot of the Workplace Champion program with the Southwest Regional VAW Coordinating Committee, and the understanding of the importance of working together and mobilizing expertise and resources both within and between communities, a provincial coordinating committee forum will be held in the fall of this year, with an invitation issued to a few members of each coordinating committee across the province. Both a means of deeper engagement with the NFF workplace strategy, it will also offer the opportunity to provide integrated support for each other across the three campaigns – mainstream, Kanawayhitowin and Voisins Amis et Families – and to promote violence against women engagement.

Also, and in response to feedback about the challenges of beginning a community NFF campaign, newly offered is a mentorship program in which coordinating committees can receive support in their outreach and engagement efforts with their Neighbours, Friends and Families campaign. Eric Magni, who implemented an extremely successful workplace engagement campaign in Middlesex County, will be acting in the role of mentor and helping to build capacity for coordinators by sharing strategies and providing ongoing support.

Recently, the material for the Cut It Out program was tested with four focus groups of salon professionals, each of which gave input on the curriculum. Designed to raise awareness about woman abuse and provide salon professionals with information and strategies to help them, the program has received attention from the newly formed College of Trades, the provincial regulatory body, and the training will be offered to publically funded Ontario colleges and private institutions that train salon professionals, apprenticeship programs, salon beauty distributors, salon students and existing salon professionals and owners.



## SUGGESTIONS & RECOMMENDATIONS

Many of the coordinators offered suggestions for the products and process to further build capacity within the campaign and also to support their ongoing work. Some of their suggestions and recommendations include:

- More support for holding perpetrators accountable and additional support on talking to men who use abusive behavior. One suggestion was to create a document for people not trained in violence against women issues. Also, many coordinators said that there needs to be additional effort to engage men in the work.
- Additional translation of materials and the creation of a poster in a range of languages for workforces that are culturally and linguistically diverse and with limited education.
- Better resources for the complex needs of diverse communities, as well as a way of sharing any findings. There is a need for more culturally sensitive information and support for domestic violence in different cultures and racialized backgrounds as well as a more complex understanding of the barriers that immigrant women face. The OCASI project represents a promising practice but it's important that any information be broadly shared beyond the small number of agencies involved with the grants.
- Expand reach by ensuring that households across the province receive the brochures through existing mailings with MPPs, newsletters, hydro bills, among others. Many people also said that there needs to be a resource shift to make the campaign more visible throughout the province with public service announcements or infomercials sponsored by the provincial government that could be distributed to local communities for television and radio with the ability to amend with local support numbers.
- Work with government leaders to make the social innovation of NFF@Work more visible to policy and decision-makers in related and appropriate ministries to leverage available resources and align policy decisions.
- In conjunction with local violence against women agencies, utilize NFF more fully in high school awareness days on relationship and domestic violence. Many coordinators reported that they were working closely with high schools already and felt NFF has a vital role to play with young people, and that there are links to healthy relationship and dating violence, topics already part of the existing curriculum. Some suggested, as well, engaging parents, teachers and especially school boards as they are part of a provincial body and could take a leadership role.
- More support with outreach strategies and the ability to share information about how coordinators have overcome challenges. The newly created mentorship role may respond to some of these concerns, but many said they needed a more effective and regular connection with other people doing the work. Some suggestions included a bi-monthly or quarterly email with any updates or news, revamped website with a porthole for coordinators to share information and ideas at a time convenient to them, something the teleconference calls didn't always afford. This would help to support the work and reduce the feelings of working in isolation.
- Create opportunities to bring people together to share ideas in a more strategic way. Many individuals also identified the need for additional training beyond what they'd initially received. So regular forums that provide additional strategies and information could also enable networking and collective problem-solving, and the ability to share stories, in addition to reducing isolation and enabling coordinators and others to feel more fully supported in their work.
- Amend the material to make it less hetero-normative in order to reach out to the LGBT community with a more in-depth analysis of interlocking oppressions.
- Provide additional support to coordinators to enable them to respond effectively to the difficult and often highly emotional push-back that they experience during presentations about the abuse that men experience in whatever form. The majority of coordinators expressed discomfort and feelings of lack of preparedness to appropriate respond to this and specifically requested more supports. It would also be helpful to modify the PowerPoint presentation to include more statistics about violence against men.
- Amending the website to include a one hour podcast of the basic NFF presentation. This is especially important, and could expand the reach, in rural and northern communities where geography and weather often limit travel. Other suggestions include making the website less text based and more visual and animated, with, among other things, a vignette on the home page of the website that explains what abuse is and what the risks are. Also, many coordinators expressed a desire for a simpler process for data collection including having electronic forms on the website that could not only be copied but filled out online to avoid the onerous process of mailing them in.

- The creation of more social networking tools that could be shared province-wide. Some suggestions included the ability on the website to sign up and receive emails, blog postings, YouTube videos relevant to the campaign, or text messages that change weekly or monthly.

.....  
**Personally I have had many years of experience and expertise on this subject and found the workshop entirely invigorating as there was much more for me to learn. I totally recommend it to all.**

Aviva Werek-Sokolsky, Mount Sinai Hospital  
.....

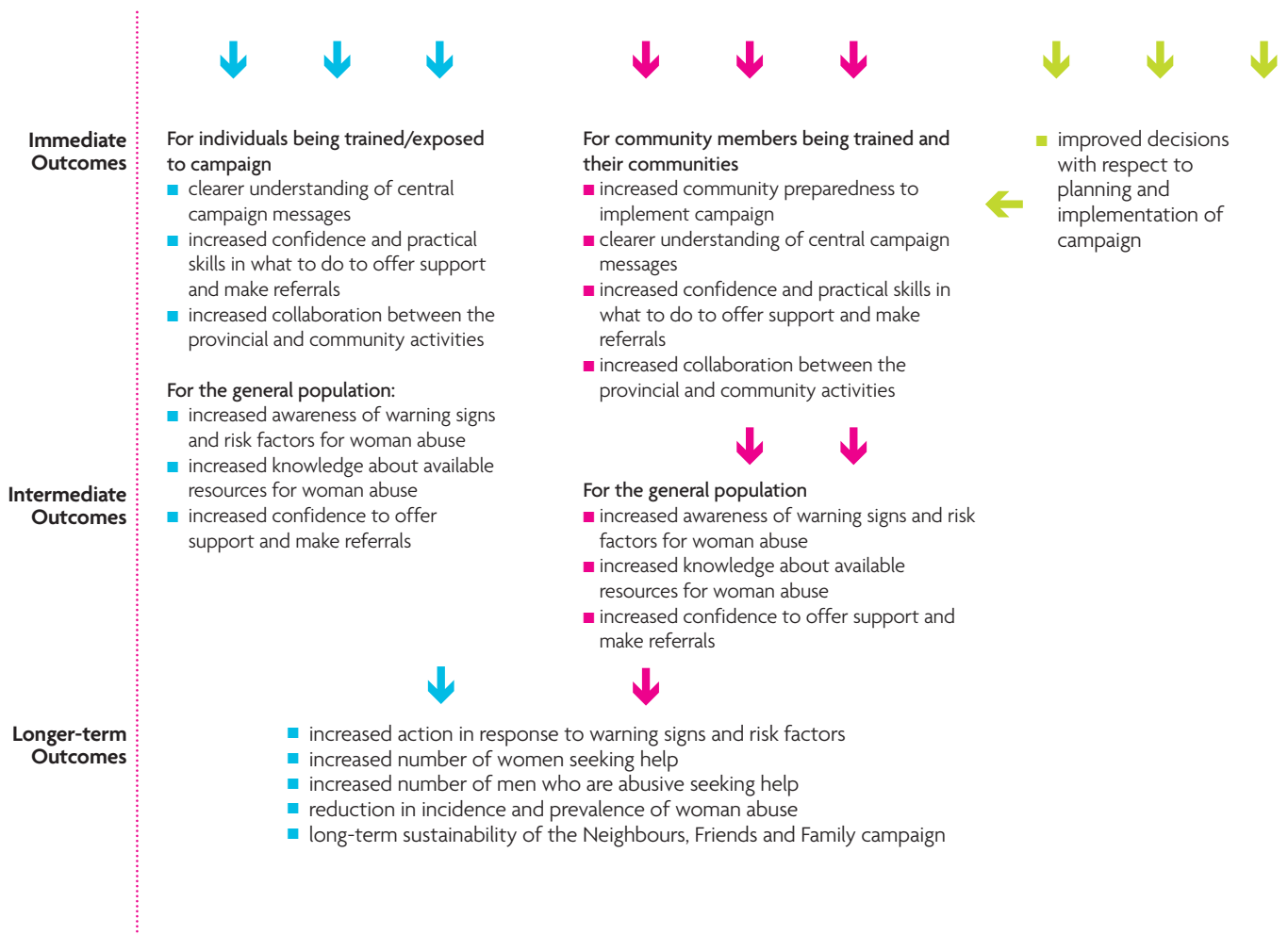
In conclusion, there has been a tremendous amount of generative work done across the province with Neighbours, Friends and Families. But it takes time to shift cultural and social attitudes on violence against women. Sustained support from funding bodies is crucial especially now when, increasingly, the foundation for sustainability is being built in communities across the province. The anecdotal stories stand as testaments to the impact of the campaign, the way in which it is making a difference within the lives of individuals and within communities. Now is the time for continuing to deepen those relationships. And, as we understand better the complexity of what it means to be in relationship with one another individually and collectively, and the supports necessary to sustain those relationships, the Neighbours, Friends and Families campaign has the ability and opportunity to continue in its leadership role with its simple yet profound message that we all have a role to play in ending violence against women. It is an enduring message and one that clearly resonates on all levels because it represents hope and a tangible and active means and program of moving this from a slogan to a reality across the province of Ontario and beyond.



## Appendix A

### PROGRAM LOGIC MODEL FOR THE ONTARIO NEIGHBOURS, FRIENDS & FAMILIES PROGRAM

<b>Broad Mission</b>	<b>All adults in Ontario will recognize the signs and risk factors for women abuse and be prepared to make referrals and offer support</b>		
<b>Target Audience</b>	<ul style="list-style-type: none"> <li>■ Aboriginal communities</li> <li>■ Francophone communities</li> <li>■ OCASI</li> <li>■ Faith communities</li> </ul>	<ul style="list-style-type: none"> <li>■ Employers/EAP</li> <li>■ Labour organizations</li> <li>■ Communities engaged</li> <li>■ Shelter network</li> </ul>	<ul style="list-style-type: none"> <li>■ Community/Umbrella Groups (e.g., OAITH, Women's Centres, Shelters)</li> <li>■ Policy makers</li> <li>■ Funders</li> <li>■ Researchers</li> </ul>
<b>Components</b>	<b>Centralized Province-Wide Awareness and Education</b> <i>(to directly reach public)</i>	<b>Community-Based Training and Organization</b> <i>(to community organizers as intermediaries to public)</i>	<b>Evaluation</b>
<b>Process Objectives/Activities</b>	<ul style="list-style-type: none"> <li>■ Redesign and maintain NFF website: refocus to target general public; develop web content giving prominence to provincial campaign; promote during Woman Abuse Prevention Month</li> <li>■ Implement media strategy: increase coverage through radio, television and print with a focus on ethnic media and Woman Abuse Prevention Month (November to Dec. 6)</li> <li>■ Deliver sector specific training: provide 12 day NFF training to key sectors (OCASI, shelters and Women's Centres)</li> <li>■ Social marketing to key sectors/organizations: develop professional marketing materials; identify priority organizations/sectors and develop a strategy and workplan to reach 10 organizations/sectors</li> <li>■ Deliver presentations at events/conferences: identify relevant events and conferences and deliver standard NFF presentation to 10 per year</li> <li>■ Provide follow-up support: consult as needed to representatives of organizations/corporations raising awareness through internal channels</li> <li>■ Resource distribution across the province: identify provincial outlets for distribution and promote resources to provincial organizations;</li> <li>■ Liaise with other campaigns: assist with adaptation of messages and resources with Kanawayhitowin and Voisins, amis et familles campaigns</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Upgrading training package:</b> develop 2 day comprehensive training (includes presentation for general public); share package with Francophone/Aboriginal campaign for adaptation post training presentation on website; print training package</li> <li>■ <b>Centralized community coordinator training:</b> organize logistics of training event; conduct two-day training event including newly funded and already working Coordinators plus community champions; explain and reinforce need for provincial tracking; explain and reinforce provincial aspects and promote collaboration</li> <li>■ <b>Follow-up support to community based organizers:</b> respond to email and telephone inquires; consult as needed to assist in responding to disclosures; hold bi-weekly teleconference calls; provide regular campaign updates; liaise with Assaulted Women's Helpline on regular basis</li> <li>■ <b>Resource distribution to communities:</b> respond telephone and email requests for resources; organize, package and mail out materials; track all resources distributed</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Logic model:</b> develop logic model to define campaign strategy</li> <li>■ <b>Evaluation plan:</b> develop and implement plan including:                             <ul style="list-style-type: none"> <li>■ provincial indicators of success;</li> <li>■ community-based indicators of success</li> <li>■ provincial baseline survey of public awareness</li> <li>■ track all campaign activities</li> </ul> </li> <li>■ <b>Evaluation results:</b> prepare evaluation reports and disseminate findings</li> <li>■ <b>Evaluation follow-up:</b> incorporate lessons learned in program enhancements</li> </ul>



## Appendix B

### KEY INFORMANT INTERVIEWS, JANUARY–FEBRUARY 2010

#### Community Coordinators

- Linda Armstrong, Oxford County
- Debbie Blair, Leeds & Grenville
- Lynn Bowering, Perth County
- Angela Breton, Ottawa, Spanish Campaign
- Angela Corso, Chatham-Kent
- Sue DeRochie & Denise Paquette, County of Dundas
- Daisy Downs, Victoria & Haliburton
- Kerry Dykes, Sarnia-Lambton
- Shelley Evelyn, Kanata
- Nadine Favics, Hamilton, NFF for Diverse Communities
- Joelle Favreau, Peterborough
- Debbie Fowler, Windsor-Essex
- Clare Freeman, Hamilton
- Michele Hansen, Huron County
- Diane Harris, Oxford County
- Donna Harris, Northumberland County
- Jessie Humphries, Dufferin & Caledon
- Rubaiyat Karim, York Region
- Parminder Kaur, Peel Region
- Rachel Lamoureux, Prescott-Russell
- Eric Magni, Middlesex County
- Pam Mank, Lori Snider, Dan Beckett, Waterloo region
- Tracey Marshall, Durham region
- Harmy Mendoza, Toronto
- Sue Morrison, Niagara region
- Sarah Patterson, Halton region
- Colleen Purdon, Grey-Bruce
- Leni Rautiainen, Peterborough
- Bailey Reid, Ottawa
- Ann Udall, Kingston
- Julie Uyeda, Muskoka
- Sharon Vanderburg, Algoma region
- Heidi Van Dyck, Haldimand-Norfolk

### KEY INFORMANT INTERVIEWS, NOVEMBER 2010 –JANUARY 2011

#### Community Coordinators

- Linda Armstrong, Oxford County
- Lynn Bowering, Perth County
- Liz Brown, Elgin County
- Angela Corso, Chatham-Kent
- Daisy Downs, Victoria & Haliburton
- Shelley Evelyn, Kanata
- Nadine Favics, Hamilton, NFF for Diverse Communities

- Joelle Favreau, Peterborough
- Debbie Fowler, Windsor-Essex
- Michele Hansen, Huron County
- Gloria Harris, Marathon
- Cynthia Kandi, Hamilton
- Rubaiyat Karim, York Region
- Eric Magni, Middlesex County
- Gayle Manley, Algoma region
- Tracey Marshall, Durham region
- Harmy Mendoza, Toronto
- Danielle Pecore-Ugorji, Rengrew County
- Colleen Purdon, Grey-Bruce
- Leni Rautiainen, Peterborough
- Bailey Reid, Ottawa
- Tracy Rogers, Sarnia-Lambton
- Julie Shaw, Leeds & Grenville
- Michaela Schwander, Halton region
- Julie Uyeda, Muskoka
- Sharon Vanderburg, Algoma region
- Heidi Van Dyck, Haldimand-Norfolk

#### Workplace Champions

- Christine Bradshaw, Mount Sinai Hospital, Toronto
- Donna Creighton, Brantford General Hospital
- Marilyn Kanee, Mount Sinai Hospital, Toronto
- Susan McBride, Highline Mushrooms
- Sarah McVanel, Brantford General Hospital
- Kim Osmond, Woodstock General Hospital

#### Specialized

- Michelle Amlin, NFF Training Consultant, Ontario Public Service
- Arlene Morell, Cut it Out campaign, Provincial NFF team member
- Louise Caicco Tett, Occupational Health & Safety Consultant, private practice
- Margaret MacPherson, Training Consultant, Provincial NFF team member

## Appendix C

### KEY INFORMANT QUALITATIVE INTERVIEW QUESTIONS

#### Interview One – January–February 2010

1. Who are you working through?
2. What kind of initiatives are you doing in your community to implement Neighbours, Friends and Families?
3. Are there other people and/or organizations that you know of doing Neighbours, Friends and Families work either formally or informally?
4. Are you implementing the Workplace Champion Program in your community?
5. What are the strengths of the program? What's working?
6. What are the gaps and/or challenges of the program?

#### Interview Two – November 2010–January 2011

1. Are you working through a Coordinating Committee?
2. In addition to having Coordinating Committees implement the work of Neighbours, Friends and Families, do you see the possibilities of this being enhanced in your community through specific agencies either within or outside of your Coordinating Committee?
3. There have been a declining number of Coordinating Committees applying for funding recently. Why do you think this is?
4. Given the stop/start nature of funding, a challenge reported by community coordinators, is there a more strategic way of implementing the campaign at a local level in order to achieve long-term sustainability?
5. What kinds of initiatives are you doing in your community?
6. What kinds of presentations and/or training, if any, have you done with NFF@Work in response to Bill 168?
7. The Neighbours, Friends and Families campaign is in a place of transition and growth. In your opinion, what would help to strengthen it and enable communities and individuals as catalysts with a shared sense of ownership?
8. Neighbours, Friends and Families was developed to promote common tools and strategies for the prevention and intervention of woman abuse. Do you see the value in this? And, in your opinion, are there other and/or different ways of doing this work?

## Appendix D

### NEIGHBOURS, FRIENDS AND FAMILIES EVALUATION SUMMARY

PREPARED BY THE O'HALLORAN GROUP

Neighbours, Friends and Families (NFF) is a public education campaign that raises awareness of the signs of woman abuse so that those close to an at-risk woman or an abusive man can help. NFF training and presentations are provided to groups and organizations across the province, including the OPS, not-for profit organizations and service providers, businesses, community groups and the general public. This report presents a summary of the evaluation for NFF training and presentation events that were held from April 2009 to March 2011.

At the end of each presentation, data were collected through various tools that included:

- NFF Presentation Diary. This tool was completed by the facilitator and tracked information for each event, including location and group, facilitator, number who participated, and resources provided.
- NFF Presentation Feedback Survey. The feedback survey asked participants pre/post questions related to how prepared they felt both before and after the training to identify warning signs, provide referrals, and provide other supports. As well, participants were asked about the value of the training. In a version of the survey used with the OPS, participants were asked to rate their knowledge and learnings as well as their agreement with having a role to play and the importance of the training for the OPS.
- Facilitator Training Survey. Two versions of this survey were used. One was similar to the presentation feedback survey, though reframed the questions to ask participants the extent to which they felt prepared to educate about the warning signs, referrals and other supports. An earlier version of the survey was used to assess the extent to which participants perceived an increase in knowledge and awareness of the complexity of the issues. It also asked participants to rate the extent to which they felt prepared to recognize woman abuse, respond appropriately and to deliver presentations.

Data were collected through hardcopy surveys and online surveys using SurveyMonkey. Hardcopy surveys were entered into SurveyMonkey, data were downloaded into an SPSS database for analysis. Variation across multiple versions of the surveys created some limitation in analysis. Data obtained through the resulting multiple versions of the NFF Presentation Feedback survey have been streamlined and reported in aggregate where questions were similar (analysis showed that there were no significant differences in responses related to slight variations in questions). Where additional or different questions are used, these are reported separately.

The following discussion provides a summary of the quantitative results of the evaluation.

#### Participants

From April 2009 to March 2011, community-based Coordinators delivered 118 NFF training presentations across the province, reaching over 3100 individuals. The provincial campaign, through the Centre for Research & Education on Violence against Women & Children delivered 70 training presentations reaching 2,168 individuals. In total, the NFF campaign reached 5,268 individuals through a variety of training sessions.

There were 1899 NFF evaluation surveys completed, giving a 36% response rate.

Because of variation in type of training as well as in the evaluation surveys, there were multiple groups used in the analysis. These were:

#### Workplace Education:

- Presentations across the province at a various workplaces and community organizations, including non-profit, private, and public-sector employees (n=1513).
- OPS presentations (n= 291). Because this version of the survey differed substantially from other versions, these results are reported separately.

#### Facilitator Training:

- Including employees from various workplaces, including OPS employees, who participated in a train-the-trainer presentation. Two versions of this survey were used. One included before and after post-test questions (n=18) and a version used by OPS participants (n=66). Overlapping questions are reported in aggregate (there was no significant differences between the two groups in their responses).

<sup>1</sup> Significance determined using a paired-sample t-test



### Summary Findings

Feedback on both the NFF Workplace Education presentations and the Facilitator Training presentations was very favourable overall. Participants reported being better prepared to identify and respond to woman abuse as a result of the presentation. NFF Workplace Education was seen to have had a beneficial impact on both awareness and ability to recognize the issues and support needs for women who experience abuse. Facilitator Training was seen to prepare participants to educate others about warning signs and support needs for those who experience woman abuse.

### Workplace Education

About half of survey respondents reported that before the training, they felt at least somewhat able to identify warning signs and risk factors as well as provide referrals and other supports. These numbers increased on respondents' reports of their preparedness after the training. There was a significant improvement<sup>1</sup> in respondents' ratings of their ability to recognize warning signs as well as in their ratings of their ability to respond to situations of abuse. As well, over 95%<sup>2</sup> agreed that the information provided by the NFF presentation was valuable to their workplace and community. Table 1 shows the change in mean ratings overall; Figure 1 presents these findings in a chart format.

**Table 1:**  
**Mean Pre/Post Ratings\* of Survey Respondents' Perceptions of Their Ability to Respond**

Question	Before the Presentation Mean (s.d.)	After the Presentation Mean (s.d.)
I feel prepared to identify warning signs and risk factors of woman abuse	3.35 (1.08)	4.46 (.68)**
I feel prepared to provide referrals to an abused woman and/or an abusive man	3.07 (1.25)	4.38 (.75)**
I feel prepared to provide other supports (e.g., empathetic listening, not blaming) to an abused woman	3.45 (1.17)	4.40 (.76)**

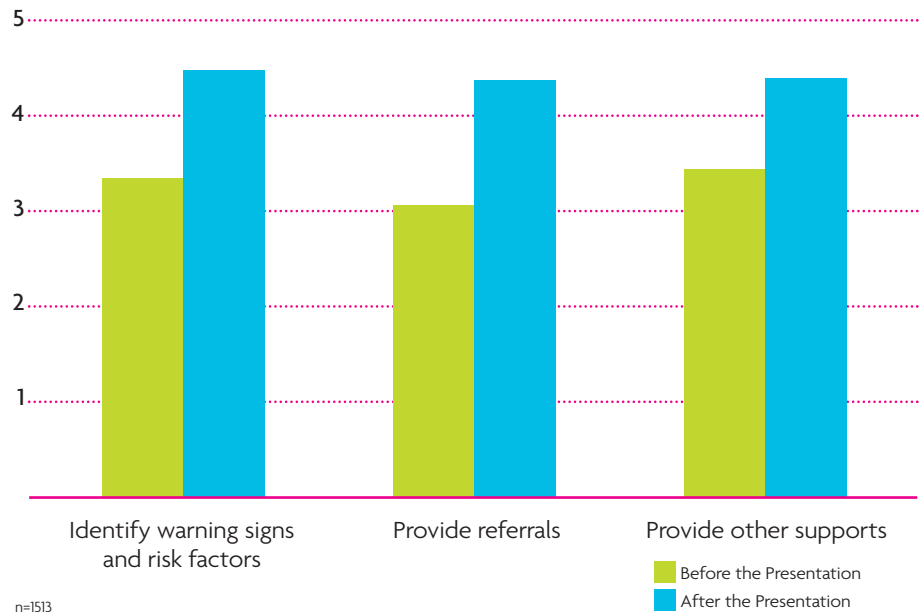
\*n=1513; Scale: 1 Strongly Disagree to 6 Strongly Agree

\*\* p<.001

<sup>2</sup> This question did not appear on all the surveys, n= 280

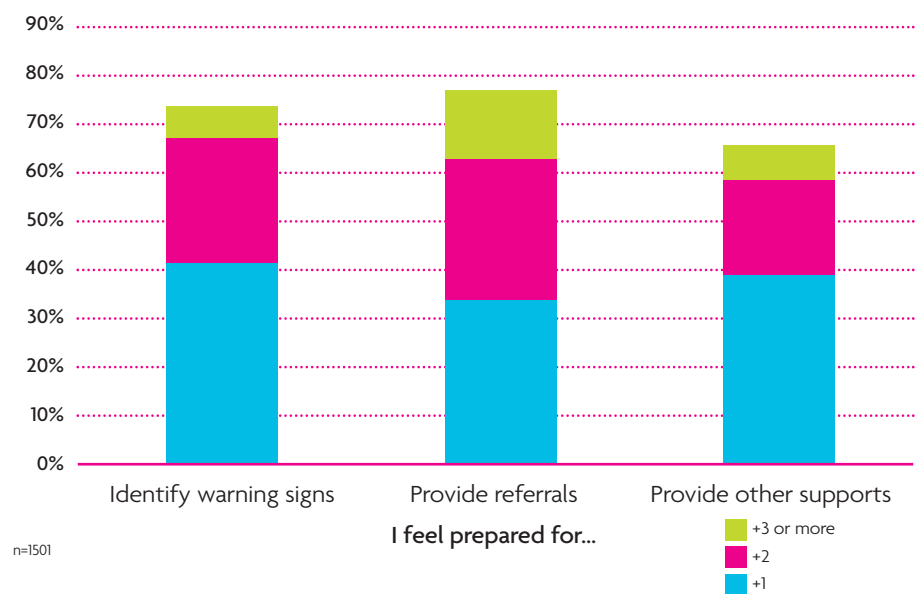


**Figure 1:**  
**Mean Pre/Post Test Ratings of Perceived Ability to Respond**



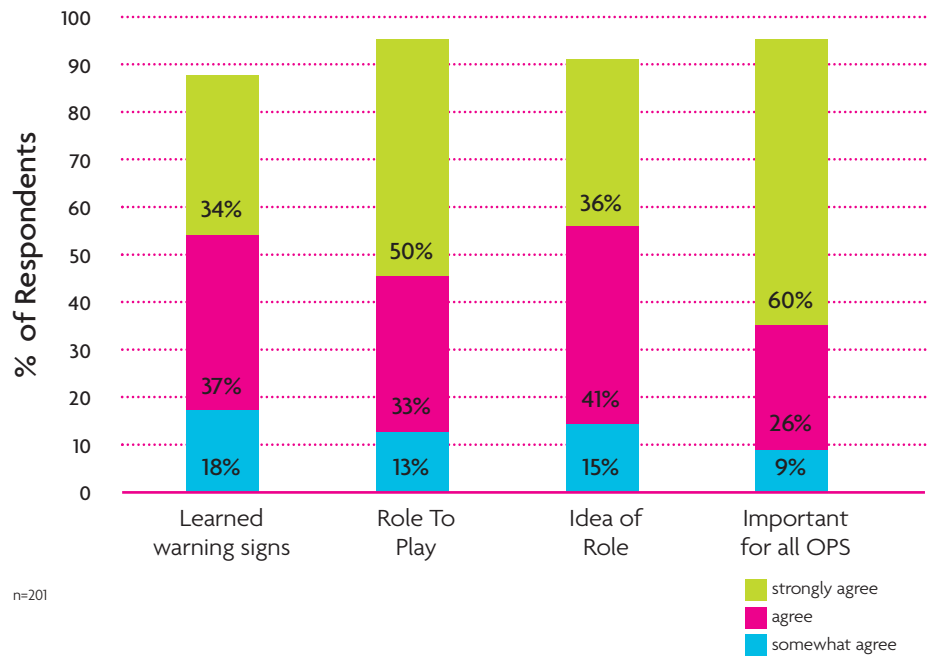
Consistent with the significant improvement in mean ratings, the proportion of participants to report an increase in feelings of preparedness after the workshop also increased. Over 70% of participants reported improvement in their preparedness to identify warning signs and risk factors, and to provide referrals. Two-thirds of participants reported an improvement in their preparedness to provide other supports. Figure 2 shows the proportion and magnitude of change on key outcomes.

**Figure 2:**  
**The magnitude of change in participant ratings on outcomes after the presentation**



Approximately 30% of OPS participants reported that they did not know the warning signs of abuse before the presentation and less than 25% had been familiar with NFF prior to the presentation.

**Figure 3:**  
**Percent of OPS respondents to perceive value of the NFF presentation**



As seen in Figure 3 above, OPS respondents positively rated the training similar to the other Workplace Education participants. The majority reported that they had learned important information about abuse and that the information was important for all OPS employees to receive. Over 80% agreed to strongly agreed that they had a role to play while over 70% had a good idea of how to achieve their role in ending violence. As well, the majority (88%) agreed or strongly agreed that the presentation was effective in stimulating ideas and discussion.

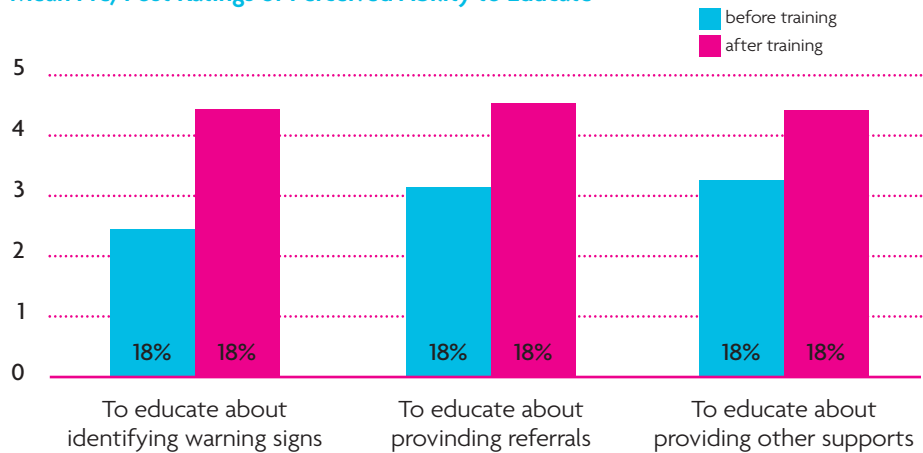
**Facilitator Training**

About 60% of participants did not feel that they were prepared to educate about warning signs, referrals and supports prior to the training. After the training, around 90% of participants reported feeling prepared to educate about woman abuse.

However, the change in mean ratings after the training was not statistically significant. This lack of significance is likely related to the low sample size and lack of power to find a statistically significant difference. Figure 4 shows the mean ratings before and after the training.



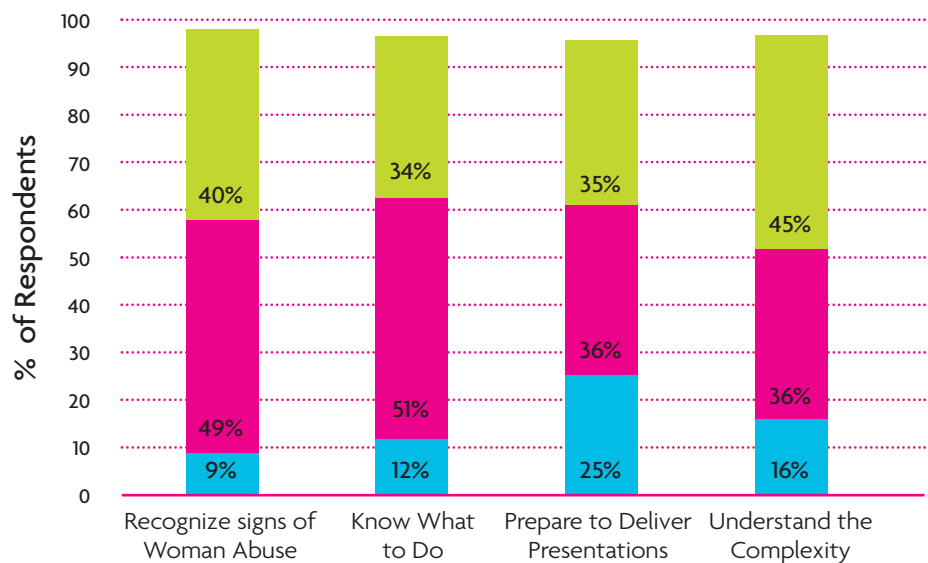
**Figure 4:**  
**Mean Pre/Post Ratings of Perceived Ability to Educate**



n=18

In both the workplace and the OPS facilitator training, the majority (over 90%) of respondents indicated that the training was successful in meeting each of its objectives. Figure 5 shows respondent ratings on each objective.

**Figure 5:**  
**Percent of respondents to perceive success in meeting objectives**



n=83

The presentation helped the participants prepare to...

strongly agree  
 agree  
 somewhat agree

As seen in Figure 5, the majority reported that the presentation was successful in enabling them to recognize signs of abuse and to know what to do in circumstances where they recognize the signs of woman abuse. As well, 71% of respondents agreed or strongly agreed that the training helped them to feel prepared to deliver presentations. Though the majority of the participants in the NFF Facilitator Training clearly found the presentations helpful, greater understanding of the needs and hesitations of those who were less certain would support further development of the program. As well, understanding participants' experiences once they begin facilitating NFF education could also contribute to program development as NFF moves into its next phase of implementation.

## Appendix E

### 2011 WORKPLACE CHAMPIONS

#### Algoma and Sault Ste. Marie

- 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

#### Chatham – Kent

- 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

- 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

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

## London

- Across Languages
- ACFO de London-Sarnia
- At^lohsha 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
- Goodwill Industries, Ontario Great Lakes
- John Howard Society
- LEADS Employment Services
- London Police Service- Family Consultants
- London Police Services
- Madame Vanier Children's 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
- Western Area Youth Services (WAYS)
- Women's Community House
- WOTCH

## Middlesex County

- Armo-Tool
- Bank of Montreal, Strathroy
- Bonduelle Ontario Inc.
- Canadian Tire
- 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
- Langs Bus Lines
- LEADS Employment Services
- Madame Vanier Children's Services
- Meridian 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 SW 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
- 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
- United Floors
- 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^Lohsha Native Family Healing Services
- Chippewa of the Thames Health Centre
- Kiikeewanniikaan Southwest Healing Lodge
- Onyota'a:ka Family Health Unit

### Perth County

- 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

- 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 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
- Welland Victim Witness Assistance Program
- Welland Heritage Council
- Women's Resource Centre Beamsville

### Rainy River

- 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 and Essex

- 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

#### Workplace Champions Across the Province

- 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
- 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

- 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



## Appendix F

### REPORT: NFF WORKPLACE TRAINING WORKSHOP

Brantford Ontario, April 15, 16 2010

**Facilitators:** Margaret MacPherson, Colleen Purdon

**Participants:** Staff from Brant General Hospital (Brantford) and Guelph General Hospital (Geulph). Total of 16 participants representing: HR (Benefits-Attendance Management), Domestic Violence Sexual Assault Teams (Brant and Guelph hospitals), Resources Management, HR (Recruitment and Retention), HR (Manager), Organizational Development, Security (contracted services for Brant Hospital), Employee Health (manager and employee), Disability Manager, HR (Biomedical/Engineering?), Student on practicum.

Participants had a broad span of knowledge and experience with DV and woman abuse issues from professionals working in the field at both hospitals (DVSA Team) to “it’s all new to me” and “old school – mind your own business”.

#### Key Outcomes from the Two-Day Training:

- **Value of the TARP** exercise was evident – a good metaphor for how people need to work together in the hospital setting to bring all of the information, expertise and resources together to address this issue.
- Participants expressed a wish to learn more about how Bill 168 can be used to address DV in the workplace. One hospital was struggling with a current DV issue and was able to use the training to explore their options and resources. Motivation was high and *participants used the training as an opportunity to address current issues.*
- Technical failures (not able to use the Missed Opportunities DVD) ended up being an opportunity to *explore the use of workplace scenarios to practice skills.*
- Conducting this training with *multi sector staff* allows for these people to work together on hypothetical case scenarios, and to *develop a common understanding of the issues and the best ways of working together* to address DV in the workplace. In addition, the group had a new appreciation of the expertise and support that was available to them ‘in house’ through the DVSA teams at both hospitals. These staff had not been fully considered as a resource for the Bill 168 implementation, and some participants did not know much about their work or expertise.

- Training was focused on “personal understanding and development” on Day 1 and “ team understanding and development” on Day 2. This is a good model for *building capacity (personal and team)* in workplaces, and allows for individuals and hospital teams to take away skills and plans for next steps in their organizations.
- **Presence of the HR manager** throughout the two days was very helpful – building knowledge and skills from the bottom to the top.
- **Balance of cognitive and emotional learning** is important for people to develop confidence and security themselves and with one another.
- The *use of a ‘case scenario’ to walk participants through local resources was helpful.* It also demonstrates the complexity and impact of community sectors and services on the lives of women, children and me. DVSA outlined hospital and community resources.
- **Developing and workshopping a workplace scenario in a Interdisciplinary Response Teams** was helpful and allowed participants to explore this model of working together.
- There were significant and positive changes in attitudes and approaches to the issue of woman abuse within the participant group that were directly connected to the training, and support a new way of working together. One participant stated that he started the workshop in the old school of ‘mind your own business’ but now realizes that we must make this ‘everyone’s business’.

#### Guidelines to Address Woman Abuse in the Workplace

(From the TARP exercise with Brant and Guelph Hospitals)

##### 1. Get Started

- Willingness
- Work outside our roles
- Balance priorities
- Take small steps

##### 2. Work Together

- Communication
- Coordination
- Team Work
- Build on ideas
- Work on the edges



### 3. Demonstrate

- Patience
- Leadership
- Humour
- Persistence
- Support

#### Next Steps for Brantford and Guelph Hospitals:

Engage hospital trainers in training. Engage hospital leaders in partnership. Think about ways to conduct training for trainers and leaders. (Brantford)

First responders need a 'level of knowledge' to respond. Bring NFF to Guelph. (Guelph)

Brant and Guelph hospitals become NFF Workplace Champions.

#### Closing Remarks from Participants

- Make connections with others in our organizations about this work
- Importance of knowing that we are programmed 'not to know' about woman abuse, and that it's hard work to recognize, respond, refer.
- We see the beginnings of a road map for our organization with a pretty clear vision.
- We have lots of new knowledge, tools, resources – we are better equipped
- It's nice to hear everyone's experiences in a real world setting
- I'm more confident to identify warning signs and resources
- We all work in silos more than we should – they are hard to overcome

### New & Revised Exercises for the Two-Day Workplace Training

#### 1. Interventions – Role Play and Skill Building (Day 1)

Use short workplace vignettes and have participants work in small groups to discuss and role-play a response. (Alternative to Missed Opportunities)

#### 2. Mapping Community Services (Day 2)

Draw circles that represent community services/responses on a white board (Smart Board) and show how a woman and a man travel through these services/responses when there is a criminal assault charge. Speak about what the woman (and children) and the man will experience at each of the circles.

*Sample scenario: Ami is a young mom with 2 children, married to Neil for the past 5 years. She works at a nursing home on weekends and Neil provides childcare because there is no childcare available in their rural community. Neil lost his job several months ago. His emotional abuse and controlling behaviour has increased steadily over their marriage and three months ago he pushed Ami down to the floor and kicked her, with the children present. A criminal charge was laid and the couple is now separated, but the future of their relationship is still open.*

*This is the journey of services and responses for Ami, the children and Neil:*

*At the time of the assault*

*The first 3 months after the assault*

#### 3. Develop and Workshop a Workplace Case Scenario (Day 2)

Divide the group into two with diverse people and staff roles in each group. (HR, Health and Safety, Security, Occupational Health, Union rep., DVSA team member etc.) as a mock Interdisciplinary Workplace Team

Ask each group to develop a case scenario – it could be an actual or past workplace DV situation (no names or identifying information please) or a compilation.

Discuss the case using the following questions:

- What response is needed (crisis, short term plan, system plan)?
- What are the areas of concern?
- Who needs to be at the table?
- What are the first steps in the plan?
- Bring the two groups back together and each group presents their scenario and their plan.



## Appendix G

### REPORT ON THE GREY BRUCE NFF WORKPLACE TRAINING

June 7 and 8, 2010, Best Western Inn on the Bay  
Owen Sound ON

Report Prepared by: Colleen Purdon

#### Background

The two counties of Grey Bruce, through the Grey Bruce Violence Prevention Coordinating Committee (GBVPCC), were early innovators of the Neighbours, Friends and Families public education campaign that began in 2006. Sixteen (16) local Community Champions from many walks of life and corners of the two counties used NFF materials in their ‘communities of interest’.

The GBVPCC began to implement NFF in the workplace with their member agencies in 2008. In February 2010 thirty-six (36) organizations received workplace champion certificates. All but one of the workplaces were affiliated with the GBVPCC or the Ontario Public Service (OPS) NFF workplace campaign. One private sector organization, Bruce Power received a level one certificate and was at the beginning point of NFF workplace implementation in the private sector.

This report summarizes the process and outcomes from a two-day NFF Workplace Training workshop in Owen Sound. It was the first provincial NFF workplace training to engage and involve diverse employers from the public, not for profit and private sector workplaces. Workshop participants included representation thirteen (13) organizations. A total of eighteen (18) participants came from human resources, occupational health and safety committees, unions, senior management, community coordination, and front line perspectives.

The Grey Bruce NFF Training workshop signals an important ‘coming together’ of diverse private and public sector organizations around the important and challenging topic of domestic violence. The experience of the training participants underscores the value and importance of sharing experiences and questions across sectors that rarely have an opportunity to work together.

The report is organized under the following headings:

- Engagement
- Training Goals
- Profile of Workplace Participants
- Training Content and Learning Outcomes
- Questions and Next Steps
- Evaluations and Summary

#### Engagement

The GBVPCC NFF Workplace Campaign focuses on engaging private and not for profit organizations. Prior to the June NFF Workplace Training event workplaces in Grey Bruce were contacted through:

- A mail out (February – March 2010) to 60 small and mid sized employers with no previous knowledge of NFF. The mail out included: information about the Grey Bruce NFF Workplace campaign, NFF resource materials, and info on the NFF Workplace Training, in 2010.
- Follow Up telephone calls to mail out workplaces
- Email of registration form and training information to all workplaces previously involved in NFF and new contacts. (A copy of the information and registration form is attached)
- Email contacts and telephone follow up with key employers and interested workplaces.

The training itself was offered at no cost, but participants paid a registration fee to cover costs of the meeting room, meals and refreshments at a local hotel. The CREVAWC funded the costs for the provincial trainers and NFF materials. The GBVPCC sponsored the costs for the local NFF Coordinator and local NFF materials.

#### Training Goals

The Centre for Research and Education on Violence Against Women and Children and the GBVPCC sponsored the training in order to support organizations and businesses preparing for the implementation of Bill 168.

It provided strategies and tools to address domestic violence and prepared employers to:

- Recognize warning signs of domestic violence in the workplace
- Respond to domestic violence in the workplace including: tools for managers, human resources, Health & Safety Committees, employers for a proactive DV response, information on referral to community resources, personal skill development and hands on practice,
- Facilitate and present information back in the workplace
- Plan next steps in the workplace.

The training fulfilled the requirements for Level 3 of the NFF Workplace Champion program underway in Grey Bruce and the province of Ontario.

**Profile of Workplaces and Participants**

Workplace	# of Workplaces	# of Participants
<ul style="list-style-type: none"> <li>■ Private Sector Workplaces</li> <li>■ Manufacturing</li> <li>■ Transportation</li> <li>■ Printing and Graphics</li> <li>■ Energy</li> </ul>	4	7
<b>Public and Non Profit Sector Workplaces</b> <ul style="list-style-type: none"> <li>■ Child Welfare</li> <li>■ Hospital</li> <li>■ Municipality</li> <li>■ Community Health</li> <li>■ Youth Justice</li> <li>■ Corrections</li> <li>■ Union</li> <li>■ Education</li> <li>■ DV Community Coordination</li> </ul>	9	11
<b>Total</b>	<b>13</b>	<b>18</b>

Workplace Perspectives	Numbers
Human Resources (private sector)	2
Human Resources (public and not for profit) <ul style="list-style-type: none"> <li>■ Municipal</li> <li>■ Child welfare</li> <li>■ Board of Education</li> </ul>	3
Management (private sector)	3
Management (public and not for profit)	(see HR and H&S)
Health and Safety (public and not for profit) <ul style="list-style-type: none"> <li>■ Board of Education</li> <li>■ Hospital Services</li> </ul>	2
Other (public and not for profit) <ul style="list-style-type: none"> <li>■ Mental Health Team leader</li> <li>■ DV Community coordinator</li> <li>■ Youth Justice</li> <li>■ Corrections</li> <li>■ Child Welfare Administration</li> <li>■ Union (education)</li> </ul>	6
Other (private sector) <ul style="list-style-type: none"> <li>■ Equity and diversity</li> </ul>	1
<b>Total</b>	<b>18</b>



## Training Content and Outcomes

### Training Content

Colleen Purdon, GBVPCC Coordinator and NFF Provincial Workplace Trainer and Margaret MacPherson, NFF Provincial Workplace Trainer presented the two-day training. Kathi Cole, the Grey Bruce NFF Coordinator assisted with the presentation on local resources.

- The training included presentations, information sharing, skill development and knowledge building, and participant engagement strategies, using a range of training approaches:
- A power point presentation on safe and effective interventions
- Introduction to NFF resources and the Kanawayhitowin campaign
- Training to prepare participants to deliver a one hour NFF in the Workplace power point presentation
- Intervention skills training using workplace scenarios, the Missed Opportunities DVD and reality rehearsal techniques.
- Review of Local resources and the 'journey through services' for women, men and children.
- Participant discussion on "where we are" and "workplace plans" for addressing domestic violence in each organization
- Overview of Bill 168 and Make it Our Business resources for the workplace
- Discussion on next steps for workplace implementation of NFF in Grey Bruce.

There was a consistent **high level of discussion and involvement by all participants**. The **diverse perspectives and common need** for information and supports to address workplace DV stimulated a sharing of knowledge, experience and difficulties by participants. Training participants described a **current range of workplace readiness to address workplace violence** in general and domestic violence related workplace violence in particular.

These included:

- All workplaces had completed some training on Bill 168 but the training did not prepare them to address domestic violence in the workplace.
- Several non profit and one for profit sector organization were aware of NFF and already engaged in the NFF Workplace Champion program at level one, but were struggling with how to engage senior decision makers and educate their workplace.
- Most private sector participants were not aware of the NFF program or resources until the training session.

- Most workplaces had done work on policy development to meet the requirements of Bill 168, but needed specific policy and procedures to address DV in the workplace.
- Private and public sector workplaces share a concern about how to change or shift workplace cultures to make DV a workplace issues, instead of the present 'private or personal' issue. NFF and MIOB resources fill a void.

Training participants identified **specific information needs** that were discussed over the course of the two days:

- How to respond to disclosures in the workplace?
- When is it required to involve the CAS?
- What to do when a person responds negatively to a workplace intervention?
- How does the workplace address this issue when the husband and wife both work on a shift and a restraining order is in place?
- What are the specific requirements for employers to respond to DV workplace violence under Bill 168?

### Outcomes

The following themes present a summary of learning from the two-day training:

- **The importance of workplace involvement and small steps** – Participants agreed that said the inclusion of workplaces through Bill 168 is a powerful way to address domestic violence and educate the public about warning signs and how to respond. Participants recognized that this would be a slow process of change over time, but that workplaces and employers have a critical role to play.
- **Overcoming the 'Ick' Factor around DV in the workplace** – There is a great deal of stigma and aversion connected with DV that makes it hard to address in workplaces and society in general. Acknowledging and recognizing this 'ick factor' is the first step, then providing employees with good information, tools and support to overcome it is the next step.
- **Suggestions on dealing with Disclosures** – Participants discussed and developed a flow chart and process to deal with disclosures of DV in the workplace that included: A **goal** of safety and dignity for all involved; an **investigation** process that identifies what happened, who is involved, and legal parameters; an **assessment of risk** (in house or with the help of police); bringing **people together** to develop a plan to **manage the situation** (this may include HR, Management, Union, H&S, Security, the victim, police, outside agencies, etc.); developing a **plan to accommodate and support the safety of the victim**. At the centre of this discussion was the

need for workplaces to recognize the importance of not working alone on DV issues and not leaving victims alone with the problem.

- **The value of many perspectives and cross sectoral community approaches** – Participants recognized and appreciated the opportunity that the training provided for diverse workplaces and perspectives to share information and knowledge, and share in problem solving. They recognized that within the room there was a great deal of knowledge and expertise that rarely gets accessed because of traditional barriers between the public and private sectors. Participants expressed a desire to remain connected after the workshop ended.
- **The importance of knowing about community resources and how to get help** – Many participants, especially those from the private sector and managers and staff in HR in publically funded organizations were unaware of the local DV resources and how to access them. They were also not aware of the provincial NFF campaign and resources. The workshop provided important information and linkages to existing community resources
- **The importance of overcoming the ‘rule of isolation’ when responding to DV in the workplace** – The training was an example of how the ‘rule of isolation’ can be overcome and how new relationships and information make that easier to accomplish. The link between isolation and abuse was clearly understood by participants.
- **Some specific plans for moving forward within organizations were identified and discussed** – Training participants did an exercise where they identified ‘what’s in place’ and ‘what is needed’ in their organizations. Each organization then presented this to the group as a whole for comment and in some cases identified where collaboration would be possible. The plans included:
  - ✓ Joining the NFF Workplace Champion program in Grey Bruce
  - ✓ Taking back a recommendation to senior management that the organization join the NFF Workplace Champion program
  - ✓ Presentations to senior management on NFF in the Workplace
  - ✓ Developing a workplace strategy for the implementation of NFF in the workplace
  - ✓ Reviewing existing policies and procedures in light of new information provided at the NFF Workplace training
  - ✓ Making the provincial union aware of NFF resources and training for all union members of Health and Safety Committees
  - ✓ Beginning with one hour NFF presentations for all staff

- ✓ Sending out NFF materials via intranet and linking the company website to the NFF site.
- ✓ Linking with other municipalities that have NFF in the workplace (London, Middlesex)
- ✓ Developing policies and procedures using NFF and MIOB draft resources.
- ✓ Making NFF resources available to all employees
- ✓ Training H&S in NFF.
- ✓ Setting up a Workplace Champion program in Algoma
- ✓ Work with local union for implementation of NFF through the OPS

### Questions and Next Steps

#### Questions from the Training Workshop:

- How can workplaces accommodate the needs of victims of DV in the workplace? How can workplaces overcome the stigma and way victims of violence are positioned as “the problem” or a ‘virus’ because they bring this difficult issue into the workplace setting? How can workplaces do the education that is needed to shift responsibility for this issue from the victim?
- How do we work with abusive men in the workplace? How can workplaces be supportive and engage men in change? How can we educate the workplace that he is not a ‘monster’ and prevent reactive and/or violent responses (retribution, threatening) by co-workers when he brings the issue to the workplace?
- How can workplaces work more effectively across the traditional public-private sector divide and enhance our ability to address workplace DV and be a network of support and information for one another?
- How can the local DV Coordinating Committee and the provincial NFF campaign stay involved and support workplaces with the implementation of NFF and Bill 168?

#### Next Steps:

1. The GBVPCC will remain involved with the NFF Workplace Training participants through the NFF Workplace Champion program as a resource and support. This includes: additional NFF workplace training events, facilitation and co-facilitation of workplace presentations when requested and resources are available, information and resources available through the [www.endabuse.ca](http://www.endabuse.ca) website and Grey Bruce NFF Community Coordinator.
2. Workplaces need the MIOB resources that are currently in a draft form and want to be able to access them online. Check when the MIOB website will be available for workplaces and let them know.

3. The Grey Bruce workplace campaign will send the one-hour NFF in the Workplace PowerPoint presentation, electronic versions of the MIOB brochures to all participants so NFF workplace training can begin.
4. Participants will continue the networking across public and private sector workplaces that began at the training workshop. All participants are on a group email list so they can contact one another.

#### Some thoughts for the Future:

- Grey Bruce needs a comprehensive violence prevention program for all ages and all sectors (workplaces, institutions, communities)
- Develop an online self-study NFF tool for workplaces that provides orientation and resources to workers on domestic violence in the workplace.

### Evaluations and Summary

#### Evaluations

Fifteen (15) participants completed evaluations on the training. All participants indicated improvement and learning in three areas:

- 1) Feeling prepared to identify warning signs and risk factors of woman abuse
- 2) Feeling prepared to provide referrals to an abused woman or abusive man
- 3) Feeling prepared to provide other supports (i.e. empathetic listening) to an abused woman or calm, non-confrontational discussion with an abusive man.

When asked what they would take away and what had the most impact respondents said:

- Confidence and resources
- Dialogue and opportunities to problem solve real workplace challenges
- Statistics were eye opening and materials are excellent
- Fascinating interchange with different employers – The discussion with other places of employment was very enlightening and valuable
- The need to involve for senior management and other committees in NFF training and then go down to front line workers
- Hearing the stories and concerns from the private sector and learning how skilled and learned these community members are
- The diversity of employers and workplaces and the expertise in the room was very valuable – very safe and supportive environment.

- The training and involvement of community will benefit society, especially management and staff.
- The facilitation was rated very positively.

#### Summary

The very positive learning environment and outcomes from this first workshop with public and private sector employers indicates that this is a model to consider when organizing workplace training in communities. The NFF campaign in the community and the workplace offers concrete resources and information. Bringing diverse workplaces together can create new relationships, support networks, and opportunities for problem solving that in turn creates a 'bigger wave' of knowledge and capacity in workplaces and communities to address the complex issue of woman abuse.

## Appendix H

### NFF IN THE WORKPLACE TRAINING

Canadian Forces Base Borden, Ontario

February 22, 23 2011

#### Introduction:

Samantha Thomas, Civilian Social Work Officer at the Mental Health Services at CFB Borden, organized the training. Samantha completed the three-day NFF Workplace training in Kingston in 2010 and with the support of CWO Thibault at Base Borden arranged for Colleen Purdon and Tracey Marshall to present the NFF Workplace Training at Base Borden. This was the first presentation of NFF Workplace training for military and civilian personnel on a Canadian Forces Base.

#### Participants:

Forty-two participants registered to attend the workshop and 34 attended. The group was diverse and included both civilian and military personnel from the base from a wide range of perspectives, ranks, faiths, cultures and languages. Some of the base organizations represented were: Mental Health Services, Borden Family Resource Centre, Health Promotion and the Dispute Resolution Centre. Military and civilian personnel came from many areas; transportation, information technology, base supply, technical services, chaplaincy, building/construction, and kitchen support staff. The workshop presented a unique opportunity for participants from many walks of life at the base to come together to explore the issue of domestic violence as a workplace issue for both civilians and military personnel.

#### The Training Workshop

The two-day training workshop was based on the NFF Workplace Training standard agenda, and the use of tools and resources from the NFF Workplace campaign. Some changes were made to address the specific nature of CFB Borden setting, and the large group size. All of the participants were engaged and there was a high level of participation and discussion throughout the two days.

Some themes and discussion points from the training:

- **The TARP exercise** was used to demonstrate new ways of working together to address complex issues through: listening, taking leadership, mutual support, perseverance, trying new ideas, and teamwork.
- Time was taken on both days for a longer introduction and check in. On day one it was **important to have time for**

**people to get to know one another**, as most people came from different areas of work on the base. On day two it was important to **address questions and concerns about the focus of the training**, and to deal with disclosures of abuse from the participants.

- Participants received information that the training was on Family Violence, and many expected a broad training over the two days on all aspects of violence in families. The NFF Workplace Training with its **focus on domestic violence and woman abuse was problematic for some participants**.
- Some participants did not agree with a gender-based approach. They noted that men and women are both victims of violence, and because of the high number of men on the base, the more serious issue is female violence towards men. There was general agreement that **signs of abuse are important to recognize, whether the victim is female or male**. More research is needed on the impact of violence on men, how to recognize specific warning signs for male victims, and how to support men who are victims of childhood or intimate partner violence.
- Participants **developed several scenarios that they used to practice skills using military base situations** in their small group work.
- There was considerable discussion and a **lack of clarity on whether or not the changes to the Ontario Health and Safety Act apply to the base**, or whether or not the Federal Labour Code, Part 2 dealing with workplace violence includes domestic violence situations. The JAG was approached on Day One to provide some clarity and he agreed to provide a summary of the implications of the new Ontario legislation for civilian and military employees. He was not able to attend or provide the information on Day Two as planned so his briefing will be emailed to all participants.
- Samantha Thomas and Padre Charles Irish provided an **overview of base services and supports, and the work of the Family Violence Advisory Team**, and spoke about the mandated Family Violence training that is required on all bases.

#### Summary from the Two Day Training

The evaluations from the two-day workshop were largely positive. There was excellent discussion and participants demonstrated a willingness to challenge and to listen over the two days for the workshop.

**Some of the successes and learning from the two days were:**

1. **Participants learned about warning signs of domestic violence** and woman abuse, and said the training provided them with information and tools to address these issues.
2. There was agreement about the **importance of taking action to address abuse, and that it is everyone's responsibility**. Several people noted they could take the information from the workshop and pass it down to others so everyone can intervene when they see abuse.
3. **There are resources on the base, and in the community**, for victims and perpetrators of abuse.
4. The workshop was a positive first step for many participants, and an opportunity for many diverse perspectives and people to learn together. Several participants commented **this was the "first time" people came together to learn about domestic violence and abuse**.
5. **The interactive approach was well received and helpful**. Participants clearly enjoyed learning, practicing skills, and developing new connections and relationships with people from sectors that generally do not interact.
6. The workshop **participants shared a common wish to be more proactive about domestic abuse, learn more about ways to address it, and make change**. Several participants noted that NFF campaign is part of a larger social change movement that supports equality and non-violence within families. They noted that in their family and in generations past there was an acceptance of violence and that learning to recognize and respond is a positive development.
7. Most participants agreed that **the training provided them with more 'tools' for their 'toolbox'** that can be used in a range of situations where there is abuse. There was general agreement that participants are now more prepared and confident to address domestic violence.

**Some of the successes and learning from the two days were:**

1. The training was advertised as a Family Violence seminar. **Some participants felt misled, or expected a different kind of training**. Participants worked hard to express their concerns about the focus of the training. There was a thorough airing of the issues on Day 2, and following that everyone focused on learning. Participants were encouraged to look for opportunities to transfer knowledge about recognizing warning signs and responding to woman abuse to other abuse related situations.
2. There was **concern that the presentation and materials were in English**. Both trainers were

Anglophones and could not answer questions or provide commentary in both official languages. Some brochures were available in French, and information was provided about the French language campaign.

3. There was a **request for more diverse culturally appropriate materials, scenarios and approaches in the training**. The trainers provided information the current OCASI project and advised one participant to contact Alfredo Marroquin about the work being done for more culturally appropriate approaches.
4. **More information and clarity was needed about the legal implications of changes to the Ontario Health and Safety Act that requires employers to address domestic violence in the workplace, and implications for military bases like Base Borden**. The trainers did not have this information and we were not able to provide it over the two-day workshop.
5. Several participants suggested that the NFF materials **have more information for children and youth who are impacted by domestic violence**, for example the Kids Helpline number.

**Next Steps for Base Borden**

- ✓ Provide more information on the extent of the problem on the base
- ✓ Provide information on what to do if a victim reports abuse. Develop a broad information guideline for military members and for families.
- ✓ More training and awareness is needed: there was a suggestion to provide this training for first responders – military police.
- ✓ Look at ways to identify those who may become violent – what are the warning signs?
- ✓ The mental health continuum model and use of a Joint Speaker's Bureau to address mental health issues is working well. Consider adding a violence component to this National Model. The model pairs speakers – a Military member and a member of the Occupational Stress Injury.
- ✓ Provide information on base services, and available community resources to everyone on the base.
- ✓ Look at ways to increase the understanding about the reality of victim's lives, and how best to support and help victims.
- ✓ An invitation was offered to participants to join the base Family Violence Team and to offer help through presentations, information, etc. (Two participants joined the Family Violence Team at the end of the workshop)



**Summary from Participant Evaluations**

Thirty-two (32) participants completed the evaluation.

**Participant Learning:** Participants were asked to rate their learning (before the training and after the training) on a 5-point scale in three areas. The average increase in learning is indicated in the column on the right.

**Participant Learning:** Participants were asked to rate their learning (before the training and after the training) on a 5-point scale in three areas. The average increase in learning is indicated in the column on the right.

Area of learning	Average increase in learning
1. Feeling prepared to education about identifying warning signs and risk factors,	1.13
2. Feeling prepared to educate about providing referrals	1.2
3. Feeling prepared to educate about providing other supports (empathetic listening, non confrontational discussion)	1.06

On average, participants indicated an increase in their knowledge in all three areas. Some participants did not indicate any improvement in learning in some areas, and some respondents indicated a great deal of learning in all three areas.

**Success in Achieving Objectives of the Training:** Participants rated the success of achieving the objectives of the training on a 5 point scale where 1 was low and 5 was high, as follows:

Objective of the Training	Rating of Success (1–5 rating scale)
To help you recognize woman abuse in the workplace	4
To help you know what to do when you see it	3.8
To prepare you to deliver presentations	3.2
To increase understanding re the complexity	3.9



**Participants indicated that the best part of the workshop was:**

- The group input throughout the workshop
- Getting started on something that is rarely discussed
- The interactive approach (group activities, group learning)
- The knowledge of the presenters
- Learning about resources on the base
- The statistics that validate the importance of the materials
- Learning about warning signs and how to take action
- The learning resources that were provided and presented (brochures, documentaries, training presentations).
- Coming together as a group and hearing everyone's perspective.

**Participants said the following had the most impact:**

- Learning about interventions (simple and complicated)
- The interactive work and class discussion
- Scenarios and interventions
- The two cases that were presented – all the people knew what was going on yet 2 women were killed
- The statistics
- Domestic violence happens more that I thought.
- Tough questions for facilitators
- Missed Opportunities video and the impact of the Dad's abuse on his family and friends.
- The one hour briefing presentation
- Personal stories from workshop participants
- The Day 2 discussion
- Seeing so many organizations from the base attending
- Tracey's story about the abused policewoman. The statistics
- Domestic violence happens more that I thought.
- Tough questions for facilitators
- Missed Opportunities video and the impact of the Dad's abuse on his family and friends.
- The one hour briefing presentation
- Personal stories from workshop participants
- The Day 2 discussion
- Seeing so many organizations from the base attending
- Tracey's story about the abused policewoman.

**Participants said they learned the following about interventions:**

- It is not easy, but it is necessary.
- Just do it. "People need to step up". People have a personal responsibility to intervene. "Everybody has a role to play". Turning a blind eye is not an option
- See it, Name it, Check it
- "The resources and methods that were presented were excellent"
- "Even if it doesn't work the first time, keep trying"
- There is no 'wrong' way if you come from the heart.
- Have the courage to speak up.

**Participants had the following suggestions for changes:**

- Add legal information (provincial and federal) that is pertinent for the base as a workplace
- Include an emphasis on multicultural and multi faith approaches (scenarios, warning signs, etc).
- The workshop was called assistance for victims of family violence but focused on woman abuse. Include more information on other forms of family violence. Provide a gender-neutral presentation, eliminate some of woman abuse material and include other types of family violence.
- Provide more detail on all forms of abuse (emotional, verbal).
- Conduct role-plays one on one so all have a chance to practice and get over initial fear and discomfort.
- Provide handouts with local resources
- Provide more statistics and statistics that pertain to the military or Canadian forces.
- Need to have more specific focus on Canadian Forces as a workplace
- Get rid of the TARP exercise.
- Consider two kinds of presentations: one for specialists and one for supervisors.



## Appendix I

### THE IMPLEMENTATION OF THE NEIGHBORS FRIENDS AND FAMILIES PROGRAM AT THE MIDDLESEX HOSPITAL ALLIANCE

In November of 2005, the Healthcare Sector was placed into the media spotlight with the death of Lori Dupont, a nurse at Hotel Dieu Grace Hospital in Windsor by Dr. Marc Daniels, who was said to be her ex-boyfriend and co-worker at the same hospital.

Until this occurrence and the understanding of the Neighbours Friends and Family (NFF) Program, abuse against women was thought by many to be a personal issue better left to the victim to deal with for fear of making the situation worse or not knowing what else could be done to assist. The NFF program empowers participants to break this veil of silence and play an active role in providing assistance to victims of abuse, ending their suffering in isolation.

In the Healthcare Sector this has a significant impact as the sector is populated predominantly by females and it is well documented that females are typically the major victim in cases of abuse. Therefore, at most healthcare facilities there is a reason to believe that there may well be victims of abuse.

As seen in the NFF clips from the Lori Dupont case, Domestic Violence can easily infiltrate our workplaces, disrupting business, causing stress, and placing coworkers or in our case patients and visitors at risk.

As a health care sector employer, with the mandate of focusing our skills on the health and well being of everyone, it is morally and ethically unacceptable for our sector to ignore this problem as it IS happening. This is why The Middlesex Hospital Alliance has implemented the Neighbours Friends and Family program.

With the assistance of Eric Magni, NFF Coordinator for the Middlesex County Coordinating Committee to End Woman Abuse, a presentation has given to the MHA Wellness Committee who saw the great benefit of the program and recommended further sessions to management.

Further support to the NFF Program was given by educating In House Facilitators to spread the awareness through internal awareness sessions open for all hospital staff, students, volunteers, and physicians.

Additionally the MHA provides resource information in the form of NFF brochures and pamphlets, a NFF bulletin board in a highly frequented corridor, as well as Internal Links to the NFF website. It is hoped that these resources allow staff or victims to make inquiries without feeling the need to identify themselves or the victim.

These initiatives resulted in the MHA completing the 3 levels of the NFF program.

Through the implementation of this program the MHA has realized a number of benefits from our participation which include:

- Assists with the compliance of recent amendments (Bill 168) to the Occupational Health and Safety Act with respect to violence in the workplace;
- Allows the MHA to act as an example to other community partners in bringing attention to this epidemic;
- Provides information and measures for the protection of abused women, their co-workers, patients and visitors who could potentially be impacted by a domestic violence situation;
- Demonstrate to staff that we are concerned for their safety and will make every reasonable attempt possible to protect their safety.

Thank you Eric Magni, and the Neighbours Friends and Family program for bringing awareness to this silent epidemic.

The Middlesex Hospital Alliance is a proud supporter of the Neighbours Friends and Family program and fully endorses its adoption into other Strathroy-Caradoc workplaces. There is power in numbers and together through a common message and approach we can build a community culture where any form of abuse is not tolerated!

*Written by Andrew King, Safety Officer and one of the Facilitators of the Neighbors Friends and Families program for the Middlesex Hospital Alliance*

## Background

Middlesex Hospital Alliance is an alliance between Four Counties Health Services (Newbury, ON) and Strathroy Middlesex General Hospital (Strathroy, ON). The MHA is an organization of excellence. By embracing and seeking out partnerships with healthcare providers and suppliers, through collaboration and integrated networks, and through investing in our people, we provide a high level of healthcare service in our largely rural community in Southwestern Ontario.

### Four Countries Health Services

R.R.3  
1824 Concession Dr.  
Newbury, ON  
N0L 1Z0  
Phone: 519-693-4441

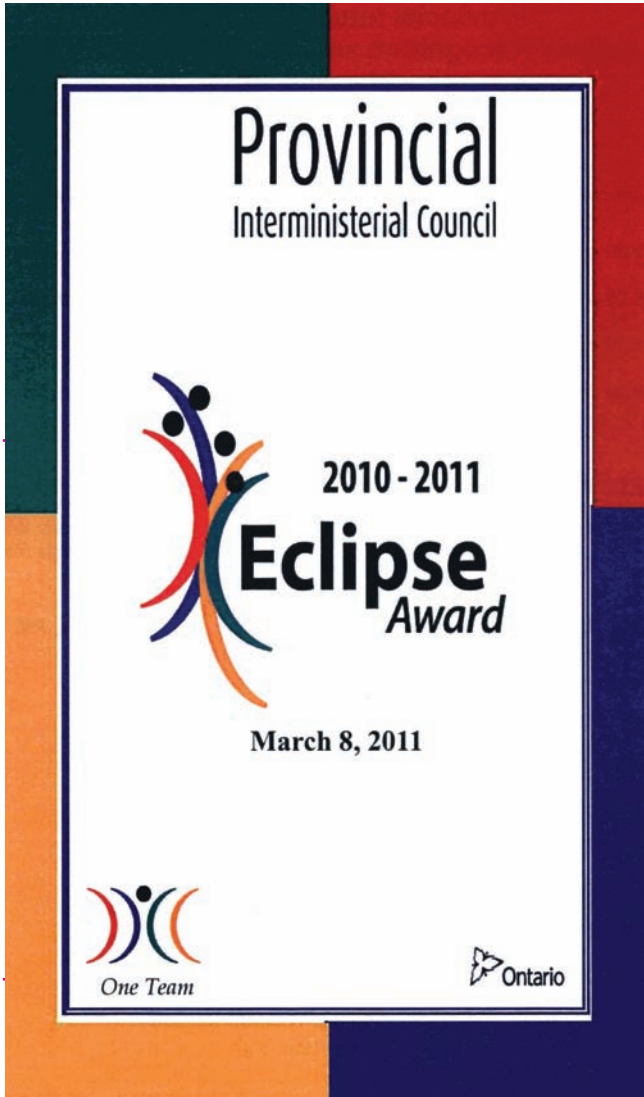
### Strathroy Middlesex General Hospital

395 Carrie Street  
Strathroy, ON  
N7G 3J4  
Phone: 519-245-1550  
<https://www.mhalliance.on.ca>



*Appendix J*

**ECLIPSE AWARD FLYER**



**Provincial Interministerial Council  
Eclipse Recognition and Award Ceremony Agenda  
March 8, 2011**

OITC, 250 Yonge St. Toronto

---

5.00 pm	Registration of Guests and Networking	
5.25 pm	Welcome	<i>Dev Ram, PIC Chair</i>
5.30 pm	Dinner	
6.30 pm	Guest Speaker OPS Secretary of the Cabinet	<i>Shelly Jamieson</i>
7.00 pm	Awards Ceremony <ul style="list-style-type: none"><li>• Certificates of Nomination</li><li>• 2010-2011 Award Recipients</li><li>• PIC Chair's Award of Distinction</li></ul>	<i>Dev Ram PIC Chair SOC Shelly Jamieson DM Virginia West DM George Ross</i>
7.55 pm	Closing Remarks	<i>Dev Ram, PIC Chair</i>

**2010-2011 Eclipse Award Selection Committee**  
Tammy Browes-Bugden, Central Region  
Steve Boyd, Eastern Region  
Stephen Wright, Northern Region  
George Potter, Western Region  
Dev Ram, PIC

**2010-2011 NOMINATIONS**

**LEADERSHIP**

Nominee: Judy Montague, Thunder Bay IC  
 Judy has bridged the gap between the federal and provincial public services in providing services and programs to Ontarians. Her leadership as a chair brought significant program and management experience to the AIC.

Nominee: Phil Emond, EIHRC  
 Phil has touched folks locally, regionally, and provincially. His energy, leadership, new ideas, and support to Council Members in their HR capacity lead folks through some very challenging times.

Nominee: David King, Sudbury IC & ICOPAI Chair  
 Through David's dedication, tireless efforts, and ability to inspire and motivate others, the local council has increased membership and retains a strong level of engagement. ICOPAI has moved from providing information on the functional role of ministries duty for consulting, supporting relationship building, and Aboriginal diversity objectives across the OPS.

Nominee: John van Vliet, Western Interministerial Council  
 John started as first leader of the multi-ministry voluntary organization. He promotes collaboration and supports working in harmony with corporate authorities.

**PARTNERSHIP**

Nominee: Western Region 2010 Regional Educational Administrative Career Enhancement (REACH) Committee  
 The members of the team demonstrated superior cooperation and collaboration in designing and delivering high quality learning events under very tight time lines and with limited resources.

Nominee: Quarter Century Club - Jackie Szymanski, Talia Morris, Vic Pakalnis, and Tony Manzu  
 The QCC partnered with the Provincial Interministerial Council for the past 5 years both financially and collectively supporting employee recognition events across the province for Ontario Public Service.

Nominee: A Think Green Event Team – Kerry Kincaid, Laurie Vandervoort, Margo Carson, Kathryn Manners, Steve Small, Beth Truax, Denise Amiel, and Scott Elliott  
 The team hosted two "think green experience" events. "Finding Your Alter Eco" and "The Road Less Travelled" using new green technology outreaching to participants across the province.

**2010-2011 NOMINATIONS**

**INNOVATION**

Nominee: Conversation Café for Managers – Margo Carson and Kathryn Manners, Central Region  
 An innovative learning and networking opportunity was developed through "Conversation Cafes". It allows Managers to discuss important topics and common issues.

Nominee: EIHRC – Job Shadowing Catherine Rickey and Margaret Wood  
 Job shadowing helps to assist with career development, demonstrating the skills and abilities need to work in different positions. For 2010 there are over 120 host opportunities for persons to job shadow in the Eastern Region.

Nominee: Louise Brinkman and Laila Krieg, Co-Chairs, North Bay IC  
 Louise Brinkman and Laila Krieg, as Co-Chairs of the North Bay local council (NBIC), created a unique and innovative approach to improving council communications and expanding connection to a broader audience through a very professional IC website and interactive blog.

**SERVICE EXCELLENCE**

Nominee: Beth Truax, MGS, Central Region  
 Beth is a true ambassador for the Interministerial Councils and has been the leading force in making our council an intergovernmental council. She has delivered years of QCC events, supported REACH, and Simcoe County Connects events.

Nominee: Western Region Neighbours, Friends & Families Facilitators  
 The Western Region's 48 OPS Neighbours, Friends and Families (NFF) facilitators are a dedicated volunteer group trained to deliver a one hour presentation on domestic violence in the workplace. The team supports a WIC led initiative to educate all 10,000 OPS employees in the region. As a team, the OPS NFF facilitators have provided outstanding service in delivering the core content presentation of the NFF Workplace Program across all WIC member ministries.

Nominee: Palma Leslie, Administrative Assistant, MGS  
 Palma has been providing outstanding budget forecasting, monitoring, and general HR administration support to PIC. She has been instrumental in enabling PIC's councils to host events across the province with our partners.

**PIC CHAIR'S AWARD OF DISTINCTION**



## *Appendix K*

### **PERMISSION TO USE OR ADAPT NEIGHBOURS, FRIENDS AND FAMILIES**

- London Coordinating Committee to End Woman Abuse, localized labels
- Ontario Provincial Police & Victim Services Project, regional concept and website
- Centre for Employee Health, Safety & Wellness Program
- Assault & Response & Care Centre
- Arctic Women in Crisis, adaptation of resources
- Best Start Resource Centre, health nexus for publications
- Brock University, Class presentations
- RCMP/North East Nova, adaptation of organization's campaign
- Lanark County Domestic Violence & Sexual Violence Advisory Committee, website development
- Multi-service centre, Tillsonburg, educational resources
- Nova Vita Domestic Violence Prevention Services, Brantford, awareness & workshop materials
- Sheridan College, Social Service Worker Program, educational resources
- Community Service Worker, County of Dufferin
- Thunder Bay District Health Council, transit shelter ads, interior bus cards promotion
- Community Action Network Against Abuse, Cornwall
- Parry Sound High School, multi-school assembly
- Nova Scotia Advisory Council on the Status of Women, link to NFF and addition of multiple languages
- Ontario Public Service, compliance program
- New Directions Service, Cambridge, UK, media campaign
- Assault & Response Care Centre, educational resources
- Health Nexus, Best Start Resource Centre, educational resources
- Community Action Network Against Abuse (CANAA), website resource
- Laurentian University, educational resources
- Dufferin County Community Services, staff training resources
- Family Violence Prevention, Prince Edward Island, educational resources
- Justice Institute of British Columbia, multi-lingual resources
- Safer Families, Safer Communities, Prince Edward Island, educational resources
- Domestic Assault Review Team of Waterloo Region, logo for promotional pens