Final Report: Evaluation of Domestic Abuse Service Hubs

Includes:

Final Report

By
Hayley Yorke, Genrys Goodchild & Sara Taylor

Completed for: YWCA Peterborough-Haliburton

Supervising Professor: Chris Beyers

Trent Centre for Community-Based Education

Department: International Development Studies
Course Code: IDST 4220Y
Course Name: Assessment of Development Projects Term: Fall/Winter
Date of Project Submission: April, 2014

Project ID: 4436

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By: Hayley Yorke, Genrys Goodchild & Sara Taylor

Completed for: YWCA Peterborough-Haliburton, Host Supervisor: Karine Rogers
Supervising Professor: Chris Beyers, Trent University
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"The evaluation piece is something you continually have to work on,

just like a marriage."

- Hub Interviewee

Lastly, we extend our many thanks to the fantastic staff members we interviewed from the following hubs in the United States:

YWCA Salt Lake City Family Justice Center

SAFE Homes - Rape Crisis Coalition Family Justice Center

The Ann Patterson Dooley Family Safety Center

Family Justice Center of Erie County

One Safe Place Family Justice Center

Our Place Family Justice Center

Orange County Family Justice Center

San Diego Family Justice Center

We feel very fortunate to have been given the opportunity to connect with all of you, and were touched by your enthusiasm for our project. We truly admire your dedication and commitment to this area of social justice.

Executive Summary

The YWCA Peterborough Haliburton (as the lead agency) has just completed a one-year pilot of the START (Support Team for Abuse Response Today) initiative, which is their Domestic Abuse Service Hub located in Peterborough, Ontario. The purpose of our project was twofold, with the first half involving research into the evaluation strategies of other hubs in the United States, in order to provide START with best practices and challenges other hubs have faced regarding the evaluation process. To do this, we conducted eight lengthy telephone interviews with staff members of hubs across the United States, as well as provided these staff members with a follow-up survey. The hubs we interviewed were: the San Diego Family Justice Center (FJC), the Orange County FJC, One Place FJC, One Safe Place FJC, the FJC of Erie County, The Ann Patterson Dooley FJC, the SAFE Homes- Rape Crisis Coalition FJC, and the Utah YWCA FJC.

The second part of our project was to analyze the client and service provider/steering committee surveys given out to clients and staff at START to assess the impacts of the one year pilot project, and to provide recommendations based on the feedback. Due to minimal client survey uptake, we were only able to receive feedback for the staff / service provider surveys.

We had a number of key findings emerge from the qualitative and quantitative data from the interviews with hub representatives. These include:

- The use of the hub model was much more effective and efficient for providing services to clients and in a safer way through the convenience of co-located services (services are located in one building).

- Use of the hub model created greater awareness for clients of the variety of services available to them.

- Some of the most popular services hubs provided included legal support and counseling.

- The majority of the hubs interviewed did not actually implement a formal evaluation strategy for their FJC beyond the use of client exit surveys as an evaluation tool. The exception was two hubs that recently completed an extremely thorough external evaluation.[1]

- All of the hubs interviewed expressed the need for a comprehensive evaluation strategy in order to concretely determine the impacts and outcomes of their hub, especially given their goals of reduced domestic abuse and violence.

In terms of the staff surveys collected by the YWCA, there were similar findings. These include that:

- The majority of service providers felt that the use of the hub model for START increased the access to services and effectiveness of services for clients, because of greater collaboration and the ease of co-location.

- Overall, the feedback on the START pilot was extremely positive.

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[1] Please see Phase II California Family Justice Initiative Statewide Evaluation at
http://issuu.com/familyjusticecenteralliance/docs/evaluation___outcomes_-_cfji_final_

Some of the critical challenges and limitations we identified in our research focus primarily on the lack of a formal evaluation strategy for most hubs. Part of what makes formal evaluation so difficult in the area of domestic abuse service provision is the foremost need to ensure the safety of clients. Tracking clients and ensuring follow-up can be impossible in many cases for this reason. This is why exit surveys may be one of the only evaluative tools available to hubs thus it is extremely important that START determine a way to improve client survey uptake. We would suggest considering incentivizing surveys, or developing an online survey tool when possible to increase client uptake.

Another major challenge we identified is that without a formal evaluation strategy, determining indicators to measure short and long-term outcomes is difficult. This also stems from the fact that measuring changes in behaviour is often intangible and outcomes can get lost in translation for this reason. We found that hubs in the United States cited homicide statistics as one way to measure outcomes. The barometer of success for certain hubs was that clients who visited the hub did not become homicide victims. Though we are not in a position to suggest specific indicators or what outcomes to measure, we identify the importance of hubs doing so through a formal evaluation strategy, and recommend that a strategy is established as early as possible. We suggest that a way to establish such a strategy would be through the use of an organizational culture survey, or through focus groups and interviews. Though it is time consuming to formulate a formal evaluation strategy, we think it is of the utmost importance that hubs do so.

Overall, we have found that the use of the hub model for domestic abuse service provision is an extremely effective way to provide access to services for clients. Not only is it better for clients, the hub model works to create greater collaboration between partners and forge stronger relationships and trust between the different service providers.

Abbreviations and terminology

DASH Domestic Abuse Service Hub

START Support Team for Abuse Response Today

FJC Family Justice Center

FJCA Family Justice Center Alliance

Indicators (outcome) are specific items of information that track a program's success on outcomes. Indicators describe observable and measurable changes which prove than an outcome has been achieved (United Way, n.d, p. 1).

Logic model is a description of how the program theoretically works to achieve benefits for participants. It is the "IF…THEN" sequence of changes that the program intends to set in motion through its inputs, activities, and outputs (United Way, n.d, p. 1). For an example of a logic model, please see Appendix A.

Outcomes are the changes in the behaviour, knowledge, skill, values, condition or status for participants. These outcomes represent the most meaningful change in behaviour for clients but longer-term outcomes are the least related to or influence by the program (United Way, n.d, p. 1).

Who we are

Hayley Yorke

Hayley is in her final year at Trent University, majoring in International Development Studies and minoring in Business Administration. Hayley's interest in this project came out of her passion for law, gender issues, and development. She hopes to pursue a law degree after her B.A.H at Trent, eventually becoming involved with international law. This project has become a great way for her to be involved with these issues within her community, and concretely apply what she has learned within her degree.

Genrys Goodchild

Genrys is in her final year of International Development Studies at Trent University. Genrys chose this project because of her interest in the field of domestic abuse service provision and prevention of gender based violence, as well as a passion towards working for social justice. She is also considering pursuing a Masters of Social Work after completing her B.A.H at Trent, and this project proved to be a great way to get involved in this area and also learn practical skills.

Sara Taylor

Graduating with a joint major in International Development Studies and Gender and Women Studies, Sara has further developed her passion for community development, alliance building and social justice. She hopes to continue engaging with social justice issues as an ally, activist and community member. This project has been a great opportunity for Sara to grow as a researcher and to be involved in a small way to building a safer community.

Background of the Project

The YWCA Peterborough Haliburton has been active since 1897, and their mission statement is: "YWCA Peterborough Haliburton exists to support the right of all women and their families to live free from violence, poverty and oppression as they build their desired futures," (YWCA, 2014).

With the YWCA as the lead agency and host, the START (Support Team for Abuse Response Today) began on January 21st, 2013 at its downtown Peterborough location. The year-long pilot of START ended on January 20, 2014. START operates every Monday to provide co-located access to a variety of services for women over the age of 16 who have experienced abuse or violence (YWCA, 2014). The services provided through START include:

- Safety planning
- Nursing assessment
- Medical information
- Criminal court support
- Family court support
- Help accessing legal services
- Admission to safe shelter

- Information about making a police report
- Counseling
- Children's aid support/advice
- Financial assistance after violent crime
- Help applying for social assistance

The Guiding Principles of Start:

START's 2013 Collaboration Agreement states the Guiding Principles of Start:

Woman-centered service

We will offer service in a supportive and caring manner, within a client's available time frame.

Careful, limited information sharing
We will ensure that clients understand and consent to the nature of the information being shared between the START service providers. Information will not be shared without a client's prior informed consent. Service providers will only share information that is important for others to know in order for a client to access services.

Collaboration
No single agency can meet all the needs of women facing abuse. Service providers will collaborate in our service provision to best meet the needs of each client. Through collaboration of service, we can grow in our knowledge and respect of each others' roles.

Respecting Each others' roles
None of us can step outside of our own organizational mandates. By working together and respecting each others' field of expertise, we will maximize each organization as a resource, and agree to disagree when necessary.

Accessibility
By coordinating access to service, we will reduce service and bureaucratic barriers. We will provide service that is accessible, inclusive, and welcoming.

Accountability
We will be accountable to the women we serve, by ensuring quality and consistency in our work.

Empowerment
We will respect a client's right to direct her life, including her decisions regarding which services to access.

Learn as we go
As we are piloting a new model, there will be some unknowns. We will have a willingness to learn as we go, and improve service through the sharing of lessons learned. (p. 2-3)

Domestic abuse service hubs are new to Canada, with five hubs in operation thus far and several other communities engaged in hub planning/development[2]. The hub model emerged in the United States through the San Diego Family Justice Center in 2002. It is estimated that there are now over 80 such centers and hubs operating in the United States,

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[2] These other hubs include (in addition to START), Durham Region's Intimate-relationship Violence Empowerment Network (DRIVEN), Family Violence Project of Waterloo (FVP Waterloo), York Region Center for Community Safety (YRCCS), and the Safe Centre of Peel (SCoP)

and the model is also spreading internationally (FJC Alliance, 2014). The hub model has been "identified as a best practice in the field of domestic violence intervention and prevention services by the United States Department of Justice," (FJC Alliance, 2014). The Family Justice Center Alliance has listed a number of positive outcomes as a direct result of implementing the hub model, such as:

reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency and coordination among service providers; and reduced recantation and minimization by victims when wrapped in services and support (FJC Alliance, 2014).

Our aim with this project was to gain a better understanding of how various hubs operating in the United States evaluate the impact of their work.

Our project was divided in two main parts, the first part being to conduct qualitative research through telephone interviews with eight hubs in the United States to determine three things:

1)   What are current best practices/lessons learned for outcomes evaluation of
          domestic abuse service hubs outside of Ontario?

2)   What are the stated outcomes of these five hubs?

3)   What data do they collect to support their claims?

The second part our project included analyzing and collating the data generated through surveys distributed to both clients of START and the various service providers, in order to evaluate the pilot project, assess impacts and determine areas for improvement. These were our research questions for this part of the project:

1) What is the available START data suggesting/demonstrating about program outcomes?

2) Did we collect all the data necessary?

3) Did we measure what we intended to measure?

4) Do the stated outcomes continue to represent the most important impacts of the START program?

5) How could we be improving our outcome measurement?

However, since there was not enough uptake for the client survey, we were only able to complete this part using the service provider survey responses. For our full interview questions, and the questions included in the START staff survey, please see Appendices B and C.

Methodology

Drafting the Project

To prepare for this project, we each completed background research on the YWCA and the domestic abuse service hub model within Peterborough, Canada, and the United States. We did this provide ourselves with enough background research to understand the scope of hubs, how many hubs existed, and how long these hubs had existed. We also needed to know enough for our meeting with our host, as to see if this project interested us. We then met with our host organization representative, Karine Rogers from the YWCA, and a TCCBE representative, Marjorie McDonald, to determine the layout of the project, method of research, and project deliverables. A project agreement was drafted and reviewed by Professor Chris Beyers of Trent University, and finally presented to the YWCA and agreed upon by Sara Taylor (student), Hayley Yorke (student), Genrys Goodchild (student), Karine Rogers (YWCA), Marjorie McDonald (TCCBE), and Chris Beyers (Trent University). Throughout the entire research project, we met with Karine Rogers and continued to communicate with her to keep the YWCA informed about the project and our progress. Marjorie McDonald remained in constant communication with the students, attending meetings to offer professional advice regarding the project. Research pieces agreed upon during the initial project proposal include: two surveys constructed by the YWCA, one to be delivered to clients and one to be delivered to hub administration evaluating the effectiveness of the hub (Please see Appendix D for YWCA service provider/steering committee survey), case studies of what would be eight hubs in the United States through background research and mainly telephone interviews (Please see Appendix B for interview questions). The two surveys were chosen to evaluate the

START initiative. The client START survey was chosen to evaluate the impact that clients felt the hub had on their lives from a client perspective. The service provider/steering committee survey was chosen to evaluate the hubs from a service provider perspective, and to help gain insight from professionals in the field who may be able to see benefits clients cannot. The case studies were chosen to research what services, relevant information, impact claims, resources, and evaluation practices that other established hubs are currently using so that START could use these resources to see the potential their own hub could have, the impact other hubs were having, the evaluation strategies other hubs had, and scope out any helpful innovations or practices. These case studies relied heavily on telephone interviews as much information is not posted online or available elsewise. Further, our interviews were to be structured enough to gain comparable information from various hubs but flexible enough to probe any sort of information that may be helpful to START.

Preliminary Forms

Before conducting interviews, we went through the process of becoming a volunteer at the YWCA, acquiring police checks and filling out standard forms for the YWCA. We then drafted an ethical review for the research to be conducted, as well as a consent form to be read out loud during telephone interviews, submitted to the Trent Ethics Committee for approval. Within these forms it was made clear that no individual research participant would be identified. After the ethics and consent form had been reviewed by the

committee, we then revised the form and it was sent back to the committee and approval was given. We, along with Marjorie McDonald (TCCBE), Karine Rogers (YWCA), and Chris Beyers (Trent University), signed the Ethics review. These forms were created as a requirement for the IDST 4220 course, as well as to ensure sensitive information was being dealt with ethically.

Interviews

To find various hubs within the United States, we gathered the emails of 46 various executive directors of FJCs in the United States through the Family Justice Center Alliance (FJCA), and contacted them requesting an interview regarding their FJC. This many directors were contacted. The email explained the purpose of our interviews, our affiliation, the START initiative, and a request for their participation in an interview. Interview questions were drafted before interviews were conducted, questions were viewed by TCCBE and START prior to being finalized. This was to ensure that START and TCCBE were satisfied with the question content, the ordering of the questions, and the way the questions were being asked. After the interview request emails were sent, responses came back quickly, and eight interviews were arranged. The eight respondents included the San Diego Family Justice Center (the first of its kind in the US), the Orange County FJC, One Place FJC, One Safe Place FJC, the FJC of Erie County, The Ann Patterson Dooley FJC, the SAFE Homes- Rape crisis coalition FJC, and the Utah YWCA FJC. Rooms were booked at the TCCBE as needed, as interviews were arranged to accommodate different time zones. Interviews were conducted in the TCCBE so that students could use long distance calling and ensure that interviews occurred with proper

technology in a quiet room to remain professional. Interviews were conducted by one of us, while one or both of the others took notes. This was to ensure that a proper amount of documentation was taking place during the interview for the final reportWe read aloud the consent form and received verbal consent before every interview to use the information received within the interviews in our reports. The interviews were recorded so that students could listen to the interviews again while writing the final report. At the end of every interview, we then asked the hubs to send us any relevant documents so that students could provide the START with these resources for the betterment of START's own evaluation. Documents received included reports on the FJCs, exit surveys used, and various forms of evaluation that FJCs use.

START Surveys

While interviews were being arranged and conducted, participating START service providers gave out surveys to START clients, asking them about the service they received. Only one survey successfully filled out and returned, the client evaluation aspect of the project had to be abandoned. The START Coordinator also administered surveys to participating START service providers and steering committee members, and received nine completed surveys. We then collated this data and sent it back to the START Coordinator.

Interview Follow-Up Survey

Because there was no uptake for the START client survey, and because there is an increasing need for quantitative information, we identified key themes from interviews in

order to create a follow-up survey to administer to interviewed hubs. The follow-up survey was created on Survey Monkey, and all hubs that we interviewed were asked to anonymously volunteer to fill out this survey via email. A link to the survey was emailed to every interviewed FJC. A short consent form was drafted and placed at the beginning of the survey. Seven hubs out of eight filled out the survey.

Report Writing

To prepare for report writing, we came up with an outline for the project based off of other TCCBE projects submitted, as we have never written a community development project report before. Interview notes and recordings were extensively reviewed to come up with common themes to inform report writing. We divided up the project equally for writing and reviewed each other's work. Report was sent to Chris Beyers (Trent University) and Karine Rogers for review and was revised accordingly for the YWCA.

Findings

Profiles of Interviewed Family Justice Centers / Domestics Abuse Service Hubs

All information listed below is taken directly from the respective hub's website and are listed as the hub presented them. All mission statements are word-for-word quotes from the respective hub's website to best capture their perspective. The website from which the information was taken is listed below every subsection of hub information. The purpose of listing this information is to give a brief background on the hubs interviewed to place the interview information within the context of the hub itself. For example, some hubs are older or younger than others, some hubs deal with larger populations, and some hubs administer more services than others. This also serves to provide START with a resource should they want to communicate with these hubs or find additional information through their websites. For an abbreviated list of hubs provided, see the "interviews" section of methodology.

Hub Name: The Salt Lake Area Family Justice Center

Hub Location: Salt Lake City, Utah.

Year Hub was Established: 2009

Mission Statement: The YWCA is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all. The Salt Lake Area Family Justice Center at the YWCA serves victims of domestic violence by providing access to many different critical resources under a single roof to provide better coordinated, seamless services for male and female victims and survivors. The Center brings together specialized services in one location where victims can report domestic violence related crimes to the police, obtain assistance with protective orders, speak to a victim advocate, contact a prosecuting attorney to learn about the criminal process or discuss a pending criminal case, find shelter, housing and support groups, and obtain employment and job training.

Client Referral Services Provided:

- Salt Lake City Police Department
- Salt Lake City Prosecutor's Office
- YWCA Utah
- Legal Aid Society of Salt Lake City
- Utah Department of Workforce Services
- Utah Division of Family and Child Services
- Utah Crime Victims Legal Clinic
- Rape Recovery Center
- Salt Lake County District Attorney's Office
- Unified Police Department
- FJC SANE (forensic exams for victims of sexual assault)

Website:

http://www.ywca.com/site/c.emJ1KgOQJhIaG/b.8861445/k.662C/Family_Justice_Center.htm

Citation: Family Justice Center. (n.d.). YWCA Utah. Retrieved April 10, 2014, from http://www.ywca.com/site/c.emJ1KgOQJhI

Hub Name: SAFE Homes- Rape crisis coalition: Mary's House

Hub Location: Spartanburg, Cherokee and Union County, South Carolina

Year Hub was Established: 2005

Mission Statement: Our mission is to use our collective voice to address the impact of domestic and sexual violence by providing quality services to those affected and to create social change through education, training, and activism.

Vision: We envision a community liberated from all forms of domestic violence and sexual assault.

Clients they serve per year: 6462 clients served in 2012

Client Referral Services Provided:

- Criminal Justice System
- The Department of Social Services
- Alcohol and Drug Abuse Commission
- Mental Health
- Carolina Counseling
- City and County Law Enforcement
- Family and Criminal Court
- Local attorneys
- South Carolina Legal Services
- Other shelter and rape crisis centers
- Local hospitals and health clinics
- Schools
- Salvation Army
- Piedmont Community Actions
- United Ways
- Churches

Website: http://shrcc.org/

Citation: Welcome to SAFE Homes Rape Crisis Coalition. (n.d.). SAFE Homes Rape Crisis Coalition. Retrieved April 14, 2014, from http://shrcc.org/

Hub Name: The Ann Patterson Dooley Family Safety Center

Hub Location: Tulsa, Oklahoma

Year Hub was Established: October, 2002

Mission Statement: The Ann Patterson Dooley Family Safety Center strives to provide "wrap-around" victim services to achieve the following objectives:

- Provide assistance obtaining emergency protective orders for victims of domestic violence

- Provide help and resources to children exposed to domestic violence

- Offer forensic medical assistance to victims of domestic violence

- Offer appropriate legal support and representation to victims of domestic violence

- Reduce the number of domestic violence cases that go unreported in all of Tulsa County

- Ensure domestic violence perpetrators are prosecuted

Clients they serve per year: 2,543

Client Referral Services Provided:

- Assistance with Emergency Protective Orders

- Assistance with law enforcement reports

- Chaplain services

- Children's play area

- Civil legal assistance and advice

- Consultation with District Attorney staff

- Counseling referral for adults

- Forensic medical

- Interpretation services

- Referral for children

- Referral for immigration services

- Referral to safe, confidential emergency shelter

- Safety and prevention education

Website: http://www.fsctulsa.org/

Citation: Family Safety Center. (n.d.). Family Safety Center Tusla. Retrieved April 12, 2014, from http://www.fsctulsa.org/

Hub Name: Family Justice Center of Erie County

Hub Location: Buffalo, New York

Year Hub was Established: 2007

Mission Statement: To develop and sustain a collaboration which delivers services that enable people to live safely, free from domestic violence, and that advocates offender accountability.

Core Values and Guiding Principles:

We have a few strong and enduring beliefs that guide the rightness of our decisions. They are our core values and are grounded in zero tolerance for domestic violence and absolute confidentiality for our clients. Guiding principles are positions we strive to achieve, though they are not yet core values.

Core Values:

- Safety is a basic human right

- With options, clients can take control of their lives

- The domestic violence cycle must be broken

- Offenders must be held accountable

- Eradication of domestic violence requires education

Guiding Principle:

- Easily accessible services remove barriers and effect change

Clients they serve per year: 2000 in their downtown location

Client Referral Services Provided:

- Buffalo Police Department - Sex Offense Squad (SOS)
- Child and Family Services - Haven House
- Child Advocacy Center/Child & Adolescent Treatment and Services (CATS)
- Crisis Services
- Erie County District Attorney's Office
- Erie County Department of Social Services- Domestic Violence Unit
- Erie County Probation Department
- Erie County Sheriff's Department
- Hispanics United of Buffalo (HUB)
- International INstitute of Buffalo (support for immigrants and refugees)
- Neighbourhood Legal Services
- Office of COurt Administration
- UB Family Medicine, INC. - Forensic Medical Unit

Off Site Partners:

• Baker Victory Services (BVS)

• Buffalo Prenatal-Perinatal Network

• Buffalo VA Hospital - Women's Center

• Catholic Charities

• Community Services for the Developmentally Disabled

• Deaf Adult Services

• Erie County Central Police Services (CPS)

• Erie County Coalition Against Family Violence (ECCAFV)

• Erie County Department of Health (ECDOH)

• Erie County Department of Senior Services

• Erie County Department of Social Services (DSS)

• Erie County Probation

• ECC One Stop Training & Employment

• Every Person Influences Children (EPIC)

• Gateway Longview

• Gay & Lesbian Youth Services (GLYS)

• Horizon Health Services (HHS)

• Jewish Family Services

• Lakeshore Behavioral Health, Inc.

• Mid-Erie Counseling & Treatment

• Native American Community Services

• Pride Center of Buffalo, Inc.

• Salvation Army

• SUNY at Buffalo Law School

• SUNY at Buffalo School of Social Work

• United Way of Buffalo & Erie County

• Volunteer Lawyers Project, Inc.

• WNY AmeriCorp

Website: http://www.fjcsafe.org/index.php

Citation: Family Justice Center . (n.d.). Family Justice Center of Erie County. Retrieved April 10, 2014, from http://www.fjcsafe.org/index.php

Hub Name: One Safe Place Family Justice Center

Hub Location: Fort Worth, Texas

Year Hub was Established: 2011

Mission Statement: Serve those affected by domestic violence and sexual assault by offering comprehensive, integrated quality programs, provide safety for the immediate situation and hope for the future. One Safe Place partners have an integrated, seamless approach to service in a welcoming, victim-focused, survivor-driven environment. Beyond serving survivors, One Safe Place will create a new social

consensus in the community about violence affecting families by leading education, training and research.

Vision: One Safe Place is the transformational force for freeing our community from the violence affecting families. It is the place that provides the resources in a loving and hope-filled environment for people to move from victim-to-survivor and a thriving, safe and healthy future.

Client Referral Services Provided:

- Counseling
- Victim advocacy
- Law enforcement
- Prosecution
- Court support advocacy
- Immigration services
- Family civil legal services
- Spiritual support
- Childcare and development
- Research and education
- Planning and analysis

- Job skills training and career counseling
- Mentoring
- Dress for success
- Health care
- Child protection services
- Elder abuse
- Juvenile witness intervention
- Food and clothing
- Emergency financial assistance

Website: http://onesafeplace.org/

Citation: One Safe Place. (n.d.). One Safe Place Family Justice Center Home Page.

Retrieved April 9, 2014, from http://onesafeplace.org/

Hub Name: Our Place Family Justice Center

Hub Location: Montgomery, Alabama

Year Hub was Established: 2010

Mission Statement: The mission of One Place Family Justice Center is to provide a comprehensive service and support center which affords greater safety, access to services, and confidentiality for victims and their families by co-locating services under one roof.

Our vision is:

- to reduce homicides

- increase victim safety

- to empower victims

- to reduce fear and anxiety for victims and their children

- to reduce recantation and minimization

- wrap the victim in services

- hold offenders accountable.

Clients they serve per year: 2100 clients per year

Population they serve: 225 000 in Montgomery County

Client Referral Services Provided:

- Alabama Crime Victims Compensation

- Montgomery Area Council on Aging

- Montgomery Area Mental Health Authority

- Child Protect

- City of Montgomery

- Montgomery County Commission

- Montgomery County Department of Human Resources

- Montgomery County Task Force on Domestic Violence
- Montgomery District Attorney's Office
- Easter Seals
- Family Guidance Center
- Family Sunshine Center
- Faulkner University Thomas Goode Jones Law School
- Helping Montgomery Families Initiative
- Legal Services Alabama
- Lighthouse Counseling Center
- Maxwell Gunter Air Force Base-Family Advocacy
- Neighbors In Christ
- Montgomery Police Department Domestic Violence Bureau
- Montgomery County Sheriff's Office
- U.S. Attorneys Office
- Victims of Crime and Leniency

Website: http://www.oneplacefjc.org/

Citation: One Safe Place Family Justice Center Home Page. (n.d.). One Safe Place Family Justice Center. Retrieved April 14, 2014, from http://www.oneplacefjc.org/

Hub Name: Orange County Family Justice center

Hub Location: Anaheim, California

Year Hub was Established: 2006

Mission Statement: The mission of the OCFJC Foundation is to provide direct victim assistance and empowerment and prevention resources to victims and families whose lives have been impacted by domestic violence, child abuse, sexual assault and elder abuse. The OCFJC Foundation transforms victims into survivors and breaks the cycle of violence. We provide a long-term positive impact on our community by compassionately

providing effective, coordinated services and support to people whose lives have been touched by child abuse, domestic violence, elder/dependent adult abuse, or sexual assault.

Client Referral Services Provided:

- Anaheim Police Department
- Anaheim City Attorney's Office
- CalWORKS
- Chapman University, School of Law, Bette & Wylie Aitken Family Violence Clinic
- CSP Victim Assistance Programs
- Human Options
- Instituto Para La Mujer de Hoy (Survivors Academy)

- Legal Aid Society of Orange County
- New Star Family Center
- Orange County District Attorney's Office
- Orange County Probation Department
- Orange County Social Services
- Orange County Superior Court
- Women's Transitional Living Center

Website: http://www.afjcfoundation.org

Citation: Orange County Family Justice Center Foundation. (n.d.). Anaheim Family Justice Center. Retrieved April 14, 2014, from http://www.afjcfoundation.org

Hub Name: San Diego Family Justice Center

Hub Location: San Diego, California

Year Hub was Established: 2002

Mission Statement: Our mission is to stop family violence, make victims safer, hold batterers accountable, and provide long-term support for victims and children through

collaboration and coordinated services. Our vision is to provide a safe location where all the needs of victims are met, violence is stopped, families heal, and hope is realized. The San Diego Family Justice Center, the first center of its kind in the United States, provides help and hope to victims of family violence and their children. Every day, those impacted by family violence, child abuse, and elder abuse, find safety, protection from their abuser, legal help, counseling, food, clothing, spiritual support, medical assistance, and so many other free services from the Center's professionals and volunteers.

Client Referral Services Provided

- Children's Hospital
- City Attorney Advocates
- Crime Victims Fund
- District Attorney Victim Advocates
- Dress for Success (provides professional attire)
- FJC Legal Network
- Forensic Medical Unit
- HOPE Team (Help and OUtreach to Protect the Elderly)
- Integrated Mental Health Services

- Military Advocates- Family Advocacy Program
- San Diego Domestic Violence Council
- San Diego Volunteer Lawyer Program
- SD Center for Counseling
- San Diego VLP Immigration
- YWCA Legal Clinic
- San Diego Police Department - Domestic Violence Victim Resources
- YWCA of San Diego County

Website: **http://www.sandiego.gov/sandiegofamilyjusticecenter/**

Citation: San Diego Family Justice Center. (n.d.).The City of San Diego . Retrieved April 14, 2014, from http://www.sandiego.gov/sandiegofamilyjust

Interviews

Over the course of this project, a total of eight interviews were conducted with Family Justice Centers within the United States. As mentioned in the previous section, the number of clients served per hub varies, as well as the size and the duration of the established of the hubs. It was discovered that although the focus of the hubs had a slight variation (client, legal, or offender accountability focused), the hubs had similar foundational goals and values. These goals/values included increasing the safety of clients and their community, collaborating with community partners to create more effective services, and ultimately, eradicating domestic violence.

In the following section, we will highlight the main findings of both the interviews, and the interviews follow-up surveys. These findings highlight several important themes that will be examined in the discussion section of this report.

Effectiveness of Domestic Abuse Service Hubs

"Hope is important and giving them a vision of a better place to be."
- Hub Interviewee

There was a consensus among most of the interviewees that the domestic abuse service hub model is effective and efficient at providing services to clients, and that if has allowed clients to access services in a safer way. As seen on figure 1 below, one hundred

percent of the survey participants *strongly agree* that hubs increase the effectiveness of providing services to clients. Figure 2 demonstrates that that forty three percent of the interviewees *agree* that the hub model *always allows* clients to access care services in a safe way, while fifty seven percent said *often*. Figure 3 also revealed that forty three percent *strongly agree* and fifty seven percent *agree* that hubs have increased awareness of domestic violence services in the greater community. Figure 4, demonstrated in when the interviewees were asked to rate on a scale from one to five how effective the hub model is in creating client awareness of different services (1 being not effective, 5 being the more effective), twenty nine percent rated *three*, forty two percent rated *four* and twenty nine percent rated *five*. Thus, all of the hubs agreed that to some varying degree, the hub model is effective.

Each hub that was interviewed had some form of personal observation of change that caused them to believe in the hub model. This is important for evaluation, as many of the individuals working within the hub have been involved in social work for years before working with the hub model. It is important to both respect and value the interviewees' observations and experiences as it adds a dynamic component to the quantitative data for evaluation.

Indicate your level of agreement for the following statement: The Domestic Abuse Service Hub/Family Justice Centre model's use of co-located services has increased the effectiveness of providing services to clients.

Answered: 7   Skipped: 0
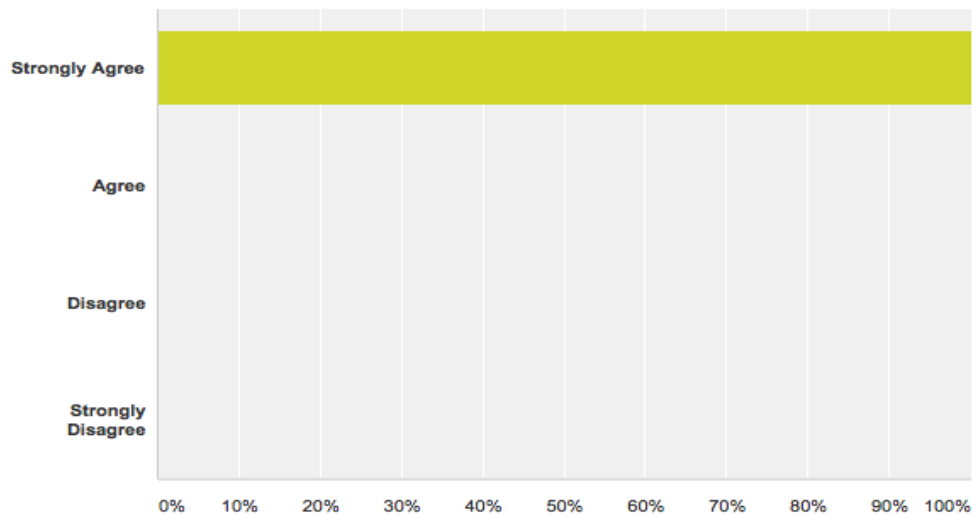
Figure 1.

The Domestic Abuse Service Hub model allows clients to access care services in a safer way.

Answered: 7   Skipped: 0
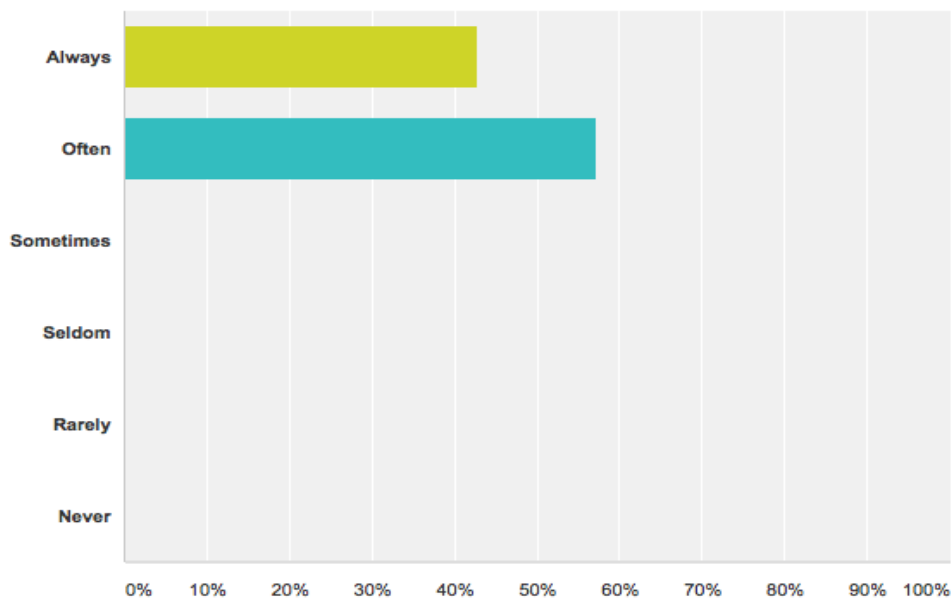
Figure 2.

Indicate your level of agreement for the following statement: The Domestic Abuse Service Hub has increased awareness of domestic violence services in the greater community.

Answered: 7   Skipped: 0
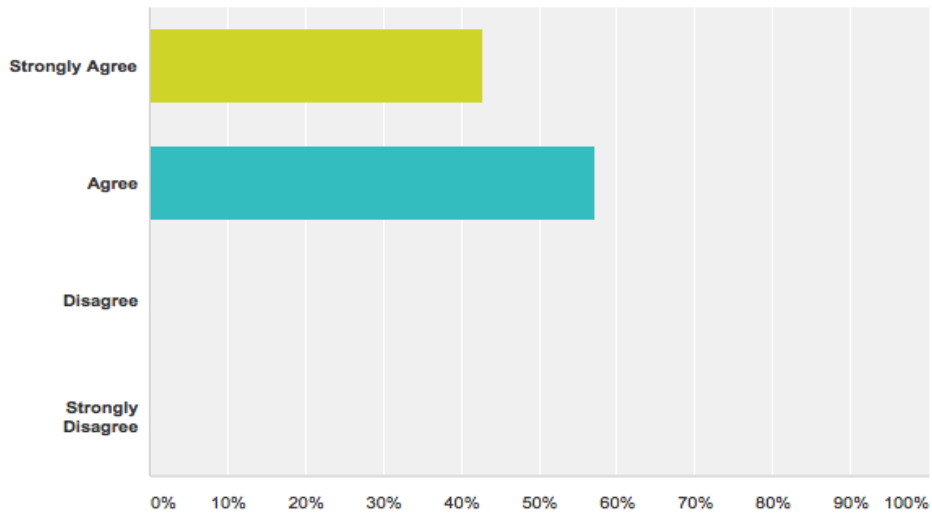
Figure 3.

On a scale of 1 to 5, how effective is the Domestic Abuse Service Hub model in creating client awareness of different services? (1 being not effective, 5 being the most effective)

Answered: 7   Skipped: 0
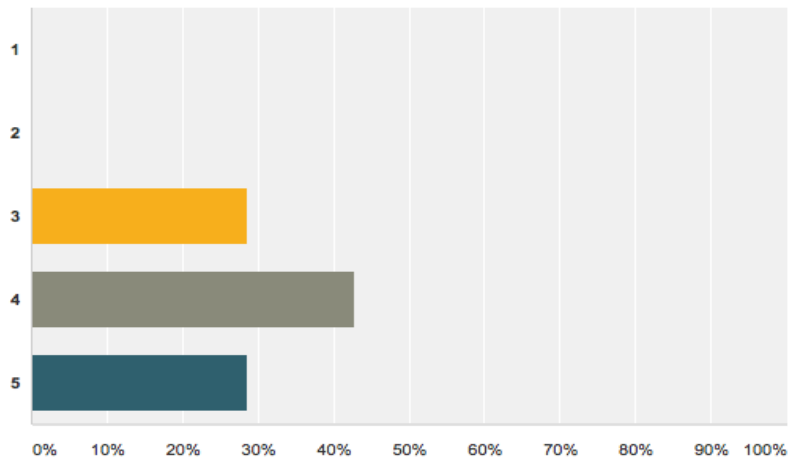
Figure 4.

Primary Services

"Safety is number one"
- Hub Interviewee

The following is what each hub stated as their top three primary services:

Hub 1: Protective orders, forensic nursing and chaplet service

Hub 2: Safety to victims, service to victims and accountability of the offender

Hub 3: Legal aid, divorce, custody and child support, crisis counseling

Hub 4: Counseling, law enforcement, civil legal services

Hub 5: Temporary restraining orders, counseling and client advocacy/support

Hub 6: Twenty-four hour crisis counseling, legal/hospital advocacy, and individual group and family therapy

Hub 7: Department of work force services, legal aid and on site emergency housing

Hub 8: Intake case management, safety planning, temporary restraining orders

In the interviews, there was a common theme in which the safety of the client was the main priority throughout the services that the hubs offer. Four out of the seven hubs named counseling as one of their primary services and one hundred percent of the hubs stated that legal aid/support was one of the most sought after services. However, for many of the interviewees it was difficult to name only three primary services as many of the services interact and overlap with one another. For example, filing for a restraining order might coincide with legal aid, custody and counseling for a client. The

interviewees spoke of the need for a holistic and multi-disciplinary framework, in which the client is at the center of the model.

Each hub interviewee also stressed the need for timely and effective services and in order to achieve this, partners must have excellent communication between one another. Communication of partners was a significant theme among the interviewees to the success of distributing services in the most effective way possible.

Another finding within the interviews was that technology was being used to enhance the services by maximizing resources and reducing time. Hub 4 noted that the use of the free video conferencing software Skype had been a creative way of allowing staff to communicate with clients in a more effective manner. Further insights about technology will be examined in the discussion section of this report.

Formal Evaluation Strategy

"The evaluation piece is something you continually have to work on,

just like a marriage."

- Hub Interviewee

Throughout our research, we found that there was a distinct need for a clear, comprehensive and most importantly, applicable evaluation framework. As seen in figure 6, forty three percent of the interview participants *agreed* and fifty seven percent *strongly agreed* that their hub would benefit from a formal evaluation framework. Only two out of the eight hubs stated that they have a usable logic model, and six out the eight

hubs stated that they either did not have a framework, or that they do but it isn't in full use. These hubs also stated that they do have tools for evaluation, but are in need of applying a logic model for evaluation. All stated that they have an exit survey that serves as their primary evaluative tool. To see examples of a hub exit survey, please see Appendix F.

Throughout our research, it was also revealed that there was a distinction within the evaluation framework between administrative evaluation and client evaluation. The following two sections will explore the findings of the differences of evaluations.

Administrative Evaluation

"You can't effectively serve clients with outcomes if you don't have effective evaluation of partnerships."

\- Hub Interviewee

As seen in figure 5, fifty seven percent of the interview participants thought that internal formal evaluation was *very important* to assessing the impact of their hub. Following closely, forty three percent it was *extremely important*. Both the interviews and follow up interview surveys revealed that administrative evaluation is an important part of creating a comprehensive evaluation framework. A valuable tool for composing administrative evaluation is through the use of a culture survey; see Appendix E for an example. A culture survey is an evaluative tool that assesses the employee values and environment of the workplace. Many hub interviewees spoke of the challenges of

collating several services and different partners into one area. This meant that each

partner had varying goals and focus. The culture survey was useful tool for one hub as

the interviewee noted that they were able to better understand the competing value

frameworks and reveal the need to have a cohesive value framework in the beginning

stages of creating the hub.

How important is an internal formal evaluation to assessing the impact of the Domestic Abuse Service Hub?

Answered: 7   Skipped: 0

Extremely Important	(bar to ~43%)
Very Important	(bar to ~57%)
Somewhat Important	
Not Very Important	
Not at all Important	

0%   10%   20%   30%   40%   50%   60%   70%   80%   90% 100%
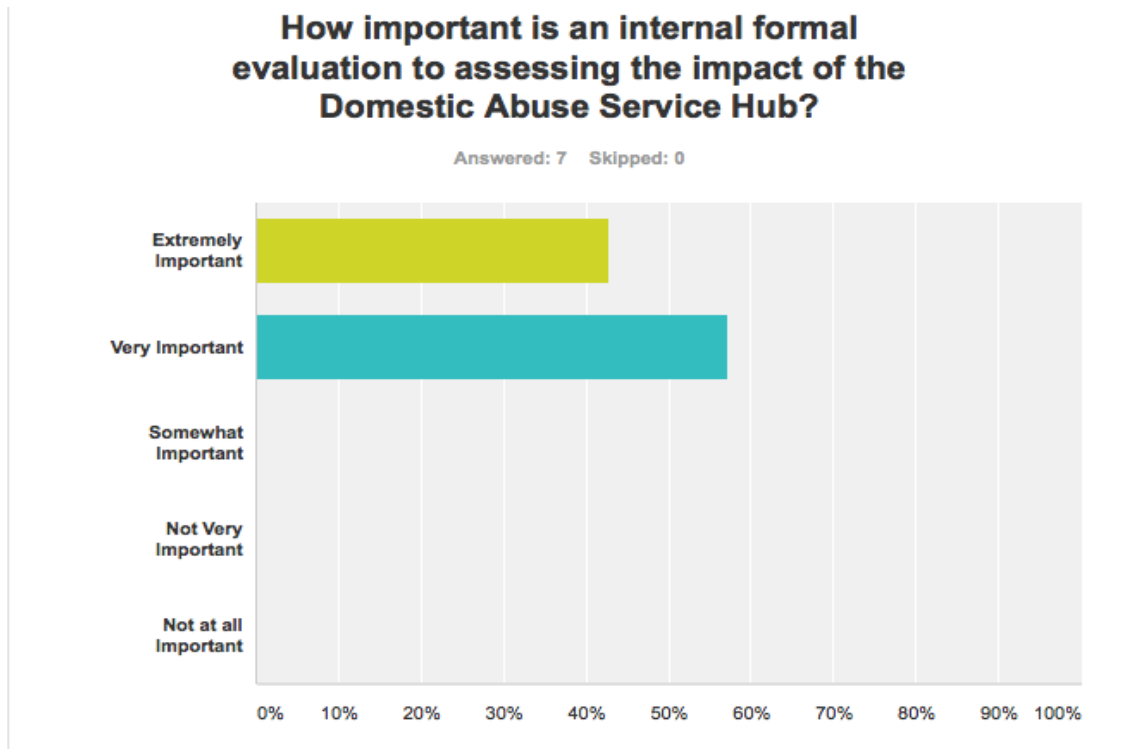
Figure 5.

If you do not have a formal evaluation framework that is currently being implemented, do you think your Domestic Abuse Service Hub would benefit from a formal evaluation framework?

Answered: 7   Skipped: 0
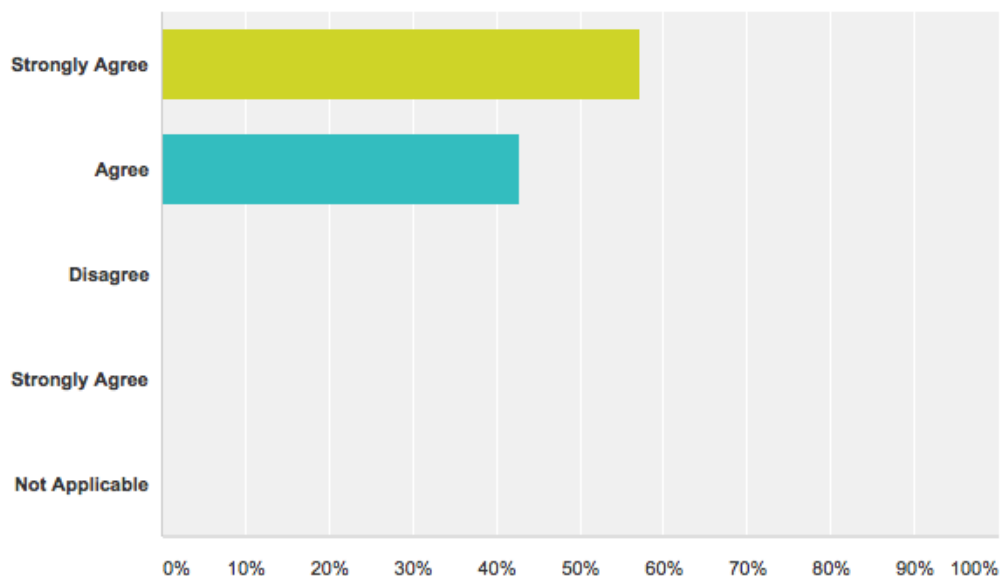
Figure 6.

In addition to this, the culture survey also revealed the need to work on team building between partners and maximizing office space use. For example, several of the hubs interviewees noted that they had inter-partner lunches and events to build relationships and trust between partners. It was found that this is an important component in creating the most effective services for the clients, as the partners were able to know one another and work towards similar goals. As well, the findings demonstrated the need to have partners work space integrated within one another (not have separate departments on separate floors, but have varying services and partners spread out throughout the building). This was found not only to create a better work environment by having

various services integrated, but clients were also found to be more comfortable due to the dispersal of services. As one hub interviewee stated, "We all bring our individual pieces to the table."

In addition to completing a culture survey, the interviewees revealed that employee feedback was crucial to the development and success of the hubs. Through focus groups, or surveys, it is important to have open communication between the employees. The feedback loop within the hub model allowed suggestions about services to be received and responded to in a timely manner. Valuing employee's experiences within the hub model is an important tool for evaluation and improving the services provided by the partners.

Client Evaluation

As mentioned previously, exit surveys are the main component of the hubs evaluations framework. These surveys are designed to document the immediate impact of the services offered and to receive feedback on how to improve their services.

An important characteristic of the surveys is that they are clear and as short as possible. Most of the hub interviewees stated that there are varying challenges to getting a high response rate. The interviewees noted that many of their clients fill out the surveys at the end of their visit to the hub by which time they are exhausted and filling the survey is a low priority. Long-term follow up was found to be another challenge. Client safety

might be jeopardized if there is a follow up call, or visit. Hub interviewees also reported that a follow up survey could be a trigger (i.e. reliving traumatic experience) for a client, which is not in the client's interest. There is no guarantee for offsite client response, and this makes it difficult to have comprehensive results for evaluation. Further challenges with client surveys as a primary component of hubs' evaluation strategy are client literacy and the need for translation. Hubs serve clients with different backgrounds, and several of the interviewees indicated that many of their clients had low literacy skills or did not speak English as their first language. As a result, clients may need assistance with filing out the survey. This might provide further insight to low levels of response.

Within the hub model, there are a numerous departments with different managers and goals. A challenge for a coordinated evaluation strategy is that each partner within the hub that offers a different service may have separate forms for evaluation (i.e. survey) or no evaluation at all. This is challenge for most of the hubs as different service partners have different indicators and outcomes. Thus, it is difficult to build an evaluation strategy with one evaluation for the entire hub (including all partners) because intake and online systems were already in place.

One hub interviewee in particular noted that they hired an external evaluator to develop (and follow through) on their evaluation framework. This proved to be useful, as the interviewees have indicated that the evaluation process can be time consuming, and become lost in the daily operations within the hub. However, this was not the case for

the one other hub interviewee that had a formal evaluation framework, as they did their own evaluation.

Outcomes and Indicators in Evaluation

"When you start talking about a logic model, it's not easy to fit on a page."

- Hub Interviewee

As a part of a formal evaluation strategy (i.e. a logic model), hubs must outline their outcomes and the indicators (the measurement) of the outcomes. In our research we found that the outcomes and indicators were separated as administrative based and client based.

A common problem identified by the interviewees was the logistical and ethical challenges of "proving" that their hubs were decreasing domestic violence in their communities. Each interviewee made some sort of observation that a change was being made through the hub model but most did not have adequate indicators to measure their claim.

A primary outcome that was significant for the interviewees was the reduction and cessation in domestic violence homicides. The main indicator for this goal is the number homicide deaths within the community compared with the number of clients who visited the hub. A statement that was repeated various times within the interviews was that "no one died this year that visited the hub." Interview participants did have other goals, such

as increasing knowledge about safety strategies and increasing usage/awareness of services. These goals are documented through intake forms, and how many people went through the activities (such as counseling, and developing safety plans in which these activities would hope to achieve these outcomes).

A challenge within the hub model is developing both administrative and client based indicators that the partners agree upon. This is similar to developing a formal evaluation framework in which different services have different outcomes, and each partner may attach meaning to different values. As well, interviewees found that the partners had different tools for measurement, which made it difficult to have a streamlined evaluation strategy. Various hubs interviewees recommended that the outcomes and indicators should standardized across each of the partners within the hub. The participants thought that this would make evaluation easier and create a better conversation around cohesive tools and values for evaluation.

An interesting finding was that the interviewees felt that now that there has been a significant push in the last five years towards evaluation within their organization, there is more research being developed to create better indicators to measure their outcomes. One hub interviewee discussed the problem of measuring less tangible indicators such as hope, but expressed excitement, as there is work within the United States that is aiming to actually measure hope. This is an exciting area of research and will hopefully create a more dynamic evaluation framework for hubs in the future.

Steering committee / service provider surveys

The second part of our project consisted of a survey distributed by the YWCA through START to clients of the hub, as well as a separate survey for the various service providers/steering committee. These surveys constituted a central tool to evaluate the hub towards the end of the one-year pilot. There was not enough uptake on the exit survey given to clients however there were nine survey responses collected from the service providers/steering committee of START. To view a copy of the survey distributed, please see Appendix D. To view collated results from these surveys, please see Appendix C.

Effectiveness of Domestic Abuse Service Hubs

"It's a much better model of service delivery. It makes for better quality service to clients overall, which is very valuable." – Survey respondent

There was a clear consensus that the service providers believe that the hub model is both more effective and efficient in delivering services to clients, as opposed to services operating at different times at locations through out the city. As seen in figure 7 below, sixty six percent of survey respondents strongly agree, and thirty three percent agree, that START makes it easier for clients to access services. Seventy seven percent strongly agree, and twenty two percent agree, that START expedites service access for clients. Lastly, sixty six percent strongly agree, and thirty three percent agree, that START results in better service delivery coordination for clients.

Administrative / Agency Impacts

"It has allowed us to build better relationships with other agencies and professionals in our own community. This allows for all services involved to have a better understanding of each other's notes, prevent clients from receiving mixed messages and providing clients with how much information and support to assist them with the issues they face."

– Survey respondent

In terms of administrative and agency impacts, the qualitative data indicates that using the hub model of START has had positive impacts for the service providers. Overall, the consensus is that START has built stronger relationships and increased trust between service providers, as well as contributed to higher numbers of referrals between service providers.

Seventy seven percent of respondents strongly agree, and twenty two percent agree, that START enables them to better communicate and collaborate with other service providers about serving their mutual clients. Fifty five percent strongly agree, and forty four percent agree, that by working with the other agencies at START, they develop a better understanding of their clients' safety and/or service needs. Lastly, sixty six percent strongly agree, and twenty two percent agree, that START strengthens overall communication and collaboration in the service delivery throughout the week.

Client Impacts

"[The hub model makes it] easier for clients to navigate the complex web of services."

– Survey respondent

Although there was no uptake on the client surveys, the service providers indicate that they believe that START has had beneficial impacts for their clients. Respondents observed that the hub model ensures both greater awareness of available services and improved client access to the services. Respondents believe that START makes it less intimidating for clients to seek a variety of services and creates a more welcoming atmosphere. The qualitative data also demonstrates that the efficiency and improved collaboration between different agencies is believed to translate into better quality service for clients. These findings are consistent with the overall findings from the interviews conducted with the domestic service abuse hubs in the United States.

START Challenges and Suggestions for Improvement

START might be improved for the on-site service providers, for the majority of respondents if there were greater awareness of START and its services in the community. This would enable service providers to reach higher numbers of clients, as well as get more agencies involved with the hub. Some respondents also felt that START could benefit from team building exercises and continue with "mini-training" sessions.

Respondents noted that START could benefit from a better use of space, as well as work on difficulties in coordinating schedules between service providers. Lastly, one respondent noted the lack of access to database and programs as a major challenge.

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Total
START makes it easier for clients to access services	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START expedites service access for clients	77.78% 7	22.22% 2	0% 0	0% 0	0% 0	9
START results in better service delivery coordination for clients	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START provides more opportunities for advocacy within the service system	55.56% 5	44.44% 4	0% 0	0% 0	0% 0	9
As a result of participating in START, I have a better knowledge of the roles and mandates of other participating services an sectors	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START enables me to better communicate and collaborate with other services about serving our mutual clients	77.78% 7	22.22% 2	0% 0	0% 0	0% 0	9
By working with other agencies at START, I develop a better understanding of my clients safety and/or service needs	55.56% 5	44.44% 4	0% 0	0% 0	0% 0	9
START strengthens overall communication and collaboration in the service delivery throughout the week	66.67% 6	22.22% 2	0% 0	0% 0	11.11% 1	9
Participating in START is a good use of my agency's service delivery time	66.67% 6	22.22% 2	0% 0	0% 0	11.11% 1	9

Figure 7.

Discussion and suggestions

The Importance of the hub model

Throughout our interviews, interview follow-up survey, and START service provider/steering committee survey a few conclusions can be made regarding the hub model. On the administrative side, the hub model is an effective way to administer services for those who have experienced domestic abuse. Hub services work together to reinforce each other, for example, legal services may be harder to administer without financial advocacy, or rape crisis services might be hard to administer without making longer term counseling available. Further, service providers see an increase in the number of clients that use their service when they are located within a hub, so that they are able to reach more clients. Communication between service providers has also been increased and in general is effective. Participating services receive more client referrals than pre-hub, and have better knowledge of who does what and where.

In terms of benefits outside of administration, the use of co-located services in one area increases awareness of domestic violence within the community, and increases client awareness of the services available for them. The hub model increases client safety in different ways, depending on the services that are available. All hubs reduce service access barriers by reducing travel time and time taken away from work and home by making services available in one location. Hub service providers ensures that clients are relieved to not have to travel, and the care procedure becomes less traumatic, less stressful, and less intimidating. Certain hubs identified that offender accountability increased the safety of clients, and that victim advocacy and counseling services help

increase client safety in the long run by keeping clients from returning to abusive situations.

What the FJCs Recommended for New Hubs:

"Start small and dream big"

– Hub Interviewee

We feel fortunate to have talked to such passionate, and experienced employees within the hub model. Each participant had a wealth of knowledge and insightful recommendations for hubs in their beginning stage.

The following recommendations are divided into two sections, recommendations for administrative evaluation and client evaluation.

Administration Evaluation

Administrators from within START and established hubs within the United States recommend an effective and collaborative use of space. Space is important for a variety of reasons. The first is to ensure that the client feels safe immediately upon entering into the hub. Several of the hub interviewees stated clients should not have to go through law enforcement to reach reception. This could be because the clients may not want to interact law enforcement at first entry, or that this could trigger the clients in a way that is related to their experiences. The second point about space is to disperse the various services in order to promote teamwork, trust and relationships between partners. It has been established that the foundation of trusting, respectful and cohesive partnership is

paramount for creating the best possible services for clients. The interviewees have suggested that through evaluative tools such as culture surveys, feedback from employees and focus groups, the hubs can develop cohesive principles and goals. This will not only help to create a better framework for evaluating hub programs but would hopefully build an open environment characterized by full communication between partners.

From within the START program, those surveyed had recommended enhancing awareness among women of the hub services available to them. They further suggested more awareness of the services among other service providers so that they can receive more referrals, and more community exposure including presentations to other professionals such as doctors, lawyers, judges, social services, police, community services etc. The START service provider/steering committee survey revealed that service providers would like to see higher involvement for START with legal services to help women work their way through the legal system.

The interview participants from the United States also suggested that in the beginning stages of the development of the hub model, the YWCA should create an evaluation framework that is designed and implemented by all providers. Although as revealed within the findings that this would be a time consuming and challenging recommendation, many of the interviewees stated that this would have been beneficial towards the long-term goal of having an applicable and comprehensive evaluation framework. This would include agreeing upon indicators and outcomes, as well as developing a cohesive vision that the partners can work towards.

Client Evaluation

The interviews revealed more evaluation challenges on the client side than the administrative. Exit surveys and support groups have been clearly outlined as important tools for evaluation. However, the interviewees also indicated that these alone do not constitute a comprehensive evaluation of how services are impacting the clients. The interviewees discussed the challenges of long-term follow-up with clients as well as receiving low response rates to exit surveys. Although we are not in a position to make clear recommendations on how to address these challenges, as the research did not fully reveal solutions, we would recommend a combination of focus groups, interviews and discussions between partners and clients on how create the most effective and appropriate form of evaluating services for the clients. The idea of an incentive for completing client feedback surveys has been mentioned by hub interviewees, and is a possible avenue for further research. In addition to this, online surveys might be another avenue to explore in the next stages of creating an evaluation framework.

The research also demonstrated that it was important to understand for whom the evaluation is for, and what specific impacts need to be demonstrated. For some hubs, an exit survey was the only evaluative tool they had to show the extent of the impact of their services. However, for other hubs, an exit survey was not enough, and they worked on developing new indicators (such as hope), and attempted to follow up with clients through approved phone calls. This is an important decision for hubs to make in terms of the level they would like their evaluation to be at. The final consensus is that it is useful

to have exit surveys, but it is also important to have measurable outcomes that are cohesive among the hub partners. Ultimately, the research revealed that evaluation is a process of learning, and that with time, commitment and dedication will come a further understanding of the impacts that hubs are having both within the organization and for the clients.

Suggestions for Evaluation

Because the client satisfaction survey for START did not come back with enough results, we are in no position to make recommendations for the hubs. Further, simply because a certain practice works in America for another hub in another city, does not mean it will work for the START program in Peterborough. We can provide suggestions based on our research and what other hubs have found to be effective, and leave it to the discretion of the YWCA, steering committee, and involved parties to explore whether or not the suggestion would fit well into their fiscal, communal, and administrative context.

Our research has allowed us to collect resources from other hubs for START to use as they see fit. Please see Appendix F an example of what other hubs within the United States have used as their exit surveys. Our hope is that START will be able to choose the most useful and relevant questions within these exit surveys to provide the most effective evaluation. One finding from this research is that while securing uptake on exit surveys is hard, it is possible. Suggestions to improve uptake involve securing a sort of incentive for people to fill out a survey so that the relationship benefits both parties, or providing clients with a small business card with a link to an online survey they can complete at

their discretion. To ensure safety, these exit surveys would need to have a "safe exit" option on them, such as demonstrated in the One Safe Place Family Justice Center website, as a banner across the top of the website (Please see http://onesafeplace.org/what-is-family-justice-center for example). The safe exit option allows clients to leave the website and open a new page with the click of one button.

Limitations

One major limitation to our research (as mentioned earlier) was that there was no uptake on the client survey for the START program. As a result, the research does not reflect the voices of clients. The research was directed at administrations, both within START and within other hubs in America. While some staff obviously are privy to client feedback and have observed changes their interactions with clients, they still are not able to replace client voice. As a result, it is difficult to make recommendations for improvement for client satisfaction.

Hub interviewees identified that producing an outcome for their hub's evaluation was a difficult task, as domestic violence is difficult to measure and many hubs have the goal of "ending domestic violence."   Many hubs identified that keeping track of clients over time was difficult for two reasons. First, it is hard to keep track of clients who move throughout the city, county, state, and country. Second, there are several ethical dilemmas with attempting to keep track of or contact clients after they have visited a hub. Because hub clients visit hubs due to traumatic experiences, revisiting a time in their life when they needed to visit the hub can be traumatic, whether they moved from an abusive

relationship or returned to one after they visited the hub. If the client has returned to an abusive relationship, it may compromise the client's safety to alert that the client had once reached out for help. For example, a hub interviewee stated that many abusive partners will keep track of their partner's phone records. If a hub employee calls a past client to conduct a long-term evaluation, this situation becomes dangerous. Even if a client consented to being contacted a month, a year, or five years from when they visited the hub to establish whether the hub had a long-term impact on their life, the client can at no point say for certain whether they will be in a safe situation when the hub attempts to contact the client again. Because these ethical issues would stem from the hub trying to contact the client to conduct long-term evaluation, the only way to not compromise a client's safety and overcome difficulties locating the client, would be to ask the client to contact the hub one month, one year, or five years from their visit and hope that the client would do so. The hub could attempt to keep a strong presence within the community (which would have several other benefits such as making their services known to women and other service providers to increase referrals), but might also prompt clients that had been asked to contact the hub to do so.

With regards to evaluation in general, many hubs expressed that it was hard to measure whether their hub specifically was having a direct positive impact in alleviating domestic abuse. For example, one hub expressed that the definition of rape had changed within the United States to a broader understanding, and thus, statistically, incidents of reported rape increased. However, this does not necessarily mean that the hub model was not having an impact on rape prevention, or not helping survivors deal with trauma. This is precisely

why more research needs to be put into proper outcomes and indicators that will reflect the impact the centers have. For example, one center mentioned that innovative research was being completed to measure hope within their community and that this was an exciting potential indicator.

Meanwhile, interviewed hubs expressed there is a huge push for accountability to donors through evaluation, and interviewed hubs are finding that funding is becoming limited.

One last limitation is that we cannot recommend ways forward because of the lack of uptake on client surveys for START, and because we are not sure how well other settings for hubs translates into a Peterborough setting. This report serves more as suggestions to be used at the discretion of START staff, provide resources for future evaluation, and the research informing what other hubs are doing for which START can gauge future practices from.

Implications for the Peterborough START Program

This report suggests that domestic abuse service hubs are an effective and efficient way of administering services. The hub model creates a safer environment in communities for those experiencing domestic violence to access hub services. Hubs not only create more awareness of domestic abuse issues within communities, and the complexities surrounding the issues, but also create further awareness of the services that can be administered for those who have experiences domestic abuse.

The main cross-cutting theme within this report is the definite need for a formal evaluation strategy within the hub model. For the two hubs that had developed a formal evaluation process, it has served to establish for donors the impact the hub has had. Due to the fact that many of the hubs are fairly new, they did not have a formal evaluation but expressed their need for one, and advised that this be initiated in the beginning stages of hub development. Further research and discussion needs to be conducted regarding evaluation indicators and outcomes. Because these are complex ideas to communicate among various partners, it is necessary for the outcomes and indicators to be clear and measurable for a comprehensive evaluation.

The ethical difficulties, as well as time and resources used in formulating a proper evaluation, have remained a barrier for many of the hubs. Similar to START, other hubs have expressed that uptake on an exit survey is hard to improve, as many clients have been through traumatic experience, are exhausted, and have filled out a lot of paperwork by the time they are asked to participate in a voluntary survey. Hubs expressed a need for a comprehensive and clear evaluation framework in the context of increasing pressure on organizations for greater accountability and transparency. Thus, it is becoming critical for organizations to take time to cultivate an evaluation that will properly demonstrate the benefits of their services, how these services affect clients, and how these services affect administration. In this regard, START is doing well in comparison to other hubs in terms of their evaluation initiatives. Many hubs that have been established for ten years or less do not have formal evaluation strategies, logic models, or spent much time attempting to establish proper indicators and outcomes. Comparatively, START is in a good position

for evaluation and has begun research, established an exit survey, and administration survey, and is currently working with a logic model.

START is in an exciting position to be able to learn from other hubs during its developing stages, while also being a forerunner in creating change in the Peterborough Haliburton community, and also change how domestic abuse is addressed within Canada. The future of the hub model is one full of excitement, progress and promise.

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Appendixes

Appendix A.

START Logic Model – September 2013

Inputs	Activities	Outputs	Planned Results		Data Collection	
			Outcomes	**Indicators**	**Data Sources**	**Data Collection Method and Frequency**
Physical site & associated resources (phone, internet, parking etc) On & off-site service partners providing collaborative service delivery one day per week to victims of domestic violence/abuse Collaboration agreements and START procedures Cross-trainings for service partners Marketing/promo Community support Funding Evaluation	i. Provide information on available services, centralized intake, and case coordination ii. Service providers communicate and collaborate in service delivery to provide access to multiple services on- and off-site	i. # of unique clients served # of times clients served ii. # of participating on- and off-site services # of programs accessed/ client visit # of on-site direct service hrs provided # of formal case conferences # of informal consultation/ collaboration opportunities	**Immediate Outcomes** A. Clients have an improved sense of their options related to their safety and well being, and can further identify their service needs B. Clients are connecting with needed services under one roof	A.1 85% of clients report having access to relevant information on available services/feeling better informed about relevant services A.2 85% of clients report being more aware of their options A.3. 85% of clients report they can better identify their service needs A.4. 85% of clients report having an increased understanding of their safety risks and strategies to reduce risks B.1 85% of clients report easier access to services B.2 85% of clients report that the services accessed through START met their needs	START clients On & off-site service providers Program Records (START client file) Coordinator tracking	**Client Satisfaction Survey** Collected from each client upon exit **On& off-site service provider survey** Collected during evaluation of 1-yr pilot **Program Records – Collected on Intake & Summary of Service Forms** Ongoing performance data collated quarterly by START Coordinator

START Logic Model – September 2013

Inputs	Activities	Outputs	Planned Results		Data Collection	
			Outcomes	**Indicators**	**Data Sources**	**Data Collection Method and Frequency**
	iii. Develop safety plans iv. Offer follow-up support v. Evaluate project	iii. # of safety plans created # risk assessments completed iv. # of clients with a scheduled appointment with service provider(s), or plan to return to START v. # of completed client & service provider surveys, evaluation reports	**Intermediate Outcome** C. Victims of domestic violence and abuse are more effectively navigating a better-coordinated service system	Intermediate outcomes: C.1 85% of participating service providers report improved communication among one another C.2 85% of participating service providers report increased knowledge of service provider roles/mandates C 3. 85% of participating service providers report having improved understanding of individual client safety needs C.4 85% of participating service providers report improved understanding of clients' overall service needs C.5 85% of participating service providers report improved service coordination C.7 85% of participating service providers report a reduction in work duplication C.8 85% of participating service providers report increased opportunities for advocacy within service system C.10 85% of participating service providers report expedited service responses		

Inputs	Activities	Outputs	Outcomes	Indicators	Data Sources	Data Collection Method and Frequency
				Planned Results	**Data Collection**	
			D. Clients have a plan for further service support	D.1 85% of participating service providers report having a plan for follow-up support		
				D.2 # and/or % of service providers who report having a better sense of the breadth of supports their clients are receiving.		
			Ultimate Outcome Victims of domestic violence and abuse are more able to imagine a better future and accomplish their goals.			

Appendix B.

Interview questions for hubs in the United States:

1. When was your family justice centre or initiative founded?

2. In what city does your family justice centre or initiative operate in?

3. What is the main purpose, or vision/mission, of your center?

4. What are the primary services you provide?

5. How many services or agencies are involved?

6. Do you have an estimate of how many clients you provide service for in a year?

7. Do you have a formal evaluation strategy or evaluation tools for your centre/initiative? If so, can you elaborate on the framework and approach that you use?

11. Do you have a program logic model, if so can you walk us through it?
         If not: -. What are the impacts, results, or outcomes of your FJC initiative? How do you capture or demonstrate these impacts?

8. Does your evaluation strategy try to measure any long-term outcomes? If so, can you walk us through how you implement it?

10. How does your organization determine these impacts or outcomes are a result of the services you provide?

13. Do you have any background documents regarding evaluation, evaluation tools (e.g. surveys) or other documents/resources to suggest or provide that would be useful for informing our project?

   1. Is there any other Family Justice Centre initiative or staff member you recommend I contact for this project?

   2. Is there anything else you wish to add?

Service Provider/Steering Committee Survey – Year 1 Pilot – Collated Results
Part A: Quantitative Responses

1. **START makes it easier for clients to access services**
   a. Strong agree (6 participants)
   b. Agree (3 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
2. **START expedites service access for clients**
   a. Strong agree (7 participants)
   b. Agree (2 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
3. **START results in better service delivery coordination for clients**
   a. Strong agree (6 participants)
   b. Agree (3 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
4. **START provides more opportunities for advocacy within the service system**
   a. Strong agree (5 participants)
   b. Agree (4 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
5. **As a result of participating in START, I have a better knowledge of the roles and mandates of other participating services and sectors**
   a. Strong agree (6 participants)
   b. Agree (3 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
6. **START enables me to better communicate and collaborate with other services about serving our mutual clients**
   a. Strong agree (7 participants)
   b. Agree (2 participants)
   c. Disagree (0 participants)
   d. Strongly Disagree (0 participants)
   e. N/A (0 participants)
7. **By working with other agencies at START, I develop a better understanding of my clients safety and/or service needs**
   a. Strong agree (5 participants)

  b. Agree (4 participants)
  c. Disagree (0 participants)
  d. Strongly Disagree (0 participants)
  e. N/A (0 participants)
8. **START strengthens overall communication and collaboration in the service delivery throughout the week**
  a. Strong agree (6 participants)
  b. Agree (2 participants)
  c. Disagree (0 participants)
  d. Strongly Disagree (0 participants)
  e. N/A (1 participants)
9. **Participating in START is a good use of my agency's service delivery time**
  a. Strong agree (6 participants)
  b. Agree (2 participants)
  c. Disagree (0 participants)
  d. Strongly Disagree (0 participants)
  e. N/A (1 participants)

Part B: Qualitative Responses
Please comment on any of your answers above:
- No answer
- No answer
- I think participating in START is a good use of my agency's time for the reasons covered above (the ones I've put an asterisk besides) [these include: 4th, 5th, 6th, 7th & 8th survey questions). I would strongly agree are we were a bit busier.
- It's a much better model of service delivery. It makes for better quality service to clients overall, which is very valuable.
- For the most part communication between services is excellent. However, each service(s) has their own policies/procedures regarding communication/disclosure. This can cause a delay in services and prevent staff from providing accurate information and supports to clients. It can be frustrating to not only service participants but clients as well..
  - No answer
- VWAP has been an off-site support service provider. We are so pleased with the work that START has done we are working towards how we can provide improved onsite services to the program starting Feb 24 2014.
- Sometimes, due to the popularity of the court support program, it's hard to link a client to Billie on a Monday morning. This probably will improve now that we have a lawyer on board. Given the popularity of the program (START) and the lack of available space (office) on Monday - we may have to eventually start "booking" appointments.
- No answer

Please describe the impacts you are seeing for clients who access services through START:
- A place to refer women who may to see other service providers

- Less traumatic experience for the client. More satisfying have everyone in one place (less waiting, traveling, etc). Sense of relief knowing that they don't have to travel all over town and make appointments with numerous people
- Having START in the community, means clients don't get lost in the shuffle, being referred to many different locations
- Fewer barriers; only have to go to one place to get help.
- Clients have the opportunity to access services while they are prepared to. Often when having to wait for services they change their minds or become more confused about what they need. With the assistance and support of START they are able to make informed decisions about their situation sooner rather than later. This allows them to plan and be (to) more aware of what they need to remain safe and accomplish their goals.
- I think for a lot of the women coming to the program it's a bit of a relief to know that they can get a few things done all in one "STOP."
- Improved seamless service to clients.
- Great relief that they don't have to wait for months! To see someone such as a counsellor/therapist or to get answers to their legal questions. Great service to women in our community.
- No answer

Please describe the impact of START for your agency:
- Case of follow up & access for clients
- We receive more referrals/clients; connect better and more frequently with other agencies; meet with more clients face-to-face
- Increased referral to our group programs I bring back information about community resources to our counseling team
- We have a better idea of who does what, where + when to refer.
- It has allowed us to build better relationships with other agencies and professionals in our own community. This allows for all services involved to have a better understanding of each other's notes, prevent clients from receiving mixed messages and providing clients with how much information and support to assist them with the issues they face.
- It's the "center" of the circle - "HUB" so it's bringing more women through the door to create change, get the supports they need, be safe, etc. It's a stepping-stone for some.
- Referrals to our program and ability for our service to refer clients to one location to access services
- No answer
- No answer

What do you see as being the greatest impacts of Start?
- Collaboration. Better knowledge of other services. Developing relationships/trust
- The ease of the clients. It is so much easier on them meeting all needed agencies under one roof at one time and not having to retell their story over and over again; connections with local agencies

- Clients can be made aware of and gain access to many services
- Easier for clients to navigate the complex web of services.
- The collaboration of services meeting the needs of the community and community understanding the impact of domestic violence. The ability to shower the need and its importance. Clients feel validating and supported.
- Obviously having a location of "one stop shopping" for services is incredible - I think it relieves stress, it encourages women to connect w/ people/services when otherwise they may not. It's an easy, welcoming atmosphere.
- Overall improved networking between agencies in order to promote best practices in service delivery.
- It's great having so many different service providers under one roof...makes it far less intimidating for women seeking services.
- Ability for clients to access more than our service under one roof. Hopefully it makes it easier for women: both to take the first step + to follow through.

What will help make START a better experience for the on-site direct service team?
- More visits <- awareness in community of services
- Increased advertising = more clients; increase in clients; having a lawyer on-site
- I like the "mini-training" sessions.
- No answer
- More exposure of program and more agencies/services involved to serve the community. A "Team Building Day."
- Better use of space? Schedule kinks (though some of that has been worked out). It's sometimes frustrating when you would like to help a woman connect w/ other services, but they are not available - so she ends up having to book appointments for the future anyway.
- I think our greatest challenge is access to database and programs. Which START cannot assist with. Having ability to call clients and do other work during down time on site is an asset.
- Having a defined lunch time so if someone walks in the door around lunchtime, they may have to wait for ½ hour before they can see someone. This will ensure that staff have the break they need for lunch.
- No answer

What will help make START more of a success?
- Making women more aware of services
- Increased advertising = more clients
- When more agencies/individuals are aware of this service there will be more referrals.
- More appointment schedule for the day of, to line up the services we need in advance.
- More exposure to the community and possible START presentations for other professionals. Eg. Doctors, educators, lawyers, social services, community services, judges, police.
- No answer
- Really I feel agency referral + support

- Having more court support workers to keep women work their way through the legal system.
- No answer

Please add anything else you want to tell us:
- No answer
- No answer
- Karine does an amazing job, keeping us in the loop answering questions and responding to needs. The front desk staff is friendly and helpful.
- Child minding!; non-DV services being more aware of us + referring.
- The ability to build a team through START has been a great asset to the community. By working together, issues with how domestic violence is dealt with are being identified, allowing not only START participants but other community resources to work together to address these obstacles.
- The program coordinator is awesome - that makes it easy :)
- We really appreciate that START allows for new and innovative ways to improve.
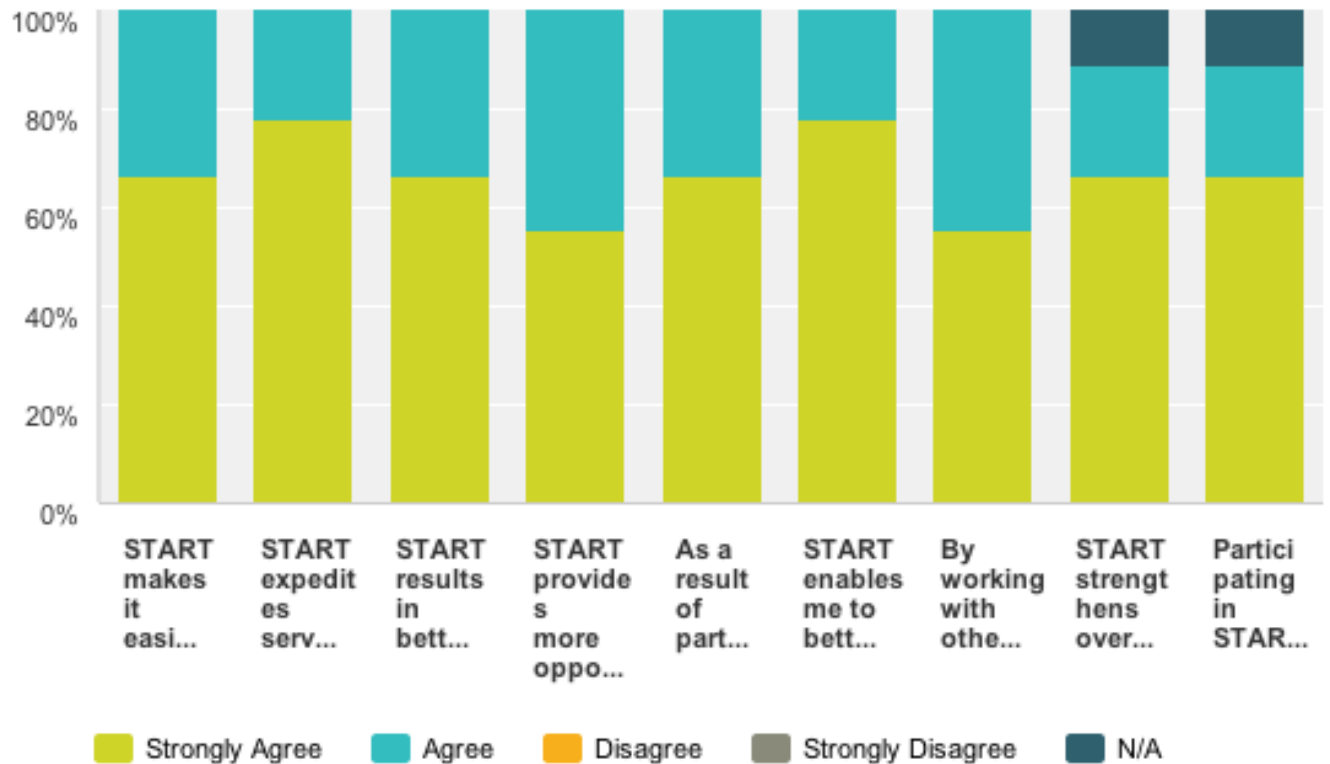- No answer
- No answer

Part C: Visual Depiction of Data
Fig. 1: Legend for Graph Question Titles on Fig. 2

Question	Graph Title
START makes it easier for clients to access services	Start Makes it easi…
START expedites service access for clients	START expedites serv…
START results in better service delivery coordination for clients	START results in bett…
START provides more opportunities for advocacy within the service system	START provides more oppo…
As a result of participating in START, I have a better knowledge of the roles and mandates of other participating services and sectors	As a result of part…
START enables me to better communicate and collaborate with other services about serving our mutual clients	START enables me to bett…
By working with other agencies at START, I develop a better understanding of my clients' safety and/or service needs	By working with othe…
START strengthens overall communication and collaboration in the service delivery throughout the week	START strengthens

	over...
Participating in START is a good use of my agency's service delivery time	Participating in STAR...

Fig 2: Graph Depicting answers for first question

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Total
START makes it easier for clients to access services	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START expedites service access for clients	77.78% 7	22.22% 2	0% 0	0% 0	0% 0	9
START results in better service delivery coordination for clients	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START provides more opportunities for advocacy within the service system	55.56% 5	44.44% 4	0% 0	0% 0	0% 0	9
As a result of participating in START, I have a better knowledge of the roles and mandates of other participating services an sectors	66.67% 6	33.33% 3	0% 0	0% 0	0% 0	9
START enables me to better communicate and collaborate with other services about serving our mutual clients	77.78% 7	22.22% 2	0% 0	0% 0	0% 0	9
By working with other agencies at START, I develop a better understanding of my clients safety and/or service needs	55.56% 5	44.44% 4	0% 0	0% 0	0% 0	9
START strengthens overall communication and collaboration in the service delivery throughout the week	66.67% 6	22.22% 2	0% 0	0% 0	11.11% 1	9
Participating in START is a good use of my agency's service delivery time	66.67% 6	22.22% 2	0% 0	0% 0	11.11% 1	9

Thank you for taking the time to complete this survey. The survey is intended to solicit input from participating service providers to gauge the impact and effectiveness of the START pilot. Your answers will be kept anonymous.

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
START makes it easier for clients to access services					
START expedites service access for clients					
START results in better service delivery coordination for clients					
START provides more opportunities for advocacy within the service system					
As a result of participating in START, I have a better knowledge of the roles and mandates of other participating services and sectors					
START enables me to better communicate and collaborate with other services about serving our mutual clients					
By working with other agencies at START, I develop a better understanding of my clients' safety and/or service needs					
START strengthens overall communication and collaboration in the service delivery throughout the week					
Participating in START is a good use of my agency's service delivery time					

Please comment on any of your answers above:

Please describe the impacts you are seeing for clients who access services through START.

Please describe the impact of START for your agency.

What do you see as being the greatest impacts of START?

What will help make START a better experience for the on-site direct service team?

What will help make START more of a success?

Please add anything else you want to tell us:

Appendix E.

Example of a culture survey

One Safe Place Organizational Culture Assessment Instrument (OCAI) [1]

The Organizational Culture Assessment is to assess six key dimensions of the organizational culture. You are being asked to provide this data because you are in a unique position to describe your organization's culture and provide input as to the future of One Safe Place.

In completing this instrument, you will be providing a picture of the fundamental assumptions on which the organization operates and the values that characterize it now and what you believe is preferred. You will also be asked to provide what you believe should be the preferred culture of **One Safe Place.** Your assessment will be used to build the organizational processes, work environment and leadership of **One Safe Place.**

FREE AND FRANK EXPRESSION OF YOUR OPINION IS IMPORTANT. Nothing will be linked to you personally; only aggregate data will be used.

There is no right or wrong answers for these items, just as there is no right or wrong culture. Every organization will most likely be described by a different set of responses. Please be as accurate as you can in responding to the items so that the cultural diagnosis will be as precise as possible. If you are not sure, give it your best description.

For purpose of this survey, ORGANIZATIONAL CULTURE is defined as the shared beliefs, assumptions and values that organizational members have learned to accomplish their work.

How to Complete the Assessment

The OCAI consists of six items; each item has four alternatives. Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your own organization. Give a higher number of points to the alternative that is most similar to your organization.

For example, on item 1, if you think alternative A is very similar to your organization, B and C are somewhat similar and alternative D is hardly similar at all, you might give 55 points to A, 20 points each to B and C and 5 points to D. Just be sure your total equals 100 for each item. Glance at the instrument and this example may make more sense!

Note that the response column in the instrument is labeled "Your Organization Where You Work," In the "Now" column these responses mean that you are rating your organization as it is *currently.* Complete that rating first. When you have finished, think of your organization as where you think it should be *in five years* in order to be successful. Write these responses in the "Preferred" column.

In the last column is the rating for One Safe Place. Mark your response as to where you think **One Safe Place** should be in *five years* in order to be successful.

At the end of the instrument are questions concerning data that will help in the analysis.

Mark your response directly on the instrument. When you have finished place your completed instrument in the envelope provided and ..... If you have any questions, please contact ....

Thank you very much for your cooperation.

The Organizational Culture Assessment Instrument starts on the next page.

1

The Organizational Culture Assessment Instrument (OCAI)

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
1. *Dominant Characteristics* - For the purposes of this survey, define ORGANIZATION as the section, department or agency where you work and the organization - **One Safe Place**.			
A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.			
B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.			
C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.			
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.			
Total	100	100	100

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
2. *Organizational Leadership* – For purposes of this survey LEADERSHIP refers to behavior directed at clarifying expectations, assigning tasks and specifying procedures to be followed.			
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.			
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.			
C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.			
D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.			
Total	100	100	100

2

The Organizational Culture Assessment Instrument (OCAI) - Cont'd.

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
3. *Management of Employees* – For purposes of this survey MANAGEMENT is defined managers that makes decisions concerning work processes, setting priorities and/or hire and fire authority.	Now	Preferred	Preferred
A. The management style in the organization is characterized by teamwork, consensus, and participation.			
B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.			
C. The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement.			
D. The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.			
Total	100	100	100

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
4. *Organization Glue* – For purposes of this survey, GLUE is defined as the closeness or commonness of attitude, behavior and performance of employees within the organization.	Now	Preferred	Preferred
A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.			
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.			
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.			
D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.			
Total	100	100	100

The Organizational Culture Assessment Instrument (OCAI) - Cont'd.

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
5. *Strategic Emphasis* – For the purpose of this survey, define STRATEGIC EMPHASIS as the future focus of the organization.			
A. The organization emphasizes human development. High trust, openness, and participation persist.			
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.			
C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning are dominant.			
D. The organization emphasizes longevity and stability. Efficiency, control, and smooth operation are important.			
Total	100	100	100

Cultural Dimension	Your organization where you work.		One Safe Place
	Now	Preferred	Preferred
6. *Criteria of Success* – For purposes of this survey, define SUCCESS as accomplishing the organization's goals.			
A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.			
B. The organization defines success on the basis of being unique.			
C. The organization defines success on being the best; it sees other cities as the competition. Competitive leadership is key.			
D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.			
Total	100	100	

The Organizational Culture Assessment Instrument (OCAI) - Cont'd.

Additional Information

In order to provide comparative feedback, please provide the following information.

1. We understand that your job at One Safe Place involves multiple tasks daily. The main focus of your position at One Safe Place is (please mark the one that most applies you you):

    a. _____ Law Enforcement

    b. _____ Administration

    c. _____ Advocacy

2. **Thank you very much** for your cooperation in completing this survey. Is there anything else you would like to add that has not been covered? Would you like to make a comment about this questionnaire? Your comments are very important.

_____

_____

_____

_____

Example of an exit survey

SAFE Homes – Rape Crisis Coalition
Shelter Exit Evaluation
Staff Member: _____
Date of Exit: _____ Time: _____
Number of Days in the Shelter:_____

Name: _____
Address where you can be reached: _____
Phone where you can be reached: _____
Are you: __moving in with friends or relatives __your own place __other shelter __returning to partner
May an advocate contact you to see how you are doing? __Yes __No
I have been in this shelter before: __Yes __No
I contacted the 24 hour crisis line: __Yes __No
I felt safer in the shelter: __Yes __No
I know more ways to plan for my safety: __Yes __No
I know more about community resources: __Yes __No
I know more about my options: __Yes __No
I feel better about myself: __Yes __No
I feel more comfortable talking about things that bother me: __Yes __No
I feel more confident in my decision making: __Yes __No
Would you recommend the shelter to others with similar problems? __Yes __No
While at the shelter, was the staff helpful and supportive? __Yes __No
Anyone in particular?_____
I know more about the warning signs of domestic violence and/or sexual assault: __Yes __No
I have changed behavior due to things I learned in this program: __Yes __No
The best thing about the shelter is: _____
_____
The worst thing about the shelter is: _____
_____
If you have any suggestions for improving the program at the shelter, please share: _____
_____

Copy of START Client Exit Survey

	Strongly Agree	Agree	Disagree	Strongly Disagree
I was treated with respect.				
I felt listened to.				
Having a group of services in one place was very helpful.				
I got information about what services are available to me.	X			
I got connected to services that I need.				
I was given information about keeping myself safe.				
I have a better idea of what to do next.				

Survey   Month: Year:

Your feedback is important. Answers from this survey will help START better understand our impact and how to improve our service. Your answers will be kept confidential and anonymous. Please place the completed form in the black Feedback box next to the front door of the YWCA.

Please rank each of the statements that apply to you. At START:

Please comment on any of your answers above:

_____

_____

_____

_____

_____

What was the most important or positive thing about coming to START?

_____

_____

_____

Would it have been helpful to have someone available here to look after your children?

_____

_____

_____

Was there anything you didn't like or that needs improving?

_____

_____

_____

What can we do to make START a better experience for you?

_____

_____

_____

Please add anything else you want to tell us:

_____

_____

_____

Thank you for taking the time to give us feedback.