

# **CENTRE FOR RESEARCH ON VIOLENCE AGAINST WOMEN AND CHILDREN**

**CENTRE DE RECHERCHE SUR LA VIOLENCE FAITE AUX FEMMES ET AUX ENFANTS**

A collaborative venture of Fanshawe College, The London Coordinating Committee to End Woman Abuse and The University of Western Ontario

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## **SHARED CONNECTIONS -- SHARED VALUES**

### **Assessing the Integrated Model of Delivering Woman Abuse Services in London, Ontario**

by

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## FOREWORD

This report reflects a long process of action research and the commitment of many different organizations and individuals. The question of assessing the London Coordinating Committee to End Woman Abuse and its Integrated Model of service delivery was first posed in 1992 in the proposal to establish the Centre for Research on Violence Against Women and Children.

This question is important, not only to London, Ontario, but also to other communities engaged in developing or improving their collective response to woman abuse. What are the issues and difficulties that emerge, and what strategies can be suggested as routes to improving collective community responses to woman abuse in Canada? Why is a feminist perspective important in coordinating a community response, and how is such a perspective put into practice?

A further stage of this project is addressing the perception of the integrated model held by the main users of the system; abused women. However, this current project documents the perceptions and reflections of those most directly and closely involved in delivering the services in London, Ontario.

London has developed a valued reputation for delivering progressive and coordinated responses to woman abuse. Engaging the service providers represented by the Committee in an action research project to assess themselves calls for a superior level of commitment and self-reflection.

This project, spanning 1995 and 1996, engaged two separate working groups and researchers (see cover page) to guide it through the necessary stages of debate and planning. The process was not without conflict and criticism. However, this process is a clear requirement of a reflective process that engages agencies, a Coordinating Committee, and an operational model as both subjects and objects of research. It is to the credit of all concerned with this project, and to those who gave their time to be interviewed in the initial data collection, that this report has been made possible.

The Centre uses feminist action research methods in all of its investigations. All of its three partners<sup>1</sup> are committed to designing and carrying out research projects that are purposeful and relevant. Action research is aimed at making change. The action research process does not sacrifice objectivity, systematic investigations or theoretical grounding, but, in addition, focuses on the potential effect or utility of the research results.

Possible uses of action research results include: an increased understanding of those affected by a particular issue or circumstance, contributing to developing policy, promoting community development, or in proving education efforts. In general, action research is aimed at increasing understanding, promoting effective advocacy, and making social change.

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<sup>1</sup> The Centre is a collaborative venture of Fanshawe College, the London Coordinating Committee to End Woman Abuse and the University of Western Ontario.

The process of undertaking action research is equally important. Do all relevant parties have a voice in developing the research questions, the methodology and the analysis of data? Does the research result in research products that are useful and meaningful? Do all involved have their ideas about disseminating the research results taken into account? These processes, especially in partnerships, are under constant refinement and development. There are no academic or community blueprints for doing action research, rather, the process itself is under constant change.

In short, action research is grounded in experience; of both respondents and researchers, whether from community or academy. It is also always purposeful, aiming to work on research that matters to women and society. And last, it is always intended to create equal relationships between researchers and participants in research projects in an evolving ethical framework.

It is hoped that not only the substance of this report, but also the information provided about the ongoing processes of searching for accountability, engaging diverse voices and improving service delivery will resonate with communities across Canada. While the final tests will be the effectiveness of service delivery from the abused woman's point of view, and the applicability of this report to other communities, the perceptions of service providers reflected in this report are crucial in determining our future collective response to woman abuse.

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London, Ontario  
1996

## ABSTRACT

The initial stage of the assessment of the Integrated Model of responding to abused women in London, Ontario, was initiated and funded by both the Centre for Research on Violence Against Women and Children, and the London Coordinating Committee to End Woman Abuse. This report, depicting a further analysis of data collected in 1995, was funded by the Family Violence Prevention Division of Health Canada. The project has been guided by the Centre's Evaluation of Intervention Strategies Working Group. It seeks "to reflect critically on the system of services in London in order to strengthen the Coordinating Committee's anti-violence advocacy and social change mandate, and its provision of services to abused women and their children."<sup>2</sup>

The project reveals, on the one hand, that there are differences in the language used to define woman abuse among the various respondents interviewed, and that there are concerns that need to be addressed regarding a shared level of commitment to women's safety. The project also shows clearly that the community-based initiative begun in 1980 embodies a strong shared political vision to end woman abuse, and that the formal and informal relationships between all parties have facilitated this work.

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<sup>2</sup> Randall, Melanie, et al. (1995). Final Report on the Preliminary Documentation of the London Coordinating Committee to End Woman Abuse and the Integrated Model, unpublished internal report to the LCCEWA and the Centre for Research on Violence Against Women and Children, 1995.

## BACKGROUND

The London Coordinating Committee to End Woman Abuse was founded in 1980, initially as a vehicle to oversee a research study into the effectiveness of the criminal justice system's response to wife assault in London. The Committee's mandate evolved to include assessing and integrating the response to abused women, their children and the abusers. These activities have included identifying gaps and problems with existing services, and realizing the need for service providers and researchers to identify problems jointly in order to effect legislative change.

A policy of police laying charges in all cases of wife assault, which is now in place nation-wide, began in London in 1981 as an outgrowth of the above-mentioned research study. The London Battered Women's Advocacy Centre, founded in 1982, filled a need to improve services to abused women that was identified by the Committee. Perception of a need for services for abusers led to the creation and funding of the Changing Ways Program in 1985. Services for child witnesses of woman abuse, and development of curricula for boards of education are other areas in which the Committee has identified a need and worked to fulfil it.

From the Committee's inception, pursuing initiatives and setting goals related to eliminating woman abuse have been the central aims of its work. Goals have been established to:

- promote co-ordination between service systems (criminal, family justice, mental health, medical, social service)
- evaluate the effectiveness of community responses to woman abuse
- ensure a consistent approach to woman abuse among member organizations
- promote community education and increase awareness among professionals of the effects of violence against women
- provide a centralized point for the collection and dissemination of information about woman abuse.

These goals are pursued in a framework of political action, expressed through such activities as lobbying and brief-writing.

In addition, expanding knowledge of the changing needs of the population, including exploring racism and cultural sensitivity, and working to preserve funding for services have been key areas of the Committee's work. These goals have taken on increasing priority in recent years, along with the Committee's continuing to act as a sounding board for issues of conflict or direction when they arise among members.

The Committee, over time, has reached a consensus that services to those impacted by woman abuse and assault must be based on a feminist philosophy which analyses the historical and structural basis of power, control and sexist socialization as expressed and enforced by the crime of woman abuse. This philosophy serves as a touchstone for its activities. Significant efforts commencing in 1992 led to the establishment of a functional strategic plan and service delivery principles to guide the accountability of the work.

## INTRODUCTION

This report, commissioned by The Centre for Research on Violence Against Women and Children, reflects the results of research undertaken in 1995<sup>3</sup> to assess the Integrated Model of delivering woman abuse services in London, Ontario. The report contains a further analysis of the data collected in March, 1995. This analysis focuses on three substantive areas of concern:

1. To compare the language agencies use to define, describe, determine and respond to woman abuse.
2. To determine the level of consistency regarding shared understandings of woman abuse and responses to woman abuse within agencies.
3. To determine the consistency between agencies' understandings of an appropriate integrated response to woman abuse compared to the stated position of the London Coordinating Committee to End Woman Abuse.

These areas are explored drawing on analyses of data taken from 31 taped interviews with 24 member agencies and three focus groups of The London Coordinating Committee to End Woman Abuse conducted during Phase 1 (1995) (hereafter referred to as the Committee or LCCEWA). Relevant, preliminary results of a survey questionnaire filled out by the 28 representatives of the agencies are also presented.

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<sup>3</sup> Randall, op. cit.

## METHODOLOGY

Phase I of the project began in 1995 with the development of a standardized questionnaire to administer to respondents working within the London system of services which respond to abused women, their children and perpetrators of woman abuse. There were 31 interviews carried out with respondents selected by the initial working group members. There were 28 respondents from 24 agencies (some agency interviews involved more than one respondent). The sample of respondents represents a range of service providers working in various contexts and at different organizational levels. These include front-line workers, administrators, managers and professionals within the health care, educational, social service, mental health, shelter and criminal justice systems.<sup>4</sup>

Some of the agencies have the provision of services to abused women as their exclusive focus, while others have a broader mandate but one which includes providing service to victims and/or perpetrators of physical assault. Some respondents were directly involved as members of the Committee while others had never had any involvement with the Committee. Facilitated discussions with three sub-committees of the Committee were also conducted as part of the data gathering for the project.<sup>5</sup>

In 1996, a second working group was struck which employed a researcher to further analyse these data. Following transcription of the taped interviews, impressions, themes and initial coding were documented on the individual transcripts. At the completion of the transcriptions, the data disks were entered into the software program, Ethnograph 4, and further coding and data analysis were undertaken.

Qualitative research often focuses on small samples of people, emphasizing context and content. The purpose of such work is not necessarily to generalize, but to highlight general patterns and themes specific to the research questions, and for uncovering future research questions. While such small sampling is sometimes dismissed as anecdotal, its value lies in the diversity and depth of the data, and an understanding of the conditions under which particular findings appear.

Consequently, "representativeness" is not always emphasized, but drawing upon the experience and interpretations of those interviewed is crucial. It is this that the research process involved in this phase of the project consciously addressed.

In conjunction with the qualitative analysis, preliminary analysis of data collected from questionnaires administered to all respondents was also undertaken. The results are presented

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<sup>4</sup> Randall, op. cit.

<sup>5</sup> Randall, op. cit.



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graphically in the appendices. Appendix C sets out the distribution of responses to eight questions.<sup>6</sup>

After the qualitative data were fully analysed, the researcher engaged in a dialogue with representatives of the LCCEWA to develop and refine the interpretation and report. This report was edited in a collaborative process involving the LCCEWA, the researcher and representatives of the Centre for Research on Violence Against Women and Children.

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<sup>6</sup> Reflecting a developing methodology, there were minor changes in the administration of the survey questionnaire as the project progressed. Questions 1 and 2 were the same throughout the survey. Question 3 was eliminated from the questionnaire after the first six interviews. Question 8 was added to the revised schedule answered by 23 respondents. Questions 4 and 5 (dealing with a feminist approach) and Questions 6 and 7 (exploring the issue of safety) are expanded versions of questions from the initial survey. They were added to the revised interview schedule. See Appendix C.

## WOMAN ABUSE -- SHARED UNDERSTANDINGS

The stated Mission of the London Coordinating Committee to End Woman Abuse is "a network of organizations, groups and individuals in London, dedicated to ending woman abuse, through leadership and actions that achieve: social justice for women; an integrated response to abused women and their children."<sup>7</sup>

Over the years, the LCCEWA has become a diverse network of organizations, groups and individuals from the social, health, education and justice services. More than 90% of the representatives from these services have stated that they believe the LCCEWA is effective in bringing together these diverse organizations for the purpose of ending woman abuse (Appendix C, Question 1). Further, all respondents expressed a strong commitment to the collective coordination of efforts to eliminate this form of abuse through direct action, advocacy and other initiatives that could not be realized individually.

### Understandings of the Term Woman Abuse

Within the LCCEWA membership there is a continuum of understanding of the term woman abuse. This continuum appears to reflect each agency's community focus. Of course, the individual agency focus is largely determined by its service mandate: education, justice, health, etc. When asked, all representatives highlighted issues which they believe are paramount in defining woman abuse. In some cases, an understanding of woman abuse appears to be closely tied to the mandate of the representative's agency.

For some agencies and their representatives, woman abuse is defined very specifically and concretely. "*Assaults against a domestic partner,*"<sup>8</sup> for example, suggests a very specific interpretation limited to either physical or sexual violence within a marital-like situation.

Other agencies' representatives offer broader, more general definitions of woman abuse. For example, a common response as provided by one service worker, suggests abuse of women "*refers to male violence against women which takes forms of physical, sexual, emotional or psychological violence directed at women by men.*" Another worker views it as "*any covert or overt action that a man initiates against a significant female other in order to control her in any kind of way.*" These definitions involve a wider range of behaviours which can be viewed as abusive and point to an understanding that woman abuse takes place at the interactional level between a man and a woman.

Even this is a limiting view for some organizations and their workers, who suggest woman abuse is "*an issue of power and control,*" when "*someone uses their position of power or tends to impose their power or authority over a woman by whatever means. It doesn't matter whether it's psychological or assaultive, or financial.*" These definitions encompass an awareness that not all

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<sup>7</sup> The London Coordinating Committee to End Woman Abuse, London: Mission approved by LCCEWA membership November 15, 1994.

<sup>8</sup> All italicized quotations are taken from interview transcripts.

woman abuse is perpetrated by men. *"The physical, emotional, spiritual, [and] financial abuse of women by primary partners [or primary care givers]"* is a reality that faces more and more service providers. Furthermore, numerous respondents indicate that woman abuse is *"something which operates in relationships but is supported through social structures and cultural beliefs"* and must be seen as part of larger political, economic and structural systems which constrain women individually and as a group.

As such, one representative sees woman abuse as *"the primary social control for keeping women in their place in society,"* and another worker understands it to be *"any infraction of women's rights as individuals either within the family or in the workplace or in the society."* These definitions highlight an awareness that women as a group are in a subordinate and unequal position in society. They live in a world where sexist ideas, attitudes and structures give rise to discrimination, violence and oppression.

There are differences and similarities within agencies and between agencies in how they define, describe, determine and respond to woman abuse. The more specific, concrete definition of woman abuse appears to relate to an agency's limited mandate and organizational ability to respond to incidents of woman abuse. For example, some representatives of judicial organizations indicate that their legislated mandates require physical evidence of violence as a precondition for direct intervention or assistance to abused women. In addition, in spite of philosophical or political commitments to eliminate woman abuse, individuals within agencies and organizations are controlled by mandates which may limit their ability to respond or the extent of their response as service workers in the community.

Despite the differences in definition and the limitations expressed by respondents, based on the mandate of the institution or organization they work for, agreement of the following beliefs was reached on November 15, 1994. The following statements articulate the principles/beliefs within the Mission Statement of the LCCEWA.

We believe:

- In a feminist approach to woman abuse.
- In the equitable access to quality services, resources and justice for abused women and their children.
- That the community must assume responsibility for the safety of women.
- That abusers must be held accountable for their actions.
- In a diverse LCCEWA, that supports inclusiveness and full participation.
- In working in a manner that challenges all forms of oppression and fosters an openness in identifying and responding to emerging issues and needs.
- That a coordinated network is the preferred basis for the sharing of resources and information and relationship building.
- That the LCCEWA has the right and responsibility to demand the accountability of its members to these beliefs.

### **Philosophical Differences Within Agencies**

Intra-agency differences between the philosophies of workers and the stated mandates of their organizations highlight further potential sites of philosophical differences (Appendix A, Question 2). While 19 of the respondents recognize that their philosophies about the work they do with abused women are compatible with their organization's philosophy, nine respondents suggest an incompatibility. It would not be surprising to expect that some of these workers often have to mediate their response to woman abuse based on their agency's mandate. For example, one pro-feminist member of the LCCEWA indicates that *"the ability to coordinate is interfered with when [one] becomes too politically focused."* In other words, advocacy work for social justice for women must not interfere with coordination of services for abused women.

Perhaps of more significance is the high number of respondents, 24, who indicated that the existence of the LCCEWA directly affects the way their job is done (Appendix A, Question 3). Given the feminist and social justice focus of the LCCEWA it could be assumed that the coordinated model provides direction and support for workers.

In summary, some agencies and their representatives may define woman abuse based on their mandates and abilities to respond organizationally. To the extent to which this is so, it may explain some of the internal and external inconsistencies noted in the subsequent sections of this report.

## INTERNAL CONSISTENCY

Internal consistency refers to the congruency of attitudes and understandings regarding woman abuse among staff of individual agencies. Four of the 28 organizations belonging to the Committee were interviewed twice. Within these four agencies of which all, but one, are direct social service agencies, the understandings by individuals working in varying capacities and levels of each organization are very congruent.

One front line worker suggests that woman abuse is *"the physical, emotional, spiritual and financial abuse of women by primary partners"* but is also *"any system or anybody who doesn't consider a woman to be equal."* This is very similar to the statement by the administrator that woman abuse is a *"very wide range of oppression issues...sexual harassment...misuse of pornography, exploitation of women in the workplace, women who are victimized in relationships, sexual abuse,... [and] abuse in...lesbian relationships."* These statements, which demonstrate an intra-agency consistency, define woman abuse as taking place at both the interactional level between people, and at the structural level within systems.

### **Feminist Approaches**

Feminism is a range of ideologies as well as theories. "Every form of feminist politics...implies a particular way of understanding patriarchy and the possibilities of change."<sup>9</sup> The term patriarchy is often used to describe the dominance of men over women in social relations. The term patriarchal therefore refers to "power relations in which women's interests are subordinated to the interests of men."<sup>10</sup> These relations are seen to be structural and embedded in the institutions and social practices of a society.

The LCCEWA embraces a feminist approach, acknowledging that:

We live in a world of sexist ideas, attitudes and structures which give rise to discrimination, violence, and oppression of women and, that ending sexism, along with other forms of oppression, requires that we challenge abuses of power in individual and family situations, as well as within political, economic and structural systems.<sup>11</sup>

When asked if they adopt a feminist approach to their work with abused women, children and men who are batterers, 25 of the 28 representatives reply in the affirmative (Appendix A, Question 1). For these service providers, working within a feminist framework encompasses protocols that are woman-centred. These agency workers argue that they focus on what a woman's needs are, not what

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<sup>9</sup> Weedon, C. (1989). *Feminist Practice and Poststructuralist Theory*. Oxford: Blackwell, p.4.

<sup>10</sup> *Ibid.*, p.2.

<sup>11</sup> LCCEWA, Mission Statement, November 15, 1994.

she can do to change (the latter being seen as a form of victim-blaming). A feminist framework is seen as *"enabling a woman to make her own choices and providing her with the information to make those choices."*

One pro-feminist advocate provides a cogent analysis of the understanding with which many of these workers carry out their daily functions.

*Intervention with individual women is framed in a context that women live in a sexist society and that there are systemic and societal barriers and economic barriers to women's equality. We need to look at abuse and oppression from both a systemic or societal view as well as an individual view. That has to frame or contextualize the individual that you are working with if you are working in an individual context.*

Of the 25 respondents who espouse a feminist approach, 16 believe that their own philosophies about anti-violence work are consistent with the stated view of their organization. In agencies and organizations which exhibit intra-agency congruency, individual workers report that hiring policies are consistent with the organization's stated philosophy. For example, one front-line worker reports that *"we put a fair amount of emphasis on our hiring policies...we do a fair amount of scrutinizing about their values and attitudes towards woman abuse and...also screen out people who are inappropriate to work here."*

Front-line workers and direct service providers dealing with abused women indicate internal consistency is an important contributor to their levels of work satisfaction. One worker suggests, *"we try to find a way of working that's respectful to each of us...we call on each other's strengths... [and] draw collectively on what we know we have to offer."* Another worker offers:

*If we look at every level of the organization, the Board, our mission statement, our staff, yes and my own individual views, I would say that they're consistent with...how we are defining feminism. And that has made my work...easier knowing that there's some consistencies there and therefore there's some support around the definition.*

### **Legalistic Approaches**

Three agency representatives indicate that they adopt a legalistic approach which is consistent with the mandate of their agency. This legalistic mandate does not appear to limit the understanding of woman abuse by organizational workers, but rather controls or defines how they will respond organizationally. One director says they *"can only do something about the physical side of it."* For these LCCEWA member-groups, responding to woman abuse is one of many goals in a much broader mandate.

Among respondents there is an appreciation that the Committee brings together many different types of organizations, and they acknowledge that *"there are agencies in this community whose sole commitment is to the area of woman abuse [and] there are other agencies where this is only a tiny piece of a broad spectrum."*

To support this difference and to provide an operating framework for Committee efforts, the belief statements and definition of a feminist approach were approved by the membership in November 1994. Recognizing the diversity of philosophies and approaches and maintaining a collaborative role is an acknowledged strength.

The disjuncture between the nine individual workers' perspectives and their organizations' philosophies is most evident in larger, institutional settings where the primary focus is not women or the abuse of women. These representatives acknowledge that *"there are dinosaurs amongst us."* There are still pockets of resistance to some of the issues around woman abuse in some of the more traditional service organizations:

*A lot of ignorance...[in] understanding the situations [of] women who have spent most of their live[s] being victimized and how they then present because of that. And I think that often times [administrators] will make very harsh judgements about [a] woman and the way she lives without understanding how that came to be.*

Thus many of these service providers *"do a lot of educating [of] the administrators. And sometimes it pays off and other times it doesn't. It's just a matter of being persistent."*

In conclusion, it appears that select services which are viewed as more traditional or patriarchal employ some individuals who continue to exhibit resistance in identifying with the causes or the consequences of woman abuse. In the cases where this is true, the organizational mandate appears to limit the organizational response to the issue (or the response takes longer and requires internal and external pressure).

Committee membership appears to be challenging these entrenched patriarchal views. An agency representative reports that *"membership on this committee has really helped to drive the change process... it has forced [the] agency... to really review what we do there."* This is a common refrain which highlights for numerous respondents of the value of Committee membership. *"Without going to the table we [the LCCEWA] wouldn't engage in that self-reflection and it probably wouldn't catalyze our thinking."*

Finally, it must be noted that over 64% of representatives who espouse a feminist approach to the issue of woman abuse, acknowledge internal consistency of philosophy within their organization. This is in alignment with the Committee's stated feminist approach to the issue of woman abuse.

## EXTERNAL CONSISTENCY

Comparison of agencies' understandings of the Integrated Model and an appropriate integrated response to woman abuse in the context of the stated position of the Committee is drawn from respondents' understandings of:

- the LCCEWA,
- the Integrated Model, and
- the impact of both on the working life of all representatives of the member-organizations.

These understandings form the basis of the assessment of consistency between agencies. The data also reveal a very close alignment between respondents' understandings of both the LCCEWA and the Integrated Model. Respondents often cannot differentiate between the Committee and the concept of an Integrated Model and often see them as interchangeable. The alignment in the understanding of agencies is not surprising given the Committee's historical stated position that it is "an integrated community response to prevent violence against women in intimate relationships" and that services to abused women, their children and men must work within a coordinated framework.<sup>12</sup> The LCCEWA's revised mission refers to a network of organizations, groups and individuals versus an integrated model. This revision is intended to decrease the confusion a majority of member-agencies have in articulating the role of the LCCEWA in relation to the Integrated Model.

As one agency worker suggests, "*[the LCCEWA] is like the action that's behind the theory, or in front of the theory... [and the Integrated Model] is the theory one strives for.*" Another worker says that the LCCEWA offers a very powerful coordinated response within the community by "*providing a set of skills and resources and expertise that none of us have individually,*" and the Integrated Model is the "*integration of our combined skills and resources.*"

This statement is one of many in the interviews that illustrates the lack of clarity between workers' distinction between the purpose of the Committee and the purpose of the Integrated Model. However, this should not necessarily be interpreted negatively. This melding of the two entities in people's understandings speaks not only to the necessity of the one upon the other, but also of a positive association (Appendix A, Question 4). For many agencies and their workers, the LCCEWA is the Integrated Model.

### **LCCEWA and Its Impact**

The LCCEWA is about bringing "*the very diverse stakeholders that are trying to respond to this very vital issue together...to shape an integrated response...that is community wide.*" Certainly this is the understanding of many respondents (Appendix C, Question 1). Another worker suggests the LCCEWA is a "*coordinated effort to highlight gaps in service...to advocate for changes*" by

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<sup>12</sup> London Coordinating Committee to End Woman Abuse, London: 1992. The mission statement was replaced in 1994.



providing a forum for discussions of the issue of woman abuse and in so doing, develop a consistent plan of action. This plan must seek *"social justice"* for women and secure their immediate *"safety."*

Education is an important dimension of the LCCEWA. The Committee offers a wealth of knowledge and experience from its member agencies. As the Committee clarifies issues, it helps workers to *"understand the system a lot better...increasing awareness within agencies and within the larger community."* This information exchange is a *"primary source of education"* for the disparate committee members.

Furthermore, the LCCEWA acts as an umbrella organization to ensure that the *"process is happening all the time."* The committee is a forum where people can talk about coordination of services. This *"face-to-face interaction"* at committee meetings helps *"reduce the isolation"* of many *"overworked and underfunded"* members. For most representatives, the benefits of belonging to the Committee are realized when they *"have an issue, get mad and can call someone [in another agency] and get results."*

Membership clearly reduces the potential for long term conflict between agencies. The LCCEWA forum is a constant reminder to affiliated representatives that they are *"one small part of this whole attempt to meet the needs of women who are affected by this violence"* (Appendix A, Question 3). It is a central point of contact and communication which is constantly monitoring the collective response to woman abuse, thus providing a positive *"tension of accountability."*

Accountability is understood to be a key principle of the LCCEWA in ensuring a safety-conscious community response. Member organizations recognize that the Committee is the vehicle to ensure accountability. While there is recognition by member organizations that they are accountable in theory and to a certain extent in practice to the LCCEWA regarding their response to issues of woman abuse, this principle is difficult for some agencies. Representatives ask, *"Are we accountable, are they holding us accountable for what we do and for what our mandate is or are they holding us accountable to the Base Principles of Service Delivery [a document outlining shared principles<sup>13</sup>]"* This statement highlights a central tension between some organizations and the LCCEWA.

During the environmental scanning conducted in 1993 as part of the strategic plan, the accountability of the membership was identified. Solutions included identifying accountability in the belief statements and establishing two action-focused goals:

1. To develop and implement an organizational structure that reflects our belief.
2. To operationalize accountability standards.

It appears that some agencies' mandates conflict with the LCCEWA's base principles of service

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<sup>13</sup> In The London Coordinating Committee to End Woman Abuse, 1992.

delivery (Appendix C, Question 8). In these cases, what does accountability really mean, and should the autonomy of an agency be subservient to the Committee as a whole? Many challenges remain for the LCCEWA as it moves to operationalize standards. The LCCEWA is sponsoring ongoing work on the accountability standards, monitoring and compliance, to further develop positions and procedures on this issue.

Some representatives believe a more formal process for ensuring accountability can be developed given the acceptance of some obligation and responsibility that comes with membership. In spite of tensions involving accountability, representatives understand that membership on the Committee is crucial in responding effectively to woman abuse and the needs of the larger community.

In conclusion, for 86% of respondents, the LCCEWA directly impacts their working lives (Appendix A, Question 3). As one agency worker indicates *"if we weren't part of that agency [the Committee], our knowledge and our feelings of accountability wouldn't be, we would be isolated...we really feel connected with them."*

### **The Integrated Model and Its Impact**

As indicated above, the theory of an Integrated Model and the actions of the Committee are interrelated. It is understood that the LCCEWA provides a powerful network without which support for abused women and their children would be fragmented. In contrast, the Integrated Model is less well defined.

*The model has never been developed as such, as a model. It has never been explicitly put forward. What is implied or what is understood by the Integrated Model is a positive thing. We're talking about coordination. We're talking about collaborative investment. We're talking about opening as many different doors for services and responses as possible. We're talking about cooperation.*

For the majority of agencies and their workers, the Integrated Model is an ideological construction. As such it is extraordinarily useful as the impetus behind the creation of the Committee which is constantly *"redeveloping the 'conceptual reality' by increasing coordination, by increasing effectiveness, by increasing mutually held responsibility, and by building relationships between [groups]."*

Furthermore, representatives recognize that, even as an ideological strategy, *"how the Integrated Model has been understood by the community has ended up with it being very powerful"* and this may be most important in the legitimizing of a collective response to woman abuse. As one worker suggests, the Integrated Model is a *"touchstone to assist me in focusing."* Affirmation of this view is found in the responses of 79% of the agency workers who believe that the Integrated Model directly affects their job (Appendix A, Question 5).

*"There's really not an Integrated Model"* is a common pronouncement. The majority of workers think that London has an incredible network of services and because of the LCCEWA, they are all

*"cross referring."* This perception is illustrated in the charts outlining "Agency Referral Patterns" among the social service, criminal, health, and educational systems (Appendices D and E). Respondents indicate that "they know how to access each other and they know how to refer to each other and they know how to problem-solve." In other words, *"[there] is a kind of fast-track access to agencies."* The Integrated Model, for those who agree that it exists, is something that allows for communication, information and resource sharing, and the *"LCCEWA acts as a short cut."*

Committee membership appears not only to facilitate inter-agency contact but also to open up access to multiple levels of other agencies, which accelerates the response to the needs of abused women. For the respondents, integration implies a multi-point access system which ensures a collective community response. As a multi-point access system, referrals into the agencies come from a wide net as demonstrated in the chart "Abused Women and The System of Services" (Appendix D).

Not surprisingly, agencies and their workers often view themselves as *"cogs in a wheel"* which rolls along regardless of definition. With a commitment to a shared mission and shared goals, agencies develop referral patterns that produce a *"web-like effect"* which workers believe *"strengthens each of [their] situations to know that [they] are part of a larger group."* How the workings of this wheel can be understood is explained by one administrator.

*There's a spectrum of service and there's a spectrum of entry points into service. So that's a pretty broad umbrella where this group of people sit at the table [and] can touch individuals and/or other organizations. So the entry point means that somebody can come in over here, but the people who have the goods, the most appropriate goods in the spectrum may be over here. The place they came in the door might really...have a different piece of [service] but that doesn't mean the person's going to get turned away. It probably means that they're in the system and they [will] get redirected over to the organization that seems to have the piece of service that's the fit.*

This is not to suggest that London has realised a *"seamless service"* in which every woman who enters the system gets everything she needs in an integrated response. As yet, there is no formal mechanism to move women through the services of the system, and consequently there are gaps in service responses.

Political action and advocacy are understood to be important aspects of the Integrated Model. As one advocate suggests, *"the model forces us to work in concert with each other."* This respondent recognises that the service system is not ideal, but notes:

*a real integration of values, of principles, of minds, of creativity coming together to create a product that is typically about political action. It would be great to have better coordination of service but quite frankly the strength of us coming together and integrating our minds makes us powerful. That's where the power has come from -- a development of a shared political will.*

Thus the Integrated Model, whether defined abstractly or concretely, appears to be a useful concept for LCCEWA member-agencies and their representatives. Over 75% of respondents rate the Integrated Model "always" or "often" useful to the work they do with abused women, children and men who are batterers (Appendix B). LCCEWA representatives argue that the Integrated Model must be envisioned as an evolutionary process that is constantly being rearticulated to most effectively provide a seamless service. This vision articulated by many LCCEWA members suggests an ongoing commitment to the work of the Committee, and a high level of external consistency among participants. The London Coordinating Committee to End Woman Abuse is the shared connection and the Integrated Model is the shared vision.

## WHAT ARE THE ISSUES?

The London Coordinating Committee to End Woman Abuse is an example of an influential group which has effected a significant collective response to violence against women in the community. Yet there are issues of concern reported by respondents. Without exception, all of the identified issues were noted in the strategic plan and the action plans approved by the membership are intended to provide realistic solutions to the areas of concern.

### **Representatives from Member Agencies**

The Committee contains a core group of decision-makers who appear to be "*strong in their decisions and strong in their positions in the community.*" They are often "*agency directors who sit at the table and make rapid, rapid decisions.*"

The membership of the LCCEWA is broad based comprising approximately 40 organizations, groups and individuals in London. The social justice focus of the LCCEWA often requires that immediate action or response occurs to a compelling current issue. To facilitate an urgent response member agencies must agree to designate a "decision maker" to serve as the representative. This style of representation was reviewed during the community environmental scan in 1993, during the 1995 Phase I surveys and during the implementation of the LCCEWA Strategic Plan.

*It's very intense and with the direct agencies, they're in contact with each other, they know this stuff coming down the pipe, they know what's happening a lot more because they are dealing with it constantly. Sometimes it makes it very difficult...coming from an indirect service. The knowledge base is huge to be able to figure out how this all works together and what is happening and so on, and it takes quite a while for a person...to get their head into the workings and how this happens and what they're talking about around the table. It's almost like walking into a bit of a foreign country.*

Some respondents remain concerned that the fast responses or actions of the Committee are intimidating. It remains a challenge for the membership to balance the need for immediate action in a time-limited forum of social justice issues and for the full membership to be cognizant of the current issues and participate in the solutions. The revised operating model includes ad hoc committees that welcome front line workers and women accessing the services to participate.

There is a concern about exclusion of some sectors. While it is recognized that the LCCEWA cannot represent the needs of everyone in the community, its mandate is to facilitate representation of many diverse groups on the Committee. The expanded membership implemented in October 1995 broadens the base of the representation.

### **Feminist Vision**

The membership of the LCCEWA has come through an extensive and participatory planning process which was successful in addressing the feminist vision. The feminist approach approved by the

membership acknowledges that :

we live in a world where sexist ideas, attitudes and structures give rise to discrimination, violence and oppression of women, and that ending sexism, along with other forms of oppression, requires that we challenge abuses of power in individual and family situations, as well as within political, economic and social systems.<sup>14</sup>

Despite this broad definition, there remain representatives who perceive that agencies within the coordinated network limit themselves to a more narrow vision. At present there are a number of services and supports available to women if they choose either to leave or to remain in the relationship. While the philosophy and service provided are intended to support the choices a woman is making, one respondent reflected: *"When an abused woman goes to a service...she's only given information on how to leave, there's nothing out there if she wants to stay in the relationship. No one is addressing that."*

The restrictions of the scope and methodology of this project limit the analysis to determine whether this concern:

- is the experience of the users of the service
- is a common misconception of the public or indirect service providers
- is a public education and awareness issue related to service delivery

Phase III of the assessment of the Integrated Model of Delivering Woman Abuse Services in London, Ontario may assist in providing further information. In addition, the expanded membership mandate may support a more common understanding.

### **Time and Resources**

Given the scope and complexity of the issues surrounding woman abuse, time and limited resources are two key concerns highlighted by organizations and their representatives. *"We're all dancing as fast as we can"* is a common refrain from members who are overworked and underfunded. These conditions of working life also preclude agencies from fully investigating other services. *"There's a tremendous lack of knowledge about the services other agencies provide and their limitations."* Inter-agency information sharing is constrained by a lack of free time on the part of all staff.

In addition, some front line workers who are committee members express a tension in attempting to get time off to attend all meetings. Presence at LCCEWA meetings is not an allowance provided by some institutions and workers end up *"feeling overwhelmed by the extra work of the Committee."* Furthermore, some representatives indicate that they are occasionally frustrated by the lack of support and understanding exhibited by their organizations and feel that the LCCEWA doesn't

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<sup>14</sup> LCCEWA Strategic Plan. November 1994.

recognize the constraints of their employment. Participation in some Committee activities would be deemed inappropriate in certain traditional institutions.

On the Committee there is a lack of *“resource time for the members to actually sit and work with each other.”* It is recognized that there are many areas such as research, advocacy and early educational intervention that are responded to only if time and interest are available. The realization and implementation of endeavours like these are frustrated by the very real constraints imposed by lack of time and money.

As well, many representatives indicate that such resources are required to develop educational materials that would address the denial that pervades the larger community. *“All systems [continue to] undervalue the impact that violence against women has on women, the workplace, their children and the home environment.”* All workers acknowledge that lack of education and funding limit efforts to end violence against women and children. *“Education [regarding violence prevention] has to be an ongoing process starting in kindergarten or in nursery school.”* It is also recognized that limited resources further constrain efforts to provide adequate long term support, whether it be housing, financial, emotional or counselling, to abused women. *“There needs to be something in place that can support a victim for a very long time.”*

#### **Adherence to Standards of Practice**

The Base Principles of Service Delivery were approved by the membership in June of 1993 as a mutually held set of goals for all members. It was acknowledged at the time as a first step in moving toward a realistic, member respectful, accountability mechanism. There is a recognition of the lack of homogeneity of the mandates and of the limits of the various member organizations, for example, specifically mandated abuse services versus members that are directed by legislation. In recognition of this, the service delivery principles were intended to provide the Committee with a goal for all members to move towards. The accountability process that was envisioned would be a supportive mechanism versus an authoritative mechanism, intended to support the membership in striving to achieve the service principles in their agencies, committees or services.

Significant resources and time have been allocated to the establishment of the revised principles. The LCCEWA sets for itself a belief that it will work in a manner that challenges all forms of oppression and will foster an openness in identifying and responding to emerging issues and needs. The service principles and belief statements of the LCCEWA focus on a number of key areas including:

- equitable access to quality services.
- that the community is responsible for the safety of women.
- that abusers must be held accountable for their actions.
- that the LCCEWA supports inclusiveness and full participation by its members.

It was evident from respondents that the LCCEWA is going through change, not all of which is welcomed by all contributing participants of the LCCEWA. Effort is required to ensure that the working model and structure accommodate the vast amount of diversity in the community.

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**Size**

And finally, while it is recognized that it is crucial for many "*players to be at the table,*" for some, especially newer members, the Committee has become so large that they feel lost. In addition, increased size requires increased administration and organization, adding pressure to resources.



## SOME SUGGESTED STRATEGIES

An investment in the Committee provides extensive networking, support, education and resource sharing. It also legitimizes initiatives that cannot be realized by individual groups or organizations. The LCCEWA and the Integrated Model are "touchstones" providing a common sense of purpose and vision. To further enhance that purpose and vision, several recommendations have been articulated.

### **1. That the LCCEWA aggressively implement the revised membership structure approved in October 1995.**

London is home to increasingly diverse groups with differing needs. The LCCEWA must "*change [its] face so that [it] can start to acknowledge the incredible needs that are out there and not to frustrate the people when they come to the committee.*" Accessibility is a key issue defined by many agency representatives. They recognize that a more inclusive, broader-based membership is required. To that end, members suggest that the Committee become more accessible to all individuals, not just those associated with organizations. This is especially important for groups like immigrant and refugee women who wish to "keep in touch" with the issue but do not necessarily belong to an agency. In addition, women with disabilities and representatives of the spiritual community would bring new perspectives to the committee.

A maximum membership of 40 was approved by the membership based on the following list of representation by sector or interest group.

## LCCEWA STRUCTURE

1) **Memberships**

The membership of the LCCEWA will be broad based. A maximum of 40 is suggested based on the following list of representation by sector and interest group:

<p><b>Health</b></p> <ul style="list-style-type: none"> <li>● Middlesex London Health Unit</li> <li>● Inter Community Health Centre</li> <li>* Victoria Hospital Social Work</li> <li>* Medical Doctor</li> </ul>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>● Rotholme</li> <li>* Co-op</li> <li>* London Housing</li> </ul>	<p><b>Justice</b></p> <ul style="list-style-type: none"> <li>● Police</li> <li>● Family Consultants</li> <li>● Crown</li> <li>● Lawyers</li> <li>● Victim Witness</li> <li>● Probation &amp; Parole</li> <li>● Judge</li> <li>* Corrections Canada</li> <li>* Justice of the Peace</li> </ul>	<p><b>Anti-Violence</b></p> <ul style="list-style-type: none"> <li>● WCH</li> <li>● BWAC</li> <li>● SACL</li> <li>● Atenlos</li> <li>● Second Stage</li> <li>● Family Service London</li> <li>● Changing Ways</li> <li>* St. Joseph's Sexual Assault</li> <li>● Adult Survivors of Childhood Sexual Abuse Committee</li> <li>● Women Against Violence Everywhere</li> </ul>
<p><b>Gays &amp; Lesbians</b></p> <ul style="list-style-type: none"> <li>* (3)</li> </ul>	<p><b>Funders</b></p> <ul style="list-style-type: none"> <li>● MCSS</li> <li>* United Way</li> <li>* City of London</li> </ul>	<p><b>Children/Youth</b></p> <ul style="list-style-type: none"> <li>● Madame Vanier</li> <li>● Children's Aid Society</li> <li>● Family Court Clinic</li> <li>* Big Sisters</li> </ul>	<p><b>Education</b></p> <ul style="list-style-type: none"> <li>● Board of Education</li> <li>● Separate School Board</li> <li>* UWO</li> <li>* Fanshawe College</li> </ul>
<p><b>Multicultural</b></p> <ul style="list-style-type: none"> <li>● Women Immigrants of London</li> <li>● London Cultural Interpreters Service</li> <li>● Multicultural Committee to End Woman Abuse</li> <li>● Multicultural Youth Assn.</li> </ul>	<p><b>Spiritual</b></p> <ul style="list-style-type: none"> <li>● (3) Limerlost Chaplaincy Service</li> </ul>	<p><b>Disabled</b></p> <ul style="list-style-type: none"> <li>* (3)</li> </ul>	<ul style="list-style-type: none"> <li>* New Representative</li> </ul>

Groups must agree to the following terms to be granted membership on the LCCEWA:

- Demonstrate a service component which has a focus on woman abuse,
- Commit to the service delivery principles,
- Pay annual membership dues,
- Commit to serve on at least one ad hoc committee,
- Designate a "decision maker" to serve as the representation to the main committee.

Respondents recognize that such a membership policy will exacerbate the problems around size that Committee members are already experiencing. Therefore, briefing of new members should be mandatory.

*New people brought on board perhaps should have either an interview or some kind of mentoring time, an hour, and hour and a half, from a senior person on the Committee or a capable person who wishes to devote the time, to say now here's how it all fits together and here's names and words that are going to come up. Sort of like a briefing, instead of you representing your agency...It's too hard to just know.*

**2. That lines of communication be improved.**

If the LCCEWA is acknowledged as the central point of networking, then many members suggest that “*better lines of communication*” must be nurtured. To facilitate improved communication and to better meet the needs of victims of woman abuse, development of certain protocols are encouraged. For example, a pamphlet highlighting the process envisioned in the Integrated Model and reducing the “*mystery*” around the LCCEWA would be a “marketing strategy that lets the broader community know what kind of resource is available.”

As well, services should include in their mandates awareness of both women who are in transition and women who choose to remain in relationships that may continue to be abusive.

**3. That education and prevention remain high priorities.**

In the wider community, education and prevention must continue to be the watch-words. Children as young as two and three must understand that “*violence is not acceptable.*” Men must be encouraged to be involved in the process, and expanded services must be developed to address the needs of batterers. Ongoing education and sensitivity training should be fostered in all agencies and organizations in order to deal more consistently with the issues around woman abuse. Research must deal with both the issues of equality and violence as the LCCEWA continues to identify and challenge new forms of abuse and oppression. Finally, many Committee members believe that outreach policies will ensure the increasing consciousness of all individuals, groups and organizations to the collective goals of ending woman abuse.

**4. That the Committee be more cognizant of demands on time and resources.**

Some Committee members, recognizing how time-consuming attendance at meetings can be, recommend that the LCCEWA set priorities that are in keeping with the limitations of the members' time and resources.

## WHAT CAN BE CONCLUDED?

The Integrated Model of delivering woman abuse services in London, operationalized in the form of the LCCEWA, is a demonstration that a collective effort can create something unique and positive. From the outset, the Model and the Committee have been experiments in social change; they continue to operate in this way. As a body, the Committee is willing to engage in self-reflective evaluation. This willingness was illustrated in part by the support given for this project and by ongoing planning efforts.

Analysis of the data collected in interviews with representatives of member agencies of the Committee suggests that despite some inconsistencies in language, there is significant consistency, both within agencies and between agencies, in the understanding of and response to, woman abuse. Differences are largely due to organizational mandates.

Clearly, there is a shared political will to end woman abuse. The personal relationships and links that the Committee embodies facilitate this task significantly. Referral patterns among London agencies, as illustrated by the web charts (Appendix E), make it evident how the links operate in practice. Care must be taken, however, to ensure that these links actually make services more accessible for women.

There are issues of concern that need attention: in particular the concern about some agencies' commitment to women's safety. Some respondents believe that the safety of women is not the first priority with all agencies. This belief highlights a central issue of accountability. If agencies accept membership in the Committee, they also voluntarily accept responsibility to observe the base principles of conduct determined by the LCCEWA. Ensuring the safety of women is a basic principle. Member agencies must be accountable, but ultimately, how is this to be measured and responded to by the Committee?

The size of the Committee is a further issue. It is a double-edged concern. On the one hand, the respondents recognize the importance of increasing the membership in order to address increasing diversity in the community. A core group of decision-makers has been the primary movers on the Committee. This group has been instrumental either in the creation and/or development of the Committee, but it is recognized that there must be broader representation of individuals and groups concerned with the issues of woman abuse if the LCCEWA is to fulfil its mandate of inclusivity.

On the other hand, the Committee is already perceived to be too large. This size has led to the development of a communications structure which is viewed by some as cumbersome. Furthermore, the dimensions of difference in membership have led to some confusion. How an agency comes to the Committee, or why it remains, can and does impact on its level of involvement, and its ability to commit wholly to the principles of accountability. It must be acknowledged that the majority of the members, in spite of such confusion, have been working together since 1980 and are still working together. This is empowering and an indication of the tenacity and commitment of member agencies.

Future directions for further research should include a determination of whether the webbed referral

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system which appears to benefit service providers is also of benefit for the recipients of the services -- the abused women, their children and the men who batter. Ultimately, this is the salient issue -- can the Committee, in pursuing an integrated model, be shown to have a positive effect on the lives of abused women and their families in London, Ontario?

Finally, in any qualitative and action-oriented research, there is the hope that the final report, with an explanation of the process, will assist others in the same work. The LCCEWA will continue to benefit from this process and from ongoing feedback loops that have evolved. Other communities have their own unique qualities, resources and history. They may benefit from the report as an example of how to employ similar strategies. Ultimately, however, their own process will be more helpful to them than adopting any specific conclusions contained herein.

## APPENDIX A

### LONDON COORDINATING COMMITTEE QUESTIONS

Questions	Yes	No	Don't Know
1. Would you say that you adopt a feminist approach to your work with abused women, children and men who are batterers?	25	3	0
2. Do you think that your own philosophy about the work you do with abused women, children and men who are batterers is consistent with the philosophy of your organization?	19	9	0
3. Does the existence of the LCCEWA directly affect the way in which you do your job?	24	4	0
4. Could there be an Integrated Model without the LCCEWA?	3	23	2
5. Does the Integrated Model directly affect the way you do your job?	22	5	1

(N=28 respondents from 24 agencies)

**APPENDIX B**

**USEFULNESS OF THE INTEGRATED MODEL**

Overall, how would you rate the usefulness of the Integrated Model to the work you do with abused women, their children and men who are batterers?

Always Useful	Often Useful	Sometimes Useful	Seldom Useful	Never Useful
13	8	6	1	0

(N=28 respondents from 24 agencies)

**APPENDIX C**  
**LCCEWA AND THE INTEGRATED MODEL QUESTIONS (REVISED)**

Statements	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Don't Know
1. The LCCEWA is effective in bringing together diverse organizations with different practices and strategies.	18	8	2	1	0
2. If difficulties in coordinating service provision, member agencies ask LCCEWA to intervene.	8	7	3	9	2
3. LCCEWA's Integrated Model has an effective multi-access service system for intake and referrals.	2	3	0	0	1
4. All member agencies share a Feminist Philosophy.	3	4	5	15	2
5. All member agencies consistently apply Feminist Approach.	2	7	3	13	4
6. Safety is, in principle, the first priority of all member agencies.	19	4	3	3	0
7. Safety is, in practice, the first priority of all member agencies.	10	9	3	6	1
8. LCCEWA ensures accountability from its member agencies.	7	4	5	6	1

(N=28 respondents from 24 agencies)

In questions 1, 2, 4, 5, 6, & 7 (N=29 respondents from 24 agencies). Two respondents in one agency interview provided separate answers to these questions.

\*In question 3, (N=6 respondents from 6 agencies). Question 3 was subsequently eliminated from the interview questionnaire.

\*\*In question 8, (N=23 respondents from 24 agencies). Question 8 was added to the revised interview questionnaire.



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## **APPENDIX D**

### **ABUSED WOMEN AND “THE SYSTEM OF SERVICES”**

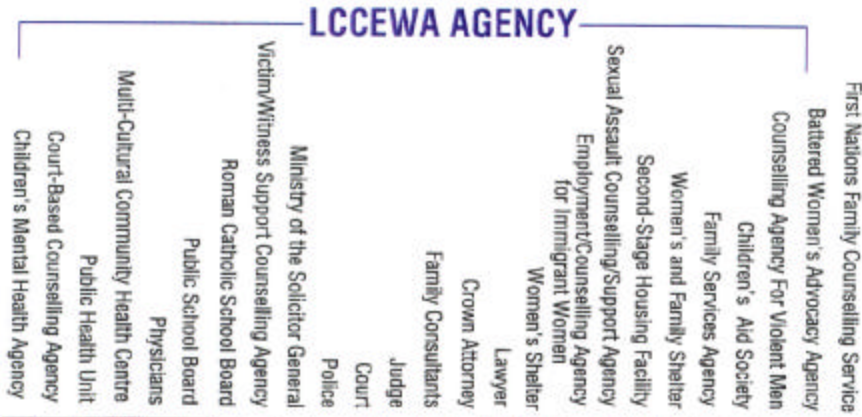
This chart illustrates the variety of stakeholders that might belong to a Coordinating Committee such as London’s, and how they may refer women, men and children to other sectors and member agencies.

### **AGENCY REFERRAL PATTERNS**

These circular charts document the types of organizations involved in a Coordinating committee such as London’s, and the web of referral patterns created by their interaction, illustrated by sector.

# ABUSED WOMEN AND "THE SYSTEM OF SERVICES"

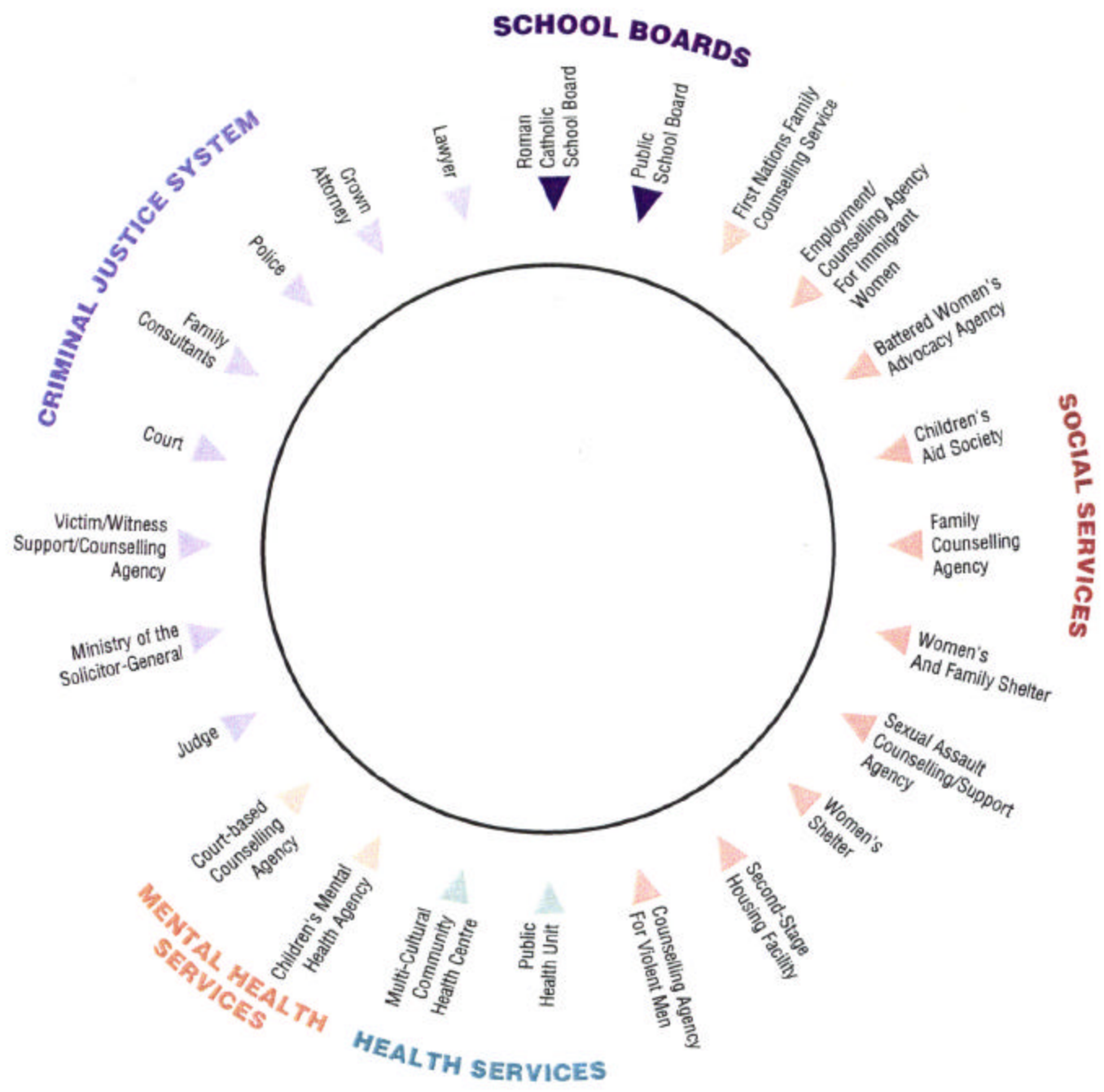
REFERRED BY:



	First Nations Family Counselling Service	Battered Women's Advocacy Agency	Counselling Agency For Violent Men	Children's Aid Society	Family Services Agency	Women's and Family Shelter	Second-Stage Housing Facility	Sexual Assault Counselling/Support Agency	Employment/Counselling Agency for Immigrant Women	Women's Shelter	Lawyer	Crown Attorney	Family Consultants	Judge	Court	Police	Ministry of the Solicitor General	Victim/Witness Support Counselling Agency	Roman Catholic School Board	Public School Board	Physicians	Multi-Cultural Community Health Centre	Public Health Unit	Court-Based Counselling Agency	Children's Mental Health Agency
<b>SOCIAL SERVICES</b>																									
<b>CRIMINAL JUSTICE</b>																									
<b>SCHOOL BOARDS</b>																									
<b>HEALTH SERVICES</b>																									
<b>MENTAL HEALTH SVCS.</b>																									



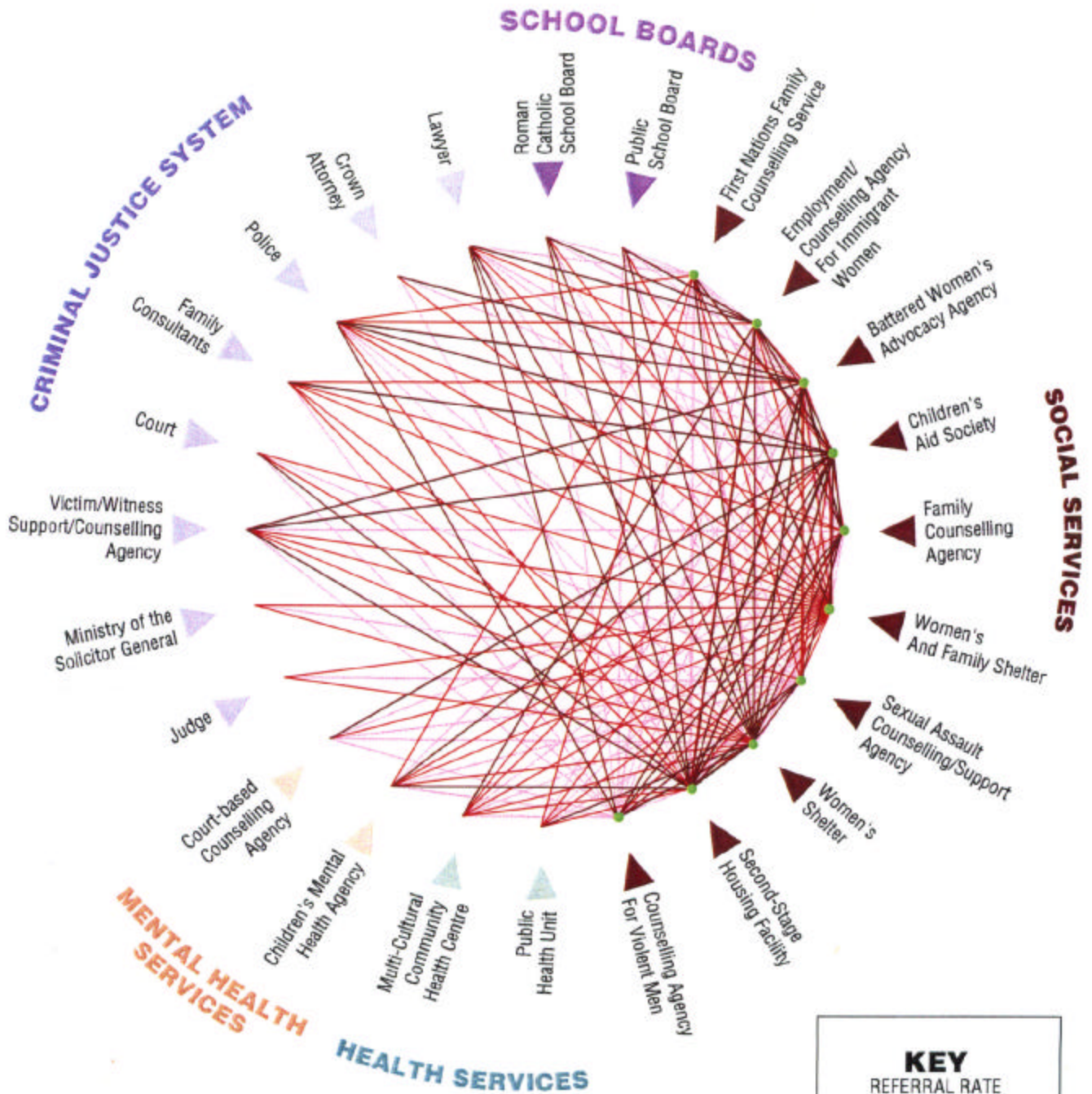
# Agency Referral Patterns





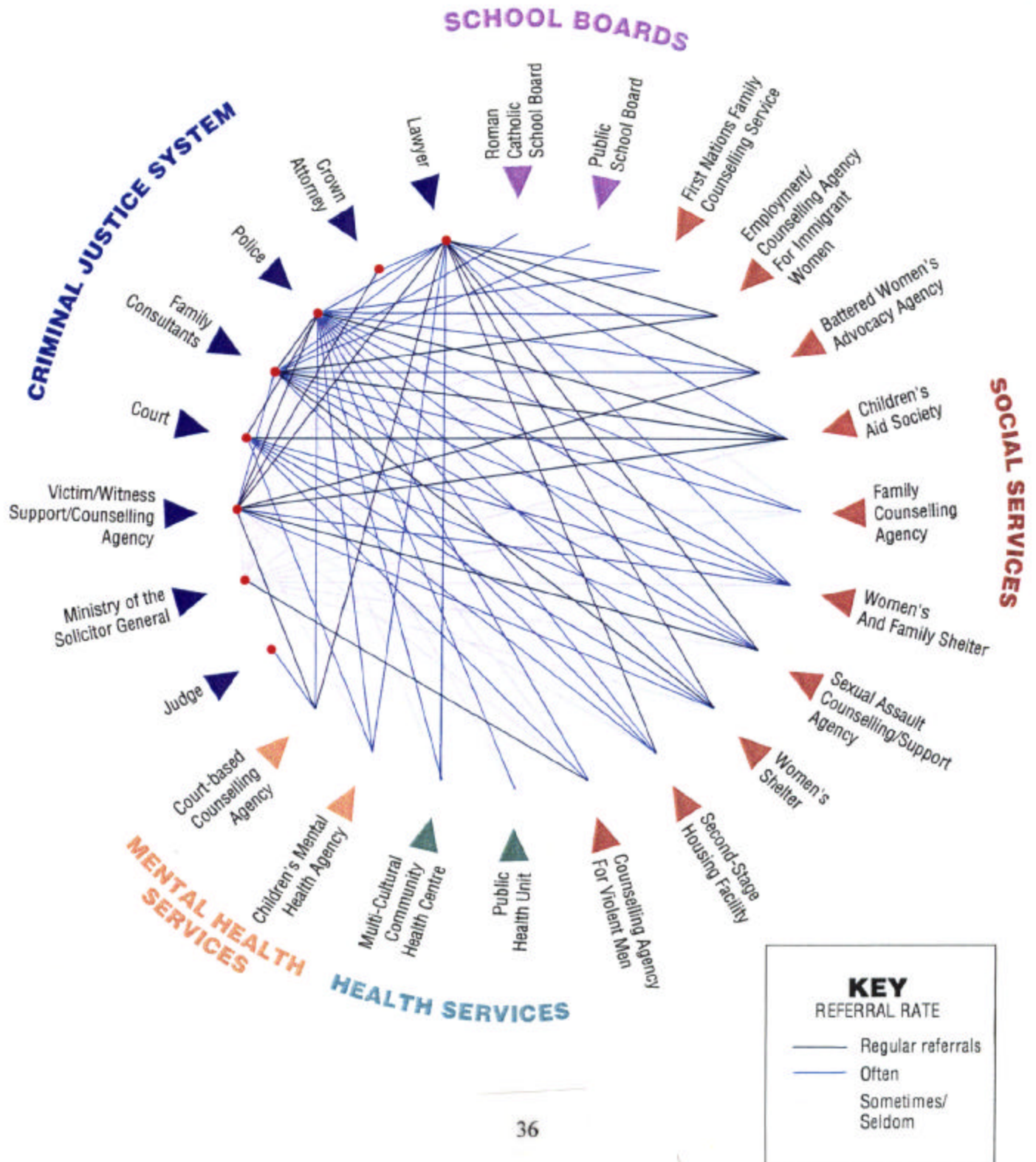
# Agency Referral Patterns

## SOCIAL SERVICES



# Agency Referral Patterns

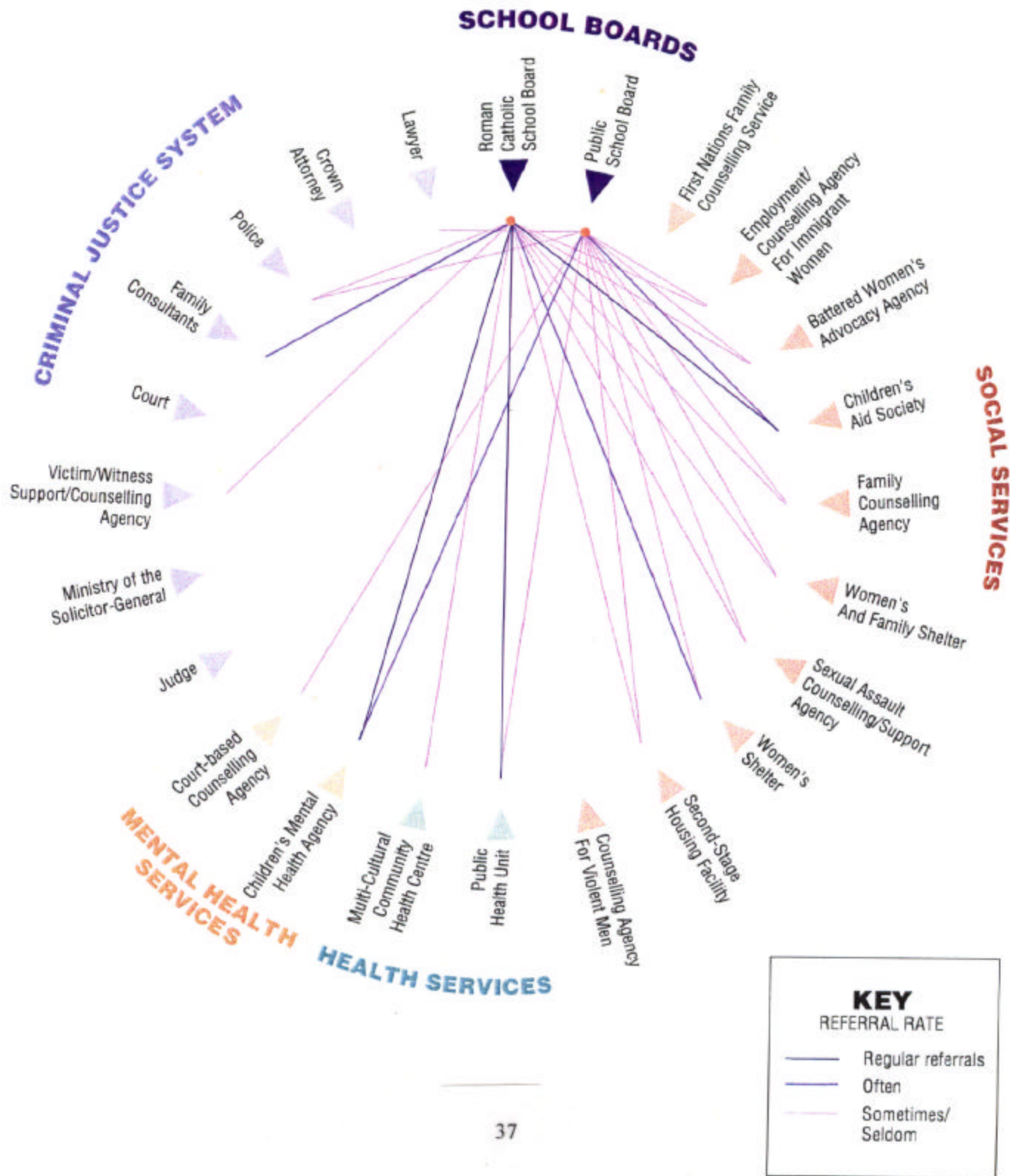
## CRIMINAL JUSTICE





# Agency Referral Patterns

## SCHOOL BOARDS



# Agency Referral Patterns

## MENTAL HEALTH SERVICES



# Agency Referral Patterns

## HEALTH SERVICES



KEY REFERRAL RATE	
	Regular referrals
	Often
	Sometimes/Seldom



## **APPENDIX E**

### **ABUSED WOMEN AND "THE SYSTEM OF SERVICES"**

This chart illustrates the specific agencies that belong to the London Coordinating Committee to End Woman Abuse, and how they refer women, children and men to other member agencies.

### **AGENCY REFERRAL PATTERNS**

These circular charts illustrate the specific web of referral patterns created by the London Coordinating Committee to End Woman Abuse.

# ABUSED WOMEN AND "THE SYSTEM OF SERVICES"

REFERRED BY:

- LCCEWA AGENCY**
- Atenlos
  - BWAC
  - Changing Ways
  - Children's Aid Society
  - Family Services London
  - Rotholme
  - London Second Stage Housing
  - Sexual Assault Centre London
  - Women Immigrants of London
  - Women's Community House
  - Buist, Margaret - Law Office
  - Crown Attorney
  - Family Consultants
  - Judge
  - London Court
  - London Police
  - Ministry of the Solicitor General
  - Victim/Witness Assistance Program
  - London & Middlesex RC School Board
  - London Board of Education
  - Physicians
  - London Inter-Community Health Centre
  - Middlesex London Health Unit
  - London Family Court Clinic
  - Madame Vanier Children's Services

Agency	Atenlos	BWAC	Changing Ways	Children's Aid Society	Family Services London	Rotholme	London Second Stage Housing	Sexual Assault Centre London	Women Immigrants of London	Women's Community House	Buist, Margaret - Law Office	Crown Attorney	Family Consultants	Judge	London Court	London Police	Ministry of the Solicitor General	Victim/Witness Assistance Program	London & Middlesex RC School Board	London Board of Education	Physicians	London Inter-Community Health Centre	Middlesex London Health Unit	London Family Court Clinic	Madame Vanier Children's Services
Atenlos																									
BWAC																									
Changing Ways																									
Children's Aid Society																									
Family Services London																									
Rotholme																									
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London Board of Education																									
Physicians																									
London Inter-Community Health Centre																									
Middlesex London Health Unit																									
London Family Court Clinic																									
Madame Vanier Children's Services																									

SOCIAL SERVICES

CRIMINAL JUSTICE

SCHOOL BOARDS

HEALTH SERVICES

MENTAL HEALTH SVCS.

**KEY**

- WOMEN
- CHILDREN
- MEN

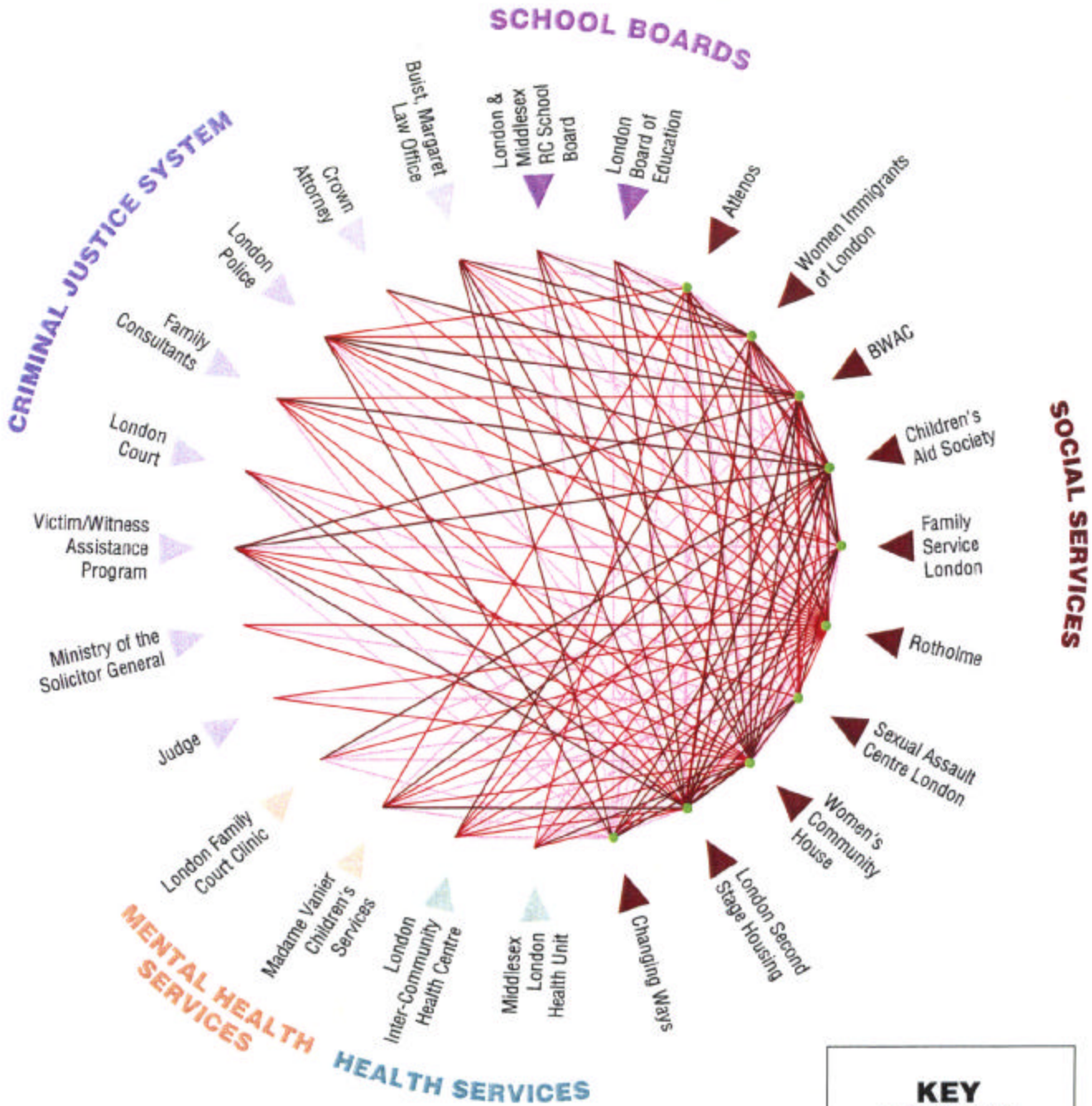
# L.C.C.E.W.A. Agency Referral Patterns





# L.C.C.E.W.A. Agency Referral Patterns

## SOCIAL SERVICES



# L.C.C.E.W.A. Agency Referral Patterns

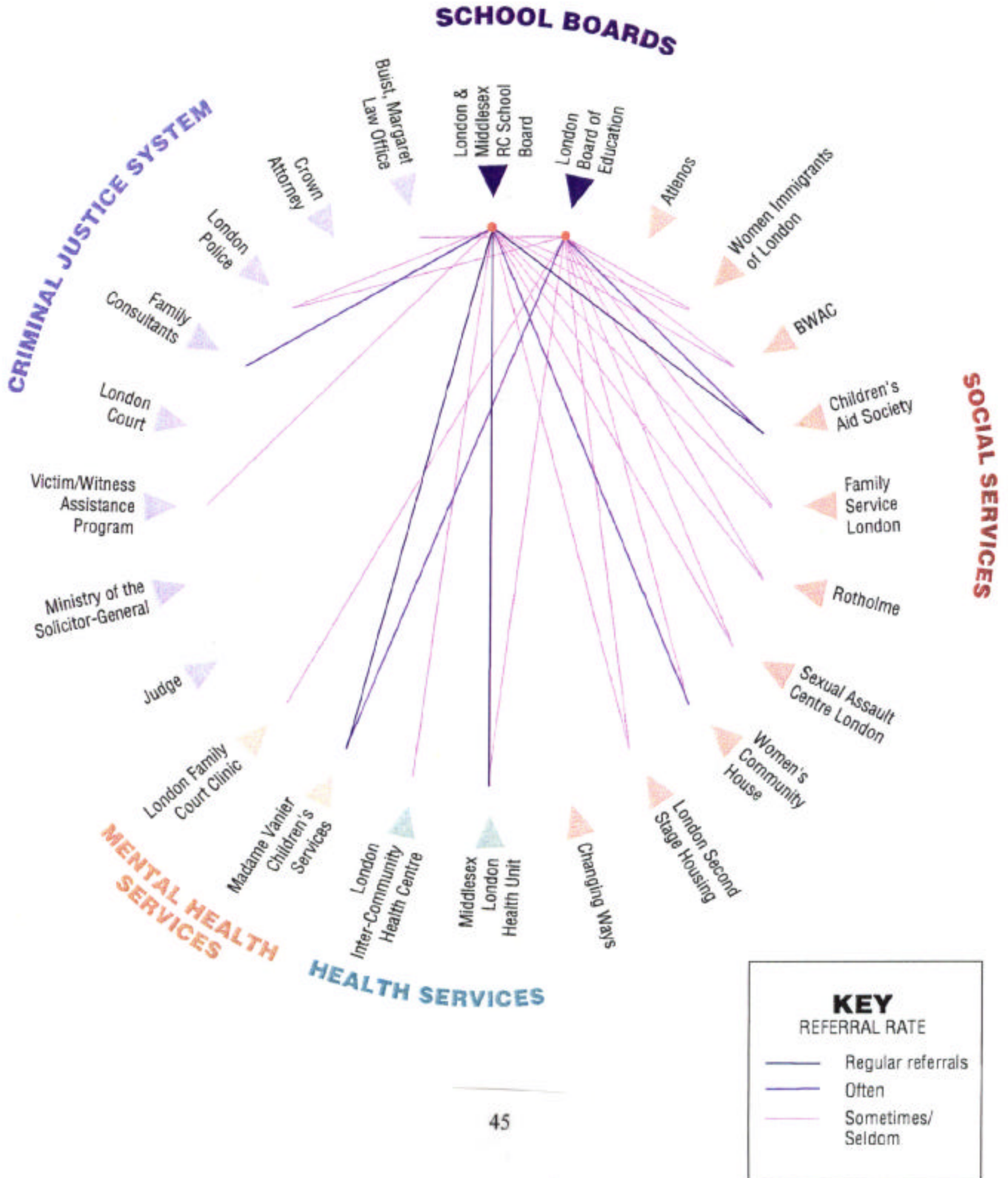
## CRIMINAL JUSTICE





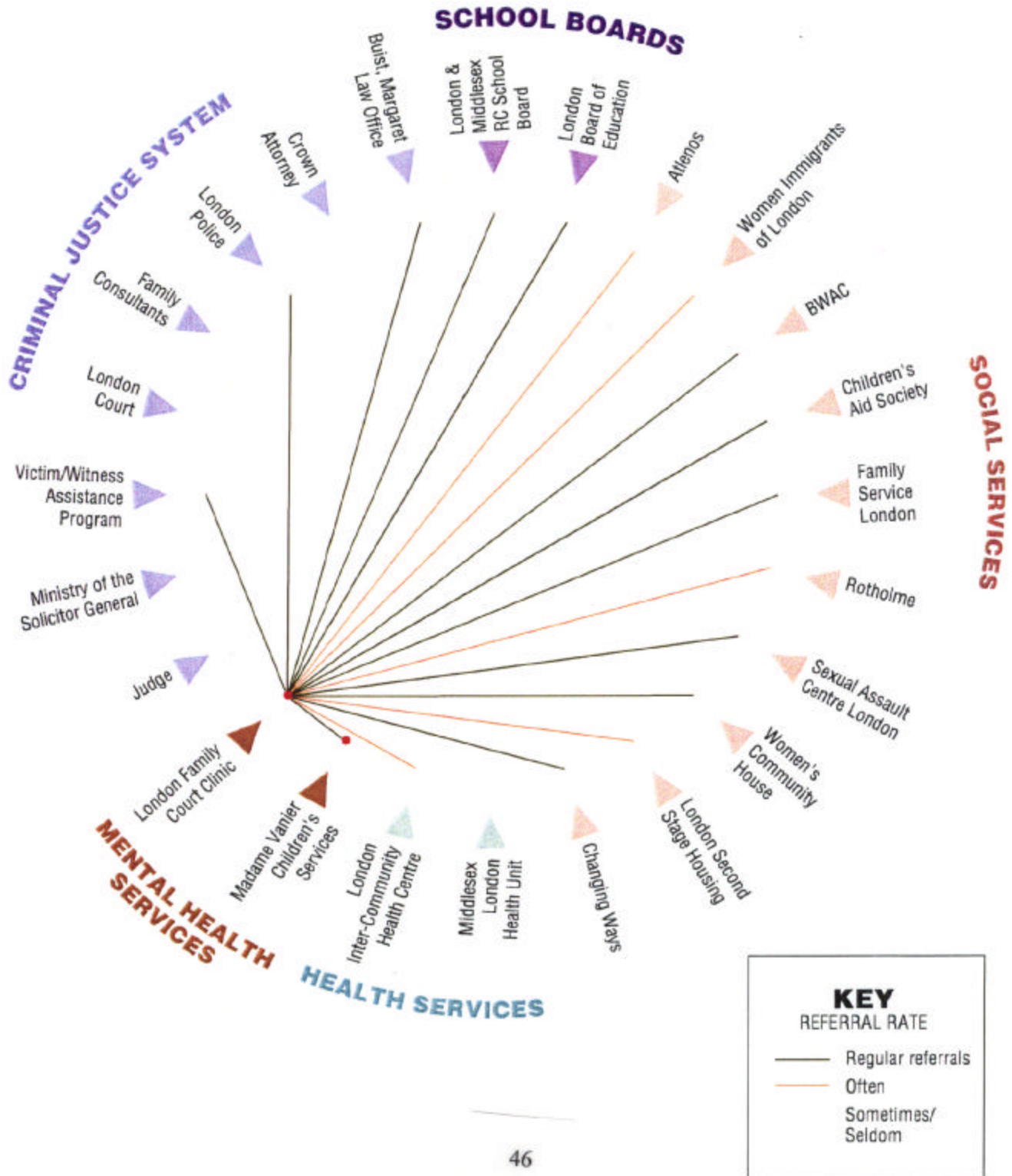
# L.C.C.E.W.A. Agency Referral Patterns

## SCHOOL BOARDS



# L.C.C.E.W.A. Agency Referral Patterns

## MENTAL HEALTH SERVICES



# L.C.C.E.W.A. Agency Referral Patterns

## HEALTH SERVICES





## APPENDIX F

### EXCERPTS FROM LONDON COORDINATING COMMITTEE TO END WOMAN ABUSE STRATEGIC PLAN\*

#### 2.0 MISSION STATEMENT

A Mission Statement is prepared to articulate the key values, purposes and directions of an organization. As a statement, it is designed, in its brevity, to capture the intent of the organization and its sense of vision, so that all stakeholders gain an understanding of the organization's purpose and direction. In practice, all decisions made by the organization need to be linked to the Mission Statement so there is a consistency of purpose, logic and direction throughout the organization's work and stakeholders. In this light, a Mission Statement is an overarching umbrella statement that connects the diverse stakeholders and other components of the organization, through a common sense of purpose and vision.

**The Mission of the London Co-ordinating Committee to End Woman Abuse is...**

**A network of organizations, groups and individuals in London, dedicated to ending woman abuse, through leadership and actions that achieve:**

- **social justice for women;**
- **an integrated response to abused women and their children.**

The Mission Statement has four distinct components, which collectively represent the mission of the Committee;

- the context of being a network of organizations, groups and individuals which collectively come together to coordinate their activities, to undertake joint action and to pursue advocacy and other initiatives in larger forums that cannot be realized by individual organizations, groups or individuals;
- the undertaking of direct leadership activity and other actions that are targeted on ending woman abuse as a collective focus of the LCCEWA;
- focusing the energies and the actions of the LCCEWA on achieving social justice for women from a strategic perspective;
- ensuring, through operational means, that an integrated response is available within the community from service providing agencies and social, health, education and justice systems that meet the needs of abused women and their children.

Thus, the LCCEWA's Mission Statement has four fundamental perspectives, collective action;

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\* Facilitated by F.J. Galloway Associates Inc., September 1994.

advocacy and direct actions; a focus on the strategic issue of social justice for women; and ensuring the specific needs of abused women and their children in the London community are being met.

## **2.2 Principles**

Principles represent key beliefs and value statements that provide focus and interpretation in regards to the implementation of the LCCEWA's Mission Statement. They become important touchstones in support of decision making, resource allocation, the orientation of both internal and external stakeholder groups and in defining the basic value system/culture of the LCCEWA.

The following statements articulate the principles/beliefs within the Mission Statement of the LCCEWA.

### **We believe ....**

- **IN a feminist approach to woman abuse.**
- **IN the equitable access to quality services, resources and justice for abused women and their children.**
- **THAT the community must assume responsibility for the safety of women.**
- **THAT abusers must be held accountable for their actions.**
- **IN a diverse LCCEWA, that supports inclusiveness and full participation.**
- **IN working in a manner that challenges all forms of oppression and fosters an openness in identifying and responding to emerging issues and needs.**
- **THAT a coordinated network is the preferred basis for the sharing of resources and information and relationship building.**
- **THAT the LCCEWA has the right and responsibility to demand the accountability of its members to these beliefs.**

The opening principle focuses on the need to ensure that the LCCEWA works from a basis of a feminist approach to woman abuse.

**For LCCEWA's purposes, a feminist approach acknowledges that we live in a world where sexist ideas, attitudes and structures give rise to discrimination, violence and oppression of women and, that ending sexism, along with other forms of oppression, requires that we**

**challenge abuses of power in individual and family situations, as well as within political, economic and social systems.**

The next belief reflects the need for abused women and their children to have equitable access to quality services, resources and justice. This principle represents one of the fundamental means for developing, delivering and evaluating, both specific services available in the community, and the overall coordination and planning of service delivery on the broader community level.

The following principle focuses on the need for the community to accept overall responsibility for the safety of women. It believes that no one group alone can or should be responsible for their own safety in the wider society. Therefore, it is only through collective action that a just and comprehensive resolution will occur.

Perpetrators of abuse against women being held accountable for their actions is an important principle of the LCCEWA. Abuse will not be tolerated, neither can responsibility for abuse be assigned to others. Direct action against individual perpetrators needs to be a basic response. As the community must ensure the safety of women, so does each individual need to be responsible for their actions.

Another fundamental belief of the LCCEWA is that it needs to represent the diversity of the community in terms of cultural communities, special needs and other defining unique nesses. Therefore, the LCCEWA must have broad representation, along with operational practices that support the inclusion of all individuals on the LCCEWA and into its workings, discussions, leadership, use of resources and other actions/functions.

The next principle outlines a belief that the LCCEWA must work in a manner that continually challenges all forms of oppression in society, as one of the fundamental approaches to ending abuse. In concert with challenging known forms of oppression, the LCCEWA must also continue to identify and challenge new forms of abuse and oppression, by responding to emerging issues and needs. This will form the dynamic dimension of the LCCEWA in sustaining its relevancy and in approaching violence and abuse on a coordinated and integrated basis.

A need for the LCCEWA to be a coordinating network as the basis for the sharing of resources and information, along with building working relations and awareness amongst LCCEWA members as a second primary focus, represents another principle. This belief centres on the strength of people meeting, sharing, getting to know one another and working collectively in order to achieve identifiable outcomes.

Finally, membership on the LCCEWA involves acceptance of accountability for service provider, group or individual actions and/or services. Therefore, the LCCEWA needs to have the ability to hold members accountable for their activities.

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### **3.0 STRATEGIC GOALS**

Goals, in the context of this Strategic Plan, articulate the areas of initiative or strategic activity that the LCCEWA will focus on over the next three to five year period. The outcomes associated with each of the goals [see next page], relative to objectives and strategies, are deemed to be achievable within this time line and are directly linked to the achievement of the stated mission and principles/beliefs of the LCCEWA.

- 1. To develop and implement an organizational structure for the LCCEWA that reflects our beliefs through:**
  - **defining membership and developing equitable membership practices;**
  - **developing appropriate standing and ad hoc work groups/sub-committees to achieve the LCCEWA's objectives;**
  - **providing education and training to members on all forms of oppression (abuse).**
  
- 2. To operationalize accountability standards through:**
  - **ongoing evaluation and revision of accountability standards for the membership and measures for ensuring accountability;**
  - **the development and review of safety standards for the community;**
  - **establishing a set of abuser accountability standards.**
  
- 3. To enhance multi-point access to services to ensure equity through:**
  - **formation and operation of a services data base;**
  - **individual and coordinated/integrated services planning.**
  
- 4. To create opportunities for effective leadership development for LCCEWA members and for the staff of member agencies and groups through offering/supporting:**
  - **ongoing training and development programs;**
  - **an awards/recognition program;**
  - **the holding of social and other networking forums and activities.**
  
- 5. To actively participate in and to enhance, on an ongoing basis, research, education and evaluation activities, services and approaches within the overall community and, as appropriate, with individual agencies and groups.**
  
- 6. To establish clarity and direction on/for LCCEWA's political action role and processes through:**
  - **establishing a Political Action Subcommittee;**
  - **developing a violence and oppression incident monitoring and response system/process;**
  - **creating a Media Relations Subcommittee.**