

# KFACC Stratplan Meeting #3 (Nov. 5th, 9-10:30am)

<https://us02web.zoom.us/j/83769126451?pwd=NzdGYmV4MDIOVjY5bHJFMzNBU1dCdzo9>

## Stratplan Discussion Guide:

### **Goal for the Session:**

This KFACC conversation will focus on reviewing online input from members (see pages 2-9) and past discussion notes to dig deeper on key priorities that will anchor how we draft the first cut of KFACC's next strategic plan.

9:10am **Overview of the Discussion** (Rob Wood)

9:15am **Any comments on things that popped out from the community input?**

- From your own unique perspective and experience, **what stood out for you** in the community input received from our survey? (See pages 2-9.)

9:25am **Framing Strategy Development: Building Out Identified Priorities**

(See notes from past sessions on pages 10-15.)

- What might we do to improve seamless client access and system navigation?
- How do we want to approach revisiting/pursuing the One-Stop Site proposal?
- Should we reorganize to better support the core work of collaboration?

*Short Screen Break*

10:05am **Building our capabilities to meet our goals:**

- Is the current level of member engagement sufficient for success going forward?
- What capabilities/structure will be needed to bring the plan to success?

**Recap/Next Steps** (and next meeting: Dec. 3rd)

**Takeaways**

**Return to Main Agenda & Other Matters** ~10:20am

## Summary of Advance Input for KFACC Planning Nov.5th

To help us get a better idea of membership views of options and priorities, 22 respondents provided their input in response to the questions below to help develop KFACC's 2021–2024 Strategic Plan.

### Starting with the biggest issue ...

When it comes to supporting your efforts to respond to domestic and sexual violence in our community, **what do you feel is your biggest challenge, opportunity or issue to be addressed?** (Please be as specific as possible.)

*Responses:* N=21

- Lack of complete case management. There are so many opportunities to fall through the cracks.
- I feel the biggest issue is lack of adequate funding. We have many clients who would benefit from ongoing counselling, yet we have to put limits on the support because of the lack of funding.

As an opportunity, agencies have been able to work together to provide a consistent path of service for clients. I think we can do more to improve this, however, I feel we can also acknowledge the good work we have already accomplished in this area. KFACC offers the opportunity to know the workers in the various programs, so we can pick up the phone and have that personal connection with our partners."

- Internal resources and funding.
- Although we know domestic violence crosses all socio-economic classes, we tend to get most of the more marginalized offenders who also struggle with housing, income and substance abuse issues which are all things which make the risk that much greater. It is very difficult in the short time we get to work with these folks to tackle the issues we need to as they are often so messed up with other big issues in their life which prevent them from being stable enough to take away what we can offer them. This is a real challenge for those working with the offending parties rather than the victims.

- My group focuses on information and awareness and C19 has made it very difficult to get out and make the personal connections we like to make and that we know are reassuring.
- We can feel frustrated as service providers when the system seems to work against our clients so I can't imagine how frustrating it is for them. There are too many hoops for clients that have experienced trauma to have to go through in order to get the help they need.
- Availability of supported housing, emergency housing when a partner leaves a domestic situation and more supportive and knowledgeable resources for human trafficking victims.
- I think preventative measures are most important. If we can foster compassionate and loved children across KFL&A then we would not see as much violence in the future. I think most social services are geared to band-aid solutions and dealing with the repercussions after the fact. Helping victims cope with the violence they experience, which they absolutely need and deserve, but that is really a short-sited goal. If we really want to end violence, we need to end it at its source. Pull out it's roots before it begins to grow. What makes people violent? Turn to substances to soothe their pain? Direct their anger outwards?
- At the present time is that everything is done remotely.
- The criminal and family law systems and how they respond to domestic and sexual violence.
- The gaps that exist and it not being a seamless process for women and youth navigating the systems involved in any particular case.
- Volume of work to be done is challenge/smarter ways of interagency coordination is the opportunity
- The legal response to sexual violence.
- The lack of immediate response. Women have told me that when they are finally ready to flee, Interval House tells them there is no room for them.
- Easy client navigation of system.
- Not enough time or money to do real prevention

- Less wait times for people requiring services, variety of supports to include individual and group counselling. More mental health workers working with the police during initial response to domestic and sexual violence.
- We have very little time to do all the things we want to do and offer to DV and SA victims. many matters are time sensitive, so we constantly shift priorities. Our caseloads are growing very quickly which is challenging.

We have a small staff and any vacations or time off while VERY important for staff will make the day or weeks even busier as we make calls on cases assigned to other staff

Remote work has made us more efficient in many ways e.g. team meetings, more training opportunities as we don't have time to waste.

- Funding!
- Seamless integration.
- I think a lot of the folks in leadership positions in KFACC and within the organizations that make up KFACC are overworked and stretched too thin at the present time. It is difficult to make meaningful action with KFACC without the time and resources to dedicate to making a difference.

## Q2. Focus on Key Success Factors ...

KFACC's mission encompasses several important areas of effort. What key roles or types of work do you see as being essential to our future success as a community? (Some examples are listed below, but feel free to suggest others.)

**Please indicate your top 3 priorities.**

Priorities for KFACC & Its Work to Achieve Success	Number of Top 3 Votes
Seamless client access and navigation of the system	17 /22
Advancing sector infrastructure with a "one-stop" centre for services	13 /22
Coordination of agency efforts and supporting protocols	10 /22
Helping agencies share roles, resources and information	9 /22
Education and training – for KFACC members and others	5 /22
Advocating and promoting public education	4 /22
Promoting community networking and opportunities to connect	4 /22
Uniting and inspiring the movement	2 /22
Some other priority not on the list. (Please be as specific as possible.)	3 /22

- Collaboration with communities and agencies serving equity seeking groups.
- A one stop centre may come out of some of the above, but I do not see it as essential. The others I see as essential.
- Respectfully supporting culturally diverse populations.

### Q3. Focus Matched to Your Future Needs

It has been suggested that some members prefer an active focus on agency collaboration and coordination. Others might get more benefit from a less intensive role participating in training, education and networking opportunities.

#### Which would better meet your needs?

Focus/Activities to Meet Your Needs ...	Number of Responses
Participating in collaboration and coordination with other agencies	10 /22
Participating in training, education and networking	3 /22
Both	9 /22
Neither	—
<b>Other suggestions for better meeting your needs?</b>	4 /22
<ul style="list-style-type: none"> <li>Ensuring that there is a process for transmitting information from agency reps at KFACC to respective agencies.</li> </ul>	
<ul style="list-style-type: none"> <li>Getting proper mental health and addictions support. The agency which gets the most funding for that is not that accessible and clients who have real need often get turned away.</li> </ul>	
<ul style="list-style-type: none"> <li>There is an appropriate assumption that each member of this group has strong training befitting the role they represent at the table. Collaboration and coordination would be a first priority. Training within the group for new approaches, sharing of speaker opportunities would likely fit with a training focus. Rising current issues/trends and problem solving around them would have occasional value. This group does need to know and network with each other for mutual support and members change, new programs pop up.</li> </ul>	
<ul style="list-style-type: none"> <li>Getting paid.</li> </ul>	

## Q4. Taking another look at a "One-Stop" Service Site?

Some have suggested that KFAACC should look once again at a past study and proposal to establish a "one-stop shop" for collaborative service delivery in support of survivors of sexual and domestic violence.

Some say co-location of interventions, services and supports at a single site would make it easier for survivors to access whatever services they need across the community. Others say it is still a dream beyond our capacity and resources.

### How do you feel about collaborative service delivery at one site?

Support another look at One-Stop? Or Not?	# of Responses
Feel we should focus our efforts on other/more important areas of concern	3 /22
Would support efforts to further advance the proposal for a one-stop site	17 /22

#### 11 Comments:

- There are now other groups who have managed to do this like the youth hub at One Roof and the Integrated Care Hub temporarily operating out of Artillery Park.
- I believe working on a one stop shop encompasses one of our most important functions of trying to coordinate seamless client access and navigation of the system, agencies working collaboratively and supporting each other in trying to serve clients best
- This always sounds good — single point of entry. It causes me to wonder if it was coordinated by federal or provincial funding - how they may choose to view/"find" some overlap and "unnecessary" services. Where each of our groups scramble to get funds for a variety of creative programs.
- As long as agencies can work together for a common goal, as sadly I have noticed politics between agencies and workers over my years working in the field. We are all in this for the same reason and the most important thing is the needs of the clients we serve.

- Although I would support this for survivors, it would require very careful and strategic steps to make it work. All agencies struggle for funding and this could result in a loss for some possibly which will create a lack of desire to work together for such a cause.

The other issue is just different approaches between agencies can really become problematic. I do think for the clients this is a good option but think that it would be the agencies all working cooperatively which might be a tall order, especially if it takes away funding from some.

The one other big issue we must think about is that if someone has a bad experience at the one stop shop it leaves them a bit in the cold. I have seen this happen with clients when all housing money went to Homebase and then they had some issues with Homebase and then were left with zero options as they couldn't go to Ryandale or Harbour Light to find a shelter bed.

- We need to make this happen! A one stop shop will help us to remain client focused and that is what matters.
- There may be new opportunities for shared facilities post COVID and there is value in services under one roof. I suspect though that this will take some time. Physical co-location is a solution, but perhaps not the only solution available either as an interim measure or longer term. For e.g. - having staff at disparate locations available to connect with clients at other services for joint meetings using zoom or teams is just one example of how we might build on the spirit of one-stop even before we have a physical option. I think we will need something like this if we do in fact hope to serve everyone in Frontenac County and not just in the urban south of the county
- Looking at model of the new Hub.
- We need a “no wrong door” set-up to ensure survivors don't get discouraged while initiating changes may feel frightening
- Unsure of current status of research on efficacy of this model.
- Given mandates vary and sometimes conflict and because COVID restrictions allow for fewer staff in any one location at the same time, I don't think this is tenable at this time



## Other thoughts or comments?

These questions are not intended to limit your input in any way ... please feel free to provide **additional ideas, questions or commentary** on actions we might take to reduce domestic and sexual violence in our community.

- We really have a tall order to fill in terms of working on these issues in our community. It seems to be a never-ending battle. We do need to realize that part of the work is working with men to make them safer partners and that is a vital part of the work that needs to be done. We also have to make sure that we have a system in place for working with offenders that does not force them to wait until the offend to be able to access affordable programming such as PAR. We need to be more preventative.
- Kudos to Anna for maintaining the website and calendar.
- I think more focus should be on prevention of violence. I know that that is a very idealist, possibly intangible goal. If more of our focus was there and we are able to create healthy communities now, then the future on violence in our community would be less.
- I really enjoy the emails and updates from KFACC. I share them broadly with colleagues in other East region communities. Kudos for all the good work being done.

## Summary Notes from Oct. 1st KFACC Discussion

A productive discussion with active KFACC members on Oct. 1st followed up on a preliminary conversation Sept. 17th. A number of key priorities, issues and concerns have been identified. The material below summarizes highlights from those discussions which, in turn, helped frame the survey of membership.

### Summary of Takeaways Discussed Sept. 17th:

- The strategic priorities from the last plan continue to be important to members.
- There is a need to crystalize KFACC's purpose and specific role in the community.
- There seem to be two distinct types of focus — advocacy for the community (e.g. at municipal, provincial and federal levels) and providing support to agencies/service providers.
- Emphasis is also needed on system navigation and connecting various agencies working with the same client but operating in their own silos.
- Is there a role for KFACC regarding the strain of lack of resources at an agency level?
- KFACC struggles organizationally with consistent membership and attendance. People changing roles makes it difficult to be a cohesive group or maintain continuity. Onboarding is also a gap, so people get stuck.
- A small, dedicated group does most of the work. How might more members be engaged to join in and share the work? How can we divide up the work to be more effective?

### Summary of Key Points Discussed Oct. 1st:

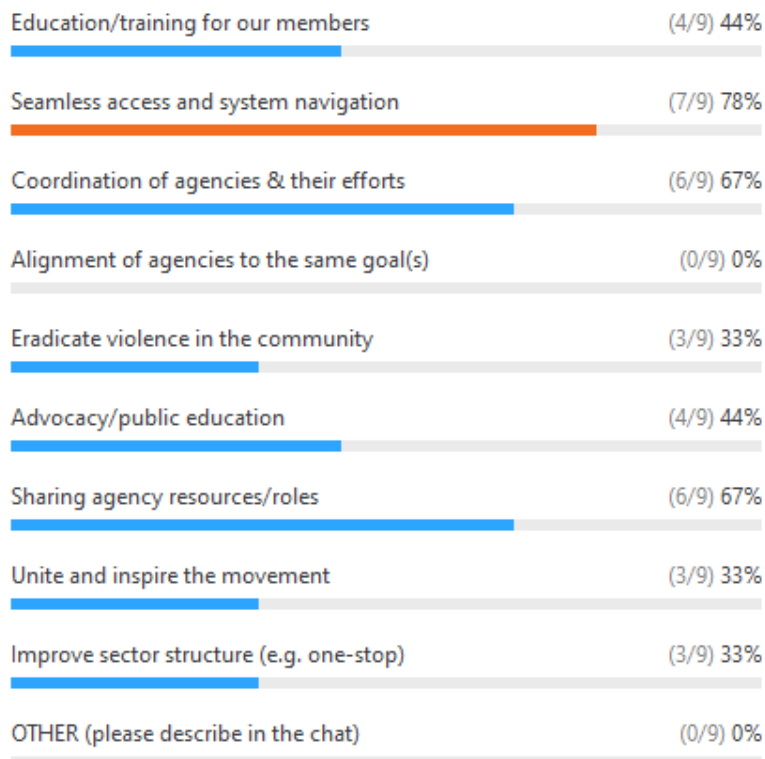
- While there seemed to be some agreement on KFACC's Mission/Mandate (eradicating violence), there were different perspectives in the advance input on the vision — “communities where all persons live safely, free from domestic and sexual violence”.
- The focus on survivors should not be lost when discussing organizational issues — they are at the core of what we're doing ... clients and collaboration.
- There was lots of focus on having a coordinated community response to ensure access for survivors, making it easier for them and reducing repetition in interactions.
- Protocols were designed to support that coordination and access goal. This group of active KFACC members is the “living breathing” part of that coordination.

## Quick Poll: Mission

Participants were invited to consider various aspects of KFACC’s mission and indicate which ones they felt were the most important goals/purposes for the organization. Access, system navigation, agency coordination and sharing resources all scored well.

Results are presented below:

### **1. Feedback on the mission indicated many dimensions of interest. Which ones do you feel should be TOP purposes recognized in the Mission? (Multiple choice)**



### *Commentary:*

- Advocacy is done by individual agencies.
- Education was originally part of KFACC’s work. By now the membership should be well educated, but there may be a need for some public education annually (e.g. with doctors and clergy).
- It might be worthwhile to consider an alternate organizational structure, with a Steering Committee of agencies who really need to be at the table and then a quarterly gathering of the larger membership focused more on education, perhaps with speakers.
- Such a group could focus on the core work of coordination, system access and navigation, system advocacy and so on.

## Other Feedback on Tweaks to the Mission & Vision:

- Some get stuck on the global mission of eradicating violence. It's a lofty goal for this group, whereas KFACC is more about providing services, collaborating, wrap-around for survivors and navigating the system.

We're certainly trying to reduce violence through education, awareness and services/supports, but that broad goal of eradicating violence may be more than what we can achieve given the time and effort we have available. It can be referenced, but the vision should be narrowed down.

The broad goal also overlaps with the mandates for individual agencies.

- Collaboration and coordination are what the focus for this group is truly all about. Watching for overlap and emerging system issues is also part of the work.
- An example of this in action was the summer discussion about early releases, and how members shared information and knowledge on where to go and how to work with it.
- There may be no harm in having a lofty overall mission so long as the mandate dictates what we'll work on. Another implication: In order to eradicate violence, we also need to involve the criminal court system, family courts, crowns and pull in other membership. We also need to deal with perpetrators (e.g. PAR). A broader statement leaves you the leeway to look at all the components that need to be involved to eradicate violence.
- We really need to define KFACC's role within that broader vision of living free of domestic and sexual violence, which serves as a beacon we call all work towards.
- We tend to have most attendance at our meetings when we have a speaker or some kind of educational piece. For example, the next session is sold out. Are we better meeting the needs of members when we do the educational piece?

But education seemed to be rated lower in the quick poll. Perhaps that was because those interested in education are not the ones on the call.

- We are all also really busy in our jobs, so these sessions need to meet the needs of the agencies as well as the members if we are to take time to participate.
- We also need to find out what barriers our survivors have when they present — whom do they present to first, and what are the barriers in their healing process? An example was given of the need to make connections to provide continuing care. It helps when you have the names and contact information of people through this group. It then means it doesn't matter which agency the client presents to first.

- We're all committed to eradication of violence, but what is the reality of assisting clients to do that in their own world? (Some people in other roles assume you can “just leave the relationship”, but that may not be the reality for the survivors we're trying to help.)
- Vision should be bold, even if you never get there in your life. Mandate is different, more action oriented. And if we're truly going to “eradicate” violence, we'll have to take a multi-generational approach. It's not just case by case, but more prevention which takes us down a different path.
- We should not require people to be members in order to take advantage of some of the educational activities we offer to the broader community.
- Some agencies have this work as their sole purpose, but others are multi-purpose agencies — this is just part of their focus (police, for example, have other types of issues to deal with as well).
- If we didn't have KFACC, we'd miss the collaboration, coordination/protocols, and opportunities to make personal connections between agencies, understanding the different difficulties each is facing in getting through their day-to-day work.
- It would be great to work on something like they have in mental health, for example Care 24/7 (e.g. in Kitchener) where you can call one place and then get your client referred into all the programs they need. Online it might be something like 211 for Kingston VAW services. (There are a couple of protocols in place here that offer similar resources on referrals, mandates etc. as well as resources on the website.)
- KFACC does have a risk assessment but there have been issues around consent with the different agencies. This might be an example of opportunities we have for joint problem-solving, brainstorming and sharing ideas at the KFACC table.

### **Thoughts on outcomes/breakthroughs to be achieved over the next 3 years:**

- There was extensive discussion on the concept of a collaborative service delivery site — a “One Stop Shop” concept that was studied and developed in some detail in 2009.
- It didn't come to fruition when it got stalled on the question of agencies committing resources to the space (e.g. renting space in a common office building). Only Kingston Interval House would commit to that.
- There would be value in looking at that document again given that how we work now is quite different now compared to even a few years ago. For example, Resolve and Public Health now work out of the Family & Children's Services building. (Lisa will forward the document to Admin Team.) Kitchener also uses a similar model. Data has shown reductions in court applications, domestic violence etc.

- It would be great to be able to just walk down the hall and connect survivors with related services. It is a huge project, but probably do-able. Agencies may get bogged down in providing employees to work on-site.
- A stepping-stone to that would be a collaborative consent form to share information, so that all agencies use the same form, to be shared with the client by whatever agency they present to first. The different consent forms being used by different agencies bog us down right out of the gate. (It would be similar to the Circle of Care for sharing information in health care but focused on the care/services we provide.)
- Aside from waiting to create a one-stop shop, it would be valuable to look at the case management piece. There does not seem to be anyone in one position that can do all of that... there's no role, it's no one person's job, to connect with all the right agencies and services and then following up to ensure the women are getting the care they need.

This would complement the idea of using one consent form. So much time is spent on getting permission to let one person speak to another. It would be great to be able to just call someone for information or ask about options.

- The goal of collaboration may apply to shared space or using technology. Either way, we need to keep in mind the need for services for all of Kingston-Frontenac, not just the city. The rural area has different service providers, OPP, legal services in Sharbot Lake and so on that aren't actively engaged with KFACC.

If we're talking about one-stop shop, are we talking only about one physical location, or something broader (e.g. satellite locations or using technology)? It would help to reach out to ensure they're sitting at the table here.

- Being more inclusive of rural areas could involve something as simple as rotating meeting locations throughout the area.
- It may also be worth taking another look at potential locations given the changes in space being precipitated by COVID.

### **Comments on Pivotal Values:**

- The group reviewed the "Principles that Guide and Inform Our Work" and various belief statements that have been posted on the website. We might shorten the list.
- Discussion indicated that respect and dignity is "number 1". Focus on clients is a core focus and value. Inclusion and collaboration are also pivotal values.
- Community education/awareness seems necessary as a first step to change.
- Values vary across agencies (e.g. Kingston Police may have values different from KIH.)

## For Reference: KFACC Stratplan Project Workplan (updated)

Core Workplan – KFACC Strategic Planning:	Aug/Dec
<p><b>Project Set-up</b></p> <ul style="list-style-type: none"> <li>– Initial meetings with Admin Committee to confirm a workplan.</li> <li>– Review of background reports, studies and KFACC documents.</li> </ul>	<p>August</p> <p>√</p>
<p><b>Session #1: <u>Kick-off Meeting with Active Members</u></b></p> <ul style="list-style-type: none"> <li>– Advance input to help identify key issues.</li> <li>– Initial Zoom meeting with active members to go over &amp; “commission” the process and confirm key issues to be explored in consultations.</li> </ul>	<p>Sept. 17</p> <p>√</p>
<p><b>Session #2: <u>Mission, Vision and Values with Active Members</u></b></p> <ul style="list-style-type: none"> <li>– Advance input on mission, guiding principles, and future vision.</li> <li>– Zoom meeting to review input and consider initial draft statements.</li> </ul>	<p>Oct. 1</p> <p>√</p>
<p><b><u>Gathering Input from All Members</u> and <u>Planning Session #3:</u></b></p> <ul style="list-style-type: none"> <li>– <b>Survey all members</b> for comment on draft mission, vision &amp; values plus feedback to help identify strategic choices, goals and issues.</li> <li>– <b>Zoom meeting #3 with active members</b> to consider input from <i>all</i> members and explore some initial draft priorities &amp; objectives.</li> <li>– <b>Follow up meeting</b> with <i>Admin/Project Team</i> to review input and work up some initial draft material for review with Active Members.</li> </ul>	<p>Oct.</p> <p>√</p> <p>Nov.5</p>
<p><b>Session #4 to <u>Review Emerging Priorities:</u></b> (with Active Members)</p> <ul style="list-style-type: none"> <li>– <b>Zoom meeting #4 with Active Members</b> to review/give feedback on initial draft strategic plan priorities and objectives.</li> </ul>	<p>Nov/Dec</p>
<p><b>Finalizing the Plan:</b></p> <ul style="list-style-type: none"> <li>– Follow up meeting with <i>Admin/Project Team</i> to <b>finalize the plan</b>.</li> <li>– Summary drafted for a “<b>communications version</b>” for sharing.</li> <li>– <b>Recommended plan</b> presented for confirmation/approval.</li> </ul>	<p>Dec.</p>