

PARTNERS AGAINST VIOLENCE AND INJUSTICE
IN MICHIGAN (PAVIM)

Strategic Plan

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[This document was developed as a product of Michigan's Collaborative Team in their work under a Cooperative Agreement with the Office on Violence Against Women (OVW) Education, Training, and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Program.]

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Introduction/Executive Summary

Who We Are

Partners Against Violence and Injustice in Michigan (PAVIM) is a collaboration of domestic and sexual violence agencies and disability-focused agencies working together to increase physical, programmatic, and attitudinal accessibility and responsiveness for adults with developmental disabilities who have experienced domestic and/or sexual violence (DV/SV) in Michigan. The project is funded by the Office on Violence Against Women (OVW) Education, Training, and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Program.

PAVIM Statewide Collaboration Team members on the project include the Michigan Coalition to End Domestic and Sexual Violence (MCEDSV), the Developmental Disabilities Institute at Wayne State University (DDI), Michigan Disability Rights Coalition (MDRC), and The Arc Michigan. The state team is working closely with two local partners: SafeHouse Center, the local DV/SV agency and The Washtenaw Association for Community Advocacy (ACA), the local Arc Chapter, both serving Washtenaw County, Michigan.

Vision Statement

All adults with disabilities in Michigan who experience domestic and/or sexual violence will have access to a comprehensive and collaborative system of supports and services that ensures healing, safety, justice and self-empowerment. Individuals will receive accessible, welcoming and responsive services, and they will be met by skilled and competent service providers.

Mission Statement

PAVIM will create a model for working together across disciplines so that agencies and systems strive to work collaboratively to ensure safe and effective service delivery for individuals with disabilities who have experienced domestic or sexual violence in Michigan.

We will accomplish this by:

- Building state and local level collaborations to identify unmet needs and gaps in service delivery systems statewide and in local communities, and creating solutions to meet these needs
- Developing collaborative processes between domestic and sexual violence and disability service providers to put into place policies and procedures that increase physical, programmatic and attitudinal accessibility and responsiveness for adults with developmental disabilities who have experienced DV/SV

- Working to build and support local collaborations in developing practices that are person centered, self-determining and put the person with the disability who has experienced DV/SV in control of the process
- Supporting and nurturing all service providers (be they identified as DV/SV or disability) so they can provide appropriate support to persons with disabilities who have experienced DV/SV by enhancing and implementing policies and procedures
- Integrating the supports necessary for system and social change and to sustain person-centered advocacy in communities across Michigan beyond the project period

Project Background

PAVIM originates from an early partnership (under a previous Department of Justice disability grant program with the Michigan State Police) that included two of the four current members: Michigan Coalition to End Domestic and Sexual Violence (MCEDSV), and the Developmental Disabilities Institute at Wayne State University (DDI.) In continuing to work together, MCEDSV and DDI reflect their continued commitment to improving service delivery through our unique constituencies. The addition of Michigan Disability Rights Coalition (MDRC) and The Arc Michigan to our collaborative efforts enhances the overall commitment to both improved quality of life for people with disabilities who have experienced domestic and sexual violence, and advocacy for larger systems change beyond our traditional constituencies. Specifically, MDRC brings an excellent history of anti-oppression activism, and The Arc Michigan provides a critical link to local Arc Chapters and other local disability organizations through its programs and membership structure.

Upon receiving funding from OVW, the Collaboration Team attended national orientation and training, formally identified a Project Director, and launched into development of a Collaboration Charter. The Charter, including the mission and vision statement above, was designed to reflect the history, partnership and agreements of the organizational and individual members of Michigan's Collaborative Team. Once the Charter was completed, the team worked through a Pilot Community selection process, which identified two agencies in Washtenaw County (SafeHouse Center, the local DV/SV agency and The Washtenaw Association for Community Advocacy, or ACA, the local Arc Chapter) as our local partners for multi-level change.

The PAVIM Team next created and implemented a Needs Assessment Plan. This plan was designed to explore how PAVIM agencies and our identified local partners are currently delivering and/or supporting services to adults with developmental disabilities who have experienced DV/SV and how this service delivery and overall accessibility within agencies and across systems can be improved. The process and findings of the Needs Assessment were

consolidated into a report and submitted to OVW, in preparation for the creation of this Strategic Plan.

Strategic Planning Process

To begin the PAVIM's Strategic Planning, the PAVIM Collaboration Team Members determined it was necessary to hold a day-long retreat. After some unanticipated scheduling delays, the Team, including Agency Directors, gathered on October 22, 2013.

Prior to arriving, each team member was asked to review the Needs Assessment findings in detail, and to think in terms of what would be helpful in addressing the identified gaps at their own agencies and across their constituencies. Additionally, everyone was asked to further consider the expertise and knowledge of their agencies beyond the existing team members for possible inclusion in future work plans initiatives or activities.

The members agreed that the Needs Assessment findings would inform the conversations, and be used to identify and prioritize the tasks of the strategic plan.

The retreat started with a representative of the Vera Institute of Justice Accessing Safety Initiative presenting a brief overview of the OVW expectations for the strategic planning process. The group then conducted a brief review of the Needs Assessment findings, utilizing the following principles for guiding our conversations in identifying possible initiatives:

- Be consistent with grant parameters and our vision and mission
- Remember the importance of active inclusion of DV/SV survivors and adults with developmental disabilities in the work group process
- Recognize that there may be foundational issues to be addressed first (i.e. enhancing internal capacity) before external changes are to be considered (i.e. increasing outreach and expanding services to new audiences)
- Focus on systems changes across both DV/SV and disability organizations that are sustainable (not dependent on one person) and defined by both the findings and our capabilities (what is manageable and feasible)

We also met with the local pilot site directors to ensure their direct input into the process and to further clarify activities that are of benefit specifically to the pilot site agencies as compared to those that are directed towards the state-level team members and their constituencies. Additional communication occurred via phone and e-mail to finalize the tasks and responsibilities outlined in this document. This included a conference call and

conversations with fiscal staff and directors to discuss equitable allocation of funds for the proposed implementation activities.

Needs Assessment Review

The purpose of the Needs Assessment was to gather the information necessary for making the internal systems changes that are vital for enhancing services and filling the existing gaps in service delivery at the local level, while improving the ability of state partners to support and assist the local service providers and other constituents as effectively as possible.

Information specific to the state and local partner agencies (advocacy, services, training, etc.), as well as general service provision, was gathered utilizing focus groups, interviews, and online surveys from various constituencies.

Audiences for these data collection methods included:

- Partner Agency Staff and Directors
- MCEDSV and MDRC Board of Directors
- Local DV/SV Agency Directors (MCEDSV Member Agencies)
- Arc Michigan Chapter Directors (MI Council of Executives)
- Survivors of DV and/or SV (SafeHouse Center program participants)
- Adults with developmental disabilities in Washtenaw County

Process

Several safety and confidentiality considerations were implemented, including choice of location (familiar, on bus routes) timing (regularly scheduled gatherings), accommodation needs, availability of onsite support etc.

An independent facilitator conducted the focus groups. The Project Director assisted with most focus groups, with a state or local team member standing in for the remainder. A note taker was also available for all focus groups, and for one interview. These notes were forwarded to the Project Director and the facilitator for review.

The facilitator also conducted the interviews and forwarded her notes to the Project Director, who created summary documents for all audiences. All members of the collaboration team reviewed the summary documents, with individual team members tasked with reviewing specific data in detail. All state team members participated in the analysis of the needs assessment information, including discussion of themes and highlights.

Findings

Information and findings from the Needs Assessment have been summarized in a comprehensive Needs Assessment Report. Findings include:

1. All organizations have barriers to service, including physical, attitudinal and cultural barriers in how agencies view their roles.
2. There is a need for clearer connections between organizations to increase access to resources for improving service to individuals who have experienced violence.
3. Training and access to information is a basic desire for staff and program participants.
4. Staff at most agencies across disciplines are unaware of or even lack specific policies as they relate to responding to DV/SV among staff or among program participants who may have disabilities

These findings and other analyses contained in the Needs Assessment Report have informed the development of this Strategic Plan. Identified opportunities for improvement relate to collaboration building and access to information and resources across systems and partners. This plan contains our proposed statewide and local efforts for improving service delivery systems and addressing the identified gaps. These efforts include the full participation of staff and leadership across all six state and local agencies. Some efforts will focus on activities for and among the state partners and others will primarily involve the local pilot agencies with support and guidance from the state collaboration team.

Overview of Goals and Short Term Initiatives

In consideration of the findings and the capacities of the various partners, our proposed activities will focus on the following goals and initiatives:

Goal 1: Building and deepening sustainable collaboration between organizations at the state and local levels

- Initiative 1.1: Form and launch workgroups
- Initiative 1.2: Create a training plan for building staff comfort and confidence for supporting adults with developmental disabilities (and others) who have experienced DV/SV
- Initiative 1.3: Identify and implement mission driven opportunities for joint efforts among partners
- Initiative 1.4: Enhance cross system collaboration

Goal 2: Increasing accessibility and welcoming responsiveness in both state and pilot organizations

- Initiative 2.1: Create trauma-informed organizational structures (addressing workplace culture as well as lack of appropriate language and information)
- Initiative 2.2: Provide best-practice policies and procedures for improving accessibility and responsiveness

We will accomplish these goals through the activities described below, which will be planned and implemented by three new workgroups to be formed in initiative 1.1: Training Development, Resource Development, and Collaboration Opportunities. Each workgroup is expected to convene 1-2 times per month for the duration of the implementation period. Workgroup members (identified below) will include current collaboration team members as well as additional staff and volunteers from partner organizations. An important component of these workgroups are voices of DV/SV survivors and adults with developmental disabilities, some of whom are currently engaged in separate projects with the partners, and others who will be invited for their specific skills and expertise.

Because policy review and development is an ongoing expectation of the project, and because each individual agency will approach organizational change in unique ways specific to their organizational culture and existing processes, members of the State Collaboration team (and other appropriate partner agency staff or volunteers) will serve as policy review consultants rather than creating a specific policy workgroup. The existing Team, with other identified experts as required, will convene at least once per month and additionally upon the request of the workgroups to review specific documents, policy language, and other recommendations.

Justification/Rationale

Cross Training, access to information and resources, and policy reviews were identified as shared priorities for all partners. The desire is for staff to be informed and helpful to meet unique needs of all survivors. The newly formed *workgroups* (1.1) will create the opportunity to broaden and deepen the work of the partners individually and collectively as they move into specific implementation activities, including training and resource development. We view the proposed trainings as foundational for creating the context for needed change. In fact, in conversation with multiple project partners, staff acknowledge that change is needed, but they do not believe they currently have the training and knowledge necessary to pick the best actions. More information is needed about the issues before organizational change can be successfully initiated.

This also recognizes that training is the means, not the end, for achieving improved accessibility for adults with developmental disabilities who have experienced DV/SV. The initial trainings will be designed to introduce and/or reinforce important concepts to agency staff, creating the *comfort and confidence* (1.2) needed for more comprehensive efforts. For example, MDRC staff “recognizes that domestic violence, sexual violence, dating violence and stalking are workplace issues and impact the workplace even if the incidents occur elsewhere.” (Model Policy on Employer Responses, Workplaces Respond to Domestic and Sexual Violence National Resource Center, www.workplacesrespond.org) A plan for continuing professional development for current staff and access to training and information for new staff (redesigned orientations, etc.) will ensure sustainability and ongoing support for these efforts.

In some cases, there are existing training opportunities that will be made available to new audiences (i.e. SafeHouse Center’s comprehensive “Crisis Intervention Training,” usually reserved for staff and volunteers.) In other cases, the Collaboration Team and representatives of the partner agencies will participate in customized training development. We will focus on approaches that will *create trauma-informed structures* (2.1) by pulling from existing resources available from both movements and others, such as Michigan’s Community Mental Health system. The process of collaboratively identifying appropriate training content and participating in trainings will increase and improve relationships among state and local partners, creating systems for ongoing communication, referrals, and teamwork.

These are not “one and done” trainings; rather, they represent the beginning of open dialogues and regular check-ins across agencies. For example, one may understand something intellectually but that is not always enough to result in long term change in attitudes, beliefs or behaviors. We are striving for cultural changes within organizations that will support improvements for serving survivors from the general public, while also providing a workplace in which employees who are victims of DV/SV, dating violence and/or stalking have the support they need at work to address the violence in their lives. To do this will include addressing a potential lack of knowledge or understanding among staff about how and why violence is perpetrated and the dangers for survivors such as increased risk of violence when attempting to leave an abuser.

The *identification and implementation of mission driven opportunities for joint efforts* (1.3) will also contribute to the relationship building among partners. This might include formal and informal gatherings such as brownbag lunches hosted at different locations, or cooperative awareness events. Some of the individual partners currently participate in a discussion

group hosted by MDRC that focuses on addressing disability justice by exploring the intersectionality of disability, gender and other identities. This model can be used to help people obtain a deeper understanding of the issues they may not necessarily encounter on a regular basis.

There will also be efforts to *enhance cross system collaboration* (1.4) through these increased interactions and the resulting access to new information and resources. While we are not proposing to formally engage with new systems beyond the current partners at this time, we believe there will more understanding of and exposure to overlapping issue areas such as affordable housing, transportation access, mental health supports, and others.

Resource development will further strengthen the relationships and minimize the “silo effect” that seems to keep different disciplines and systems separated. This will also occur in conjunction with the training development and separately for specifically identified needs, such as accessibility audit tools and information and referral guidance.

Throughout all of these efforts, the emphasis remains on *improving accessibility and responsiveness through the use of best-practice policies and procedures*. (2.2). We may be able to incorporate the use of existing resources for assessing accessibility (such as Center for Independent Living accessibility audit tools and resources from Arc USA) as a starting point, with other models such as those developed by Illinois Imagines or other previous OVW grantees to better address the intersections of violence and disability. We plan to focus on organizational policies that promote “culture change” rather than just physical accommodations.

Implementation Plan: Initiatives and Activities

PAVIM proposes the following work plan of activities to achieve changes to organizational culture and therefore sustainable change in support of adults with disabilities who have experienced DV/SV. We have included foundational steps that need to happen to ensure success for the future. Both goals are somewhat interdependent, and some activities will happen simultaneously. Any new resources or materials developed with OVW funding will be submitted for approval as required.

Goal One: Building and deepening sustainable collaboration between organizations at the state and local levels

Initiative 1.1: Form and launch workgroups

For successful implementation of our identified goals and activities, the PAVIM Team will reach out to key individuals (beyond current Collaboration Team Members) with specific knowledge and expertise to form our workgroups. Some potential workgroup members may already be associated with our agencies as staff, board members or volunteers, including some staff members identified here.

PAVIM Statewide Collaboration Team/Policy and Procedure Review Team

Tammy Lemmer (Project Director)

Cathy McCrae, Salli Christenson, Dohn Hoyle (Arc MI)

Barbara LeRoy, Ann Carrellas (DDI)

Mary Keefe, Paula Callen (MCEDSV)

Theresa Squires, Norm DeLisle, Bethany Styer (MDRC)

Kathy Homan (WACA) - as appropriate to local efforts

Barbara Niess May (SHC) - as appropriate to local efforts

Training Development Workgroup

Tammy Lemmer (Project Director)

Jill Gerrie (Arc MI)

Ann Carrellas (DDI)

Mary Keefe, Paula Callen, Program Staff TBD as appropriate (MCEDSV)

Theresa Squires and Melinda Haus-Johnson (MDRC)

Kathy Homan (WACA)

Barbara Niess May (SHC)

Collaboration Opportunities Workgroup

Tammy Lemmer (Project Director)

Cathy McCrae and Dohn Hoyle (Arc MI)

Barbara LeRoy, Ann Carrellas (DDI)

Mary Keefe, Paula Callen (MCEDSV)

Paul Miller, Joe Pietron, and Bethany Styer (MDRC)

Resource Development Workgroup

Tammy Lemmer (Project Director)

Cathy McCrae (Arc MI)

Ann Carrellas (DDI)

Mary Keefe, Paula Callen (MCEDSV)

As noted in the activities below, the PAVIM Team will be responsible for recruiting and launching the workgroups. Once individuals are oriented and understand their responsibilities, the activities in support of the remaining initiatives will commence.

(Note: The individuals listed in the work plan charts are in addition to identified workgroup members. New names will be added during the launch of the workgroups.)

Action	Steps	Responsibility	Individuals	Timeline
Develop recruitment plan	Identify/utilize appropriate recruitment language, placing value on "lived experiences"	PAVIM Team Members, Partner Agency staff	Jill G	January 2014
Engage individuals with developmental disabilities & additional partner staff members (as needed) to participate in workgroups	Follow recruitment plan	Project Director, Partner Agency Directors	Mary K Dohn H Barbara L Norm D	January - February 2014 and ongoing
Orient potential workgroup members to	Utilize Project Documents i.e. Charter, etc.	Project Director, Collaboration		January - February 2014 and

project		Team		ongoing
Provide continuing support to workgroup members	Utilize Communication plan, other agreements	Project Director		ongoing

As noted in the PAVIM Collaboration Charter, “all voices must be incorporated and contribute to the improvements across systems that are necessary within both DV/SV and disability organizations...We are striving to listen, learn and grow together, while honoring each individual’s experiences and multiple identities. This is balanced with not isolating an individual to be the ‘voice of her people.’” Therefore, we recommit to actively seeking the voices and input of persons with developmental disabilities and survivors of DV/SV in an authentic, collaborative manner to an even greater extent than has occurred thus far. The Project Director will serve as a primary contact for all workgroup participants, providing coordination, facilitation, and support for accessible participation (with input from team members.) For individuals already affiliated with partner agencies, there will continue to be support and coordination with project staff.

We strive to encourage ongoing, active engagement of adults with disabilities at multiple levels of organizational life, not just as it relates to this project. Some partner agencies have staff who self-identify as survivors of DV/SV, and others who identify as people with developmental disabilities, and as such, they will bring this expertise to all levels of the project, providing input and participating in the trainings, policy review, and collaboration efforts. There will be regular check-in regarding pacing, communication styles, and other aspects of the work.

Besides the direct benefit of learning from the lived experiences of participating workgroup members, the creation and utilization of adaptable language for our workgroups has policy and procedure implications for agency hiring, outreach, and other agency efforts. A positive outcome may be reflected in an increase in the number of survivors and individuals with disabilities represented on each agency’s board of directors.

Initiative 1.2: Create Training Plan for Building Staff Comfort and Confidence

Action	Steps	Responsibility	Individuals	Timeline
Narrow training needs	Develop and conduct training	Training Workgroup		January 2014

	needs survey			
	Analyze results	Training Workgroup		January-February 2014
	Identify and/or develop appropriate trainings and faculty	Training Workgroup		February 2014
Conduct initial training for partner staff and volunteers	Implement trainings (new or existing)	SHC to train ACA staff and others on direct service/crisis response topics	SHC staff	March 2014
		MCEDSV staff to train Arc MI, DDI, MDRC on DV/SV general topics and/or DV/SV in the workplace	MCEDSV Program Staff	March 2014
		Disability partners to train MCEDSV & member agencies on increasing capacity to serve people with disabilities.	Arc MI DDI MDRC, support from MCEDSV Program Staff	March 2014
Provide technical assistance and ongoing training/professional development	Distribute available topics and promote availability to partners	MCEDSV on confidentiality, response polices & procedures, statewide response networks	MCEDSV Program Staff	March-June 2014 and ongoing
		DDI on accommodations, safety planning	Ann C	March-June 2014 and

		for adults and parents		ongoing
		MDRC on adaptive technology	Aimee S	March-June 2014 and ongoing
		Arc MI on self-determination and community supports for quality of life	Jill G Diane W Cathy M Dohn H	March-June 2014 and ongoing
		Trauma Informed response models (See initiative 2.1)	Training and/or Resources Workgroups	April-July 2014
Develop plan for ongoing TA, training and support	Conduct follow-up survey	Training Workgroup and Collaboration Workgroup		July 2014

PAVIM will develop and deliver transformational learning opportunities (training, technical assistance, etc.), prioritizing staff and volunteers from disability and DV/SV partner agencies, determining content, delivery, and timing. Additional customized trainings may include specific staff, board, volunteers, etc. We will utilize or adapt existing models as appropriate, such as, "In Her Shoes," "Disability Pride," "Partners for Freedom," and "Dignified Lifestyles."

DV/SV staff, particularly those from SHC, are interested in: mental health issues, accommodations, assessing/reporting "vulnerable adult abuse," guardianship, addressing/supporting communal living expectations, systems advocacy (SSI, Community Support and Treatment Services/CSTS, DHS, etc.)

Disability staff are interested in learning more about the basic dynamics of DV/SV (aka DV/SV 101) including how to recognize it, the relationship to workplace violence, and how to handle disclosures, particularly from a trauma-informed perspective.

Cross training topics of interest across both sectors include confidentiality related issues, how to work with and support families, and healthy sexuality and safety classes for youth and adults with disabilities and their parents/families. We will track the number of individuals trained, as well as

the degree to which knowledge and understanding of key concepts has been achieved.

Initiative 1.2: Support mission driven opportunities for joint efforts

Action	Steps	Responsibility	Individuals	Timeline
Develop MOU with partnership agreement(s)	Review/revise Partner MOUs	Project Director, Agency Directors		January 2014
	ACA and SHC leadership to convene	SHC ED, ACA ED		January 2014
	Finalize local MOU	SHC ED, ACA ED	Project Director	January 2014
Develop joint efforts across partners	Share existing projects and activities	Collaboration Workgroup, ACA and SHC leadership	Jill G Diane W	February 2014
	Plan and schedule interactive activities	Collaboration Workgroup, ACA and SHC leadership		February-September 2013
	Develop peer to peer interactions across organizations.	Collaboration Workgroup, ACA and SHC leadership	Jill G	March - September 2013

There are many possible joint efforts and activities. Ideas discussed included: In-services activities such as joint staff meetings, job shadowing, brown bag lunch discussion groups, attending interagency meetings together, attending each other’s annual meetings, sharing board members, even hosting social gatherings or joint fundraising activities across networks.

Partners are committed to encouraging staff, board and volunteer participation. Attendance can be tracked and evaluations conducted to

determine the retention and utilization of new information, resources, and contacts.

Initiative 1.3: Enhance cross system collaboration

Action	Steps	Responsibility	Individuals	Timeline
Promote formal collaboration activities	Identify existing and potential collaboration opportunities	Collaboration Workgroup	Cathy M, Dohn H	February 2014
	Conduct survey/ environmental scan of staff connections	Collaboration Workgroup	Cathy M	February 2014
	See initiative 1.2			
Develop shared resources	Audit/review of existing resources	Resource Development Workgroup		February 2014
	Create and/or share resources	Resource Development Workgroup		March-April 2014 and ongoing
	Create shared social media presence	Resource Development Workgroup		April 2014
	Launch dedicated webpage(s)	Resource Development Workgroup	MCEDSV program staff	June 2014

Helping to create and strengthen collaborations is critical to the sustainability of our efforts. Team members believe more people in every organization should be equipped to deal with crisis situations, in part to become more “nimble.” This is not to say that everyone must be an expert. On the contrary, building relationships and establishing collaboration activities will create an avenue for safe, timely, and effective referrals for adults with disabilities who have experienced DV/SV. This includes

understanding the overlapping systems within which survivors of DV/SV must navigate, whether or not they have a disability, but especially if they do.

Access to information was highlighted as important across all audiences. This includes basic organizational information shared with the public as well as internal documents and resources utilized in working with clients, training participants, colleagues, and other constituencies. This information provides the basis for making appropriate referrals.

The PAVIM Team recognizes that the capacity to respond to individuals with disabilities who have experienced DV/SV must be enhanced before any formal outreach efforts are initiated. Internal processes, policies and procedures will therefore be addressed first, before any social media focused initiatives. Website resources, Facebook page(s), and You Tube videos have all been discussed as potential resources for developing and maintaining cross system collaborations.

Goal Two: Increasing accessibility and welcoming responsiveness in both state and pilot organizations

Initiative 2.1: Create trauma-informed organizational structures

Action	Steps	Responsibility	Timeline
Identify trauma tools and models	Research available resources	Resources Workgroup	March 2014
	Recommend appropriate model(s)	Resources Workgroup	April 2014
	Introduce/reinforce concept of trauma informed response	Resources & Training Workgroups	April-May 2014, and ongoing
Conduct training on trauma informed response	See initiative 1.1	Training Workgroup	April-July 2014
Integrate trauma informed response protocols into policies and procedures	Review current policy language	PAVIM Team	July 2014

	Implement agency specific changes (see initiative 2.2)	PAVIM agency leadership	July-September 2014 and ongoing
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Organizational structures include the organizational culture, practices, available resources and information. As noted above, policy and procedure change cannot happen in isolation or without the engagement of those being asked to implement the change, especially if they lack the necessary language or information for understanding why the change is important. Introducing the concepts through trainings, discussion and increased access to information is a foundational step for moving these changes forward. Integration of concepts into new staff orientation, ongoing professional development and other aspects of the organizational culture will further support the sustainability of these changes.

There will be intentional dialogue regarding what the partners and individual agencies mean by trauma-informed organizational structures. These discussions will inform the final decisions and implementation steps.

Initiative 2.2: Provide best-practice policies and procedures for improving accessibility and responsiveness

Action	Steps	Responsibility	Individuals	Timeline
Identify appropriate assessment tools	Research available resources	Resources Workgroup		February-March 2014
	Recommend tools	Resources Workgroup		March 2014
Identify and/or Develop sample policies and procedures	Research existing models	PAVIM Team		March 2014
Conduct accessibility and/or safety reviews of partner agency practices	Identify review team(s)	PAVIM Team		April 2014
	Conduct the	TBD		May 2014

	reviews			
Review internal/organizational policies & procedures	Conduct review with or in addition to accessibility & safety reviews	PAVIM Team Members	Agency Leadership Cathy M Dustin H	April 2014
Distribute sample policies and procedures	Utilize websites, distribution lists, etc.	PAVIM Team, Resources Workgroup		May-June 2014
Discuss and Initiate agency improvements	Meet with appropriate agency staff at partner, member, or constituent agencies	PAVIM Team	State and local partners, Agency Leadership, Cathy M	April-May 2014
	Provide TA to agencies	PAVIM Team Members	Agency Leadership	May-September 2014 and ongoing
Integrate recommended protocols into policies and procedures	Determine agency specific steps for potential policy change as necessary	PAVIM Team	Agency staff	May-September 2014 and ongoing
	Agency Plans TBD	PAVIM Team	Agency staff	May-September 2014 and ongoing

Conducting accessibility, safety and policy reviews will enable the partner agencies to look specifically at their own agencies. We want to be deliberate in identifying agency specific changes beyond the general ideas generated in the Needs Assessment. The process for organizational change (whether that

be staff training, policy updates, revising materials, etc.) will look different across the various partners due to their unique structures and governance (active policy-making boards, programmatic advisory boards, varying sizes and responsibilities of staff, etc.) Therefore, the current work plan above lacks specific detail. This will be addressed through a process tailored to each organization's needs.

The timing of the reviews intentionally follows the trainings so that there is more universal understanding of the rationale and purpose for any proposed changes, and to give staff and leadership additional opportunity to weigh in on those changes.

Partners have discussed the approach to policy review that includes those that address external constituencies as well as internal staff and volunteers as they relate to both response and access to information on DV/SV. That means we seek to initiate changes beyond the current partner agencies.

While specific changes cannot yet be identified for all agencies, anticipated improvements for accessibility may include providing information in alternative formats, utilizing adaptive technology, simplifying processes, using plain language, etc. Possible changes to improve safety and response may include procedures on how to respond to disclosures, what supports are available for victims, how human resources/employer benefits apply to DV/SV, reviews of anti-discrimination anti-harassment policies, and workplace safety plans. Ongoing technical assistance will be critical for organizational policy review and creation.

All sample protocols and policies, tools, or other resources developed for this initiative will be made available via a special web site collection upon completion. MCEDSV and DDI have both committed to dedicated space on their webpages. Additional distribution methods will be explored.

All partners are committed to learning and incorporating best practices to address what changes need to happen within their organizations. Ultimately, success will be measured by the level of staff investment in the culture change, as well as the number of recommended policy/procedure changes that are implemented.

Overview of Intermediate and Long Term Plans

Continuing to *strengthen the collaboration* between current PAVIM partners at the state and local level will remain a priority beyond the current project period. The information gathered and lessons learned from the needs assessment process and implementation activities will continue to inform our work over the next three to five years, and will pave the way for additional activities together.

For example, with any new resources developed, there is a need to maintain and update them to keep them current and relevant. The Michigan Resource Center on Domestic and Sexual Violence remains poised to incorporate materials and expand its collection of disability and violence related materials under our guidance. We have discussed the idea of designing a shared resource library to include accessible digital resources, perhaps modeled after the concepts used by the Vera Accessing Safety website and the VAWNet online resource. The partners look forward to our continuing relationships and providing ongoing guidance and support for our shared work.

Of course, there is also the need for ongoing efforts to increase *accessibility and welcoming responsiveness of state and local agencies*. With any anti-oppression, social justice initiative, the work is never “done.” The partners are committed to ongoing internal reviews and discussion of our work in order to create workplace environments where employees, clients, etc. that experience DV/SV have the supports they need to address the violence in their lives.

Because of the size and diversity of the state, there is also a great need and a natural opportunity to *expand the training, technical assistance and support beyond the two current pilot sites*. The team has discussed ways to incorporate intersectional cross training topics at each other’s conferences or other statewide training events. We will also pursue additional funding sources to allow for intensive, customized support to one or more new communities. For example, there may be an opportunity to support select local teams of DV/SV Service Provider/Disability Service Provider to participate in an immersive and interactive learning community that works to both deepen expertise on the needs of adults with disabilities who experience DV/SV and to establish and deepen relationships across both systems at the local level.

Due to the unanticipated delays in our planning phase, there are activities that are not feasible to accomplish in our shortened implementation timeline. For example, it may not be possible to implement the full scope of recommended trainings that have been requested through the needs assessment. The PAVIM partners remain committed to *prioritizing any training topics* that are not presented before the project period ends in September 2014.

There were many other ideas generated during our Needs Assessment process that are beyond our scope or capacity to pursue immediately.

We list them here so as to document our interest and to highlight just a few of the many remaining needs for adults with developmental (and other disabilities) who have experienced DV and/or SV in Michigan and elsewhere.

- Expand focus on mental health issues and partnership opportunities with Community Mental Health agencies and other intersecting systems, including but not limited to Community Support and Treatment Services (CSTS) in Washtenaw County.
- Provide Healthy Sexuality and Safety classes for youth and adults with disabilities and their parents/families.
- Explore issues related to Caregiver Abuse and institutional definitions of intimate partner violence.

Conclusions

The PAVIM team has worked together for over three years building relationships among the partner agencies and individual team members as we examined service delivery and overall accessibility for adults with developmental disabilities who have experienced DV and/or SV. We have looked at how service delivery can be improved within agencies and across systems, and identified priority areas for initiating those necessary improvements.

Our proposed activities are designed to help the state partners to support local efforts and be better models for our members/constituents, while helping us strengthen and promote environments that are safe and welcoming by reviewing internal/organizational policies and procedures. For the local partners, we are striving to establish better programs and protocols for making services and overall agency functions more accessible and responsive to the needs of staff and adults with developmental disabilities who have experienced DV/SV.

We are excited to have reached this important stage in our work together. In addition to the collaborative activities outlined in our work plan, individual agencies have also identified internal, agency specific activities that will further enhance the environmental and attitudinal changes we seek.

There is much work to be done, including efforts that are beyond the scope and resources of the current funding. We are confident that the initial efforts of these short and long term strategies will stimulate sustainable long term change across systems in Michigan.