



PROJECT P.A.U.S.E.
partnership for access,
understanding, and
safety For
Everyone

Strategic Plan



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Introduction

Project P.A.U.S.E. is a collaboration between L.I. Against Domestic Violence and the Head Injury Association, whose purpose is to eliminate barriers that prevent access to safe, person-centered support for individuals with disabilities and victims of domestic violence. The collaboration was awarded a grant from the Office of Violence Against Women in October of 2015. The activities of this collaborative process fall into two phases: Planning and Development, followed by Implementation. Throughout the Planning and Development phase, the collaborative has participated in extensive discussions about their respective agency missions, values and assumptions. The partners developed a Collaboration Charter that established the team's collective mission and vision and guidelines for the group work structure to strengthen their existing relationships. Both agencies then narrowed their capacity-building focus, deciding on which programs and services would be considered areas of change.

The collaborative then developed a Needs Assessment Plan to explore the capacity of those programs and services to respond to survivors of domestic violence and people with disabilities. The Needs Assessment process provided an opportunity for the collaborative to increase its understanding of access and safety from the perspectives of the people served by each agency and of staff and leadership. The team collected and analyzed data and identified key findings, resulting in their Needs Assessment Report. The Report provides a foundation for this Strategic Plan. The findings highlight opportunities to build capacity to respond to the needs of survivors of domestic violence and individuals with disabilities. The initiatives described in this Strategic Plan address the findings by proposing enhancements to staff's skills and knowledge, agency environments, policies and procedures and sustainability of the work of this collaboration.

Vision Statement

All individuals with disabilities in Long Island, New York, who experience domestic violence will have access to a collaborative network of safe and person-centered services.

Mission Statement

The mission of Project P.A.U.S.E. is to eliminate barriers that prevent access to safe, person-centered support and services for individuals with an Acquired Brain Injury, (ABI), Traumatic Brain Injury (TBI) and/or other neurological disabilities, who are also suffering or at risk for domestic violence. We will accomplish this by:

- Identifying gaps and removing barriers within the policies and procedures of our organizations to create sustainable and systematic changes.
- Engaging in partner cross-trainings to increase awareness, knowledge and competency.
- Developing and implementing positive changes to services that are informed by the work of the collaborative.

Collaboration Member Agencies

Lead Organization: L.I. Against Domestic Violence

320 Carleton Avenue, Suite 8000
Central Islip, NY 11722
www.liadv.org

Phone: (631) 666-7181
Fax: (631) 666-9208

L.I. Against Domestic Violence (LIADV) strives to represent the diverse interests of victims and survivors of domestic violence. LIADV is committed to the empowerment of these survivors through supportive services that include: hotline, counseling, vocational training, emergency shelter, court and precinct advocacy services and prevention and education resources.

Executive Director: Colleen Merlo, LMSW
Associate Director: Wendy Linsalata
Program Coordinator: Jessica Roland, MA



Partner Organization: The Head Injury Association

300 Kennedy Drive
Hauppauge, NY 11788
www.lihia.org

Phone: (631) 543-2245
Fax: (631) 543-2261

The Head Injury Association (HIA) is a non-profit, non-governmental disability organization, serving individuals diagnosed with an ABI, TBI and/or other neurological disabilities. The HIA was founded in 1998 by a group of dedicated parents whose advocacy and outreach facilitated the transformation of long-term services for survivors of TBI. The HIA seeks to increase public awareness of head injuries and their consequences, and provide supports and services that promote independence for Long Island's survivors and their families.

Chief Operating Officer: Colleen Crispino
Director of Community Based Services: Stephanie Silva



Overview of Planning and Development Phase

The activities of this collaborative process fall into two phases: the Planning and Development phase, followed by the Implementation phase. Members of Project P.A.U.S.E. worked together for several months to learn about each other and the agencies they represent in order to develop a Collaboration Charter that provides the foundation for our work. The Collaboration Charter: defines our shared vision, mission, values and the shared definitions that we use; identifies the partnering agencies and describes our work, as well as, our commitment and contributions to the project; outlines the manner in which the collaboration team members will communicate, make decisions and manage conflict; and describes how the team will work to maintain the boundaries of confidentiality and mandatory reporting. The process of developing the Charter resulted in agency representatives learning and growing as a collaborative. The Collaboration Charter was approved by the Office on Violence Against Women in July, 2016. Both agencies then narrowed their capacity-building focus, deciding on which programs and services would be considered areas of change.

Needs Assessment

Project P.A.U.S.E. collaboration team members then worked together for several months to develop a plan to conduct a thorough Needs Assessment. The Needs Assessment Plan addressed the purpose, goals and procedures, various needs assessment materials and all questions used for data collection. The components of the plan describe participant recruitment strategies, incentives, methodology, participant consent, confidentiality, safety, access, training and the project work plan. Needs assessment materials included: recruitment scripts for specific audiences, a registration form, a sample resource list for participants, a frequently asked questions sheet for focus group participants, confidentiality and mandatory reporting for specific audiences, facilitator/interviewer scripts for specific audiences and a focus group debriefing form. Focus group and survey questions were designed to elicit information needed to collect data to inform the work of the collaboration. The Needs Assessment Plan was approved by the Office on Violence Against Women in November, 2016.

The Needs Assessment commenced and data was collected from November, 2016 through January, 2017. Collaboration team members then analyzed the data to identify key findings and opportunities for change. The data collected was compiled into a Needs Assessment Report that summarizes our key Needs Assessment findings and their implications. The Needs Assessment Report was approved by the Office on Violence Against Women in April of 2017. The findings outlined in the Needs Assessment Report form the basis for the initiatives in this Strategic Plan and are the foundation for the clearly defined objectives and activities that will be central to our implementation efforts.

Needs Assessment Summary

Purpose

The purpose of the Needs Assessment was to gather information about people's experiences within our organizations and issues important to our staff and clients.

Needs Assessment Goals

Members of Project P.A.U.S.E. agreed upon five goals of the Needs Assessment:

- Identify skills, awareness and comfort levels of staff at every level of our organizations to respond appropriately and effectively to people with disabilities and survivors of domestic violence and abuse.
- Identify the elements within current policies and procedures at both partner agencies that either support or inhibit a more accessible, safe and responsive service delivery system.
- Identify the strengths and weaknesses of the existing relationship between our two organizations and find ways to enhance our partnership to provide better services for people with disabilities and survivors of domestic violence and abuse.
- Identify how people with disabilities and survivors of domestic violence and abuse perceived and experienced our institutions' values.
- Identify opportunities for change and strategies for improvement within our organizations to enhance services for people with disabilities and survivors of domestic violence and abuse.

Methodology

Project P.A.U.S.E. chose to utilize focus groups as the main method to gain information from our agencies and the people we serve. Individual interviews were offered as an option to those who could not participate in a focus group. The Performance Indicators were also used to collect data from both collaboration partners. This information is collected every six months. We collected our second round of indicators during the Needs Assessment process.

Focus Groups

Project P.A.U.S.E. conducted twelve focus groups and interviewed eight additional staff members in total. The focus groups for various staff were held at their respective agency and facilitated by a Project P.A.U.S.E. collaboration team member from their own agency. Note Takers were also a member of the collaboration from their own perspective agency.

Participants

Individuals recruited to participate in the Needs Assessment were survivors of domestic violence, individuals with disabilities and staff at both agencies. We engaged a total of 73 people in the Needs Assessment, including 13 people with disabilities, 14 survivors of domestic violence and 48 staff members.

Estimated Total Numbers of Focus Groups: 12

Actual Number of Focus Groups: 12

Estimated Total Number of Participants: 83 - 138

Actual Number of Participants: 73

Table of Methods and Numbers

Full details follow in the Key Findings section of this Report. Below is a table describing the method and numbers used during the Needs Assessment process.

Agency	Method of Data Collection	Number of Groups	Number of Proposed Participants	Number of Actual Participants
LIADV				
1. Staff and Volunteers	Focus Groups	2	9 - 16	10
2. Staff and Volunteers	Interviews	3	6 - 16	6
3. Survivors of Domestic Violence from Support Groups	Focus Groups	2	4 - 17	8
4. Survivors of Domestic Violence from the Residential Program	Focus Group	1	4 - 13	6

Agency	Method of Data Collection	Number of Groups	Number of Proposed Participants	Number of Actual Participants
HIA				
1. Agency Leadership	Focus Group	1	6 - 8	5
2. Staff from the TBI Waiver Program	Focus Groups	2	20 - 24	10
3. Direct Care Staff from the Residential and Day Programs	Focus Groups	2	20 - 24	13
4. Quality Assurance Staff	Interviews	2 - 4	2 - 4	2
5. Individuals with Disabilities	Focus Groups	2	12 - 16	13

Key Findings and Opportunities for Change

Using the data collected during focus groups and interviews, our collaboration reviewed the results of the Performance Indicators for comparison and matched areas that corresponded with the key findings. There were five key findings identified related to the goals of our Needs Assessment Plan:

Key Finding 1: There is a lack of staff knowledge, experience and training on how to identify or serve individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence at both partner agencies. This includes limitations in regards to knowledge of resources and a need for identifying a process for handling cases where guardians are abusers.

Key Finding 2: Our collaboration needs to develop strategies and training on how to improve safety outcomes for staff and individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Key Finding 3: There are limitations to accessibility and supportive services for individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence.

Key Finding 4: The policies and procedures at each partner agency as they pertain to clients at the intersection of domestic violence and ABIs, TBIs and/or other neurological disabilities need to be further developed and formalized.

Key Finding 5: Both agencies highlighted limitations to person-centered care and indicated a desire to learn more about specific accommodations and trauma-informed measures to deliver care that best addresses the needs of our client's at the cross section of individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

The staff and leadership from both partner agencies remain committed to working together to address the identified needs.

Foundation for the Strategic Plan

Based on the collaboration's review of the Needs Assessment Report, we identified numerous opportunities to increase responsiveness to the needs of survivors of domestic violence and individuals with disabilities and to create more safe, welcoming and accessible agency environments. In April of 2017, the collaborative was pleased to be joined by Sandra Harrell, Associate Director at the Vera Institute of Justice and Sylvia Pauling, Grant Specialist at OVW, who both facilitated a two day Strategic Planning session. This process helped the team to refine the proposed initiatives, identifying those which are highest priority and most achievable within the remaining grant period. These are referred to as "short-term initiatives," while long-term initiatives refer to our goals beyond the scope of the grant program, such as advocacy with external stakeholders.

Each short-term initiative highlights a general area for improvement identified in the Needs Assessment Report. They are interrelated, building upon the success of other initiatives. Within each short-term initiative are a series of activities, which detail the capacity-building changes collaborative partners plan to make. Finally, activities are accompanied by a list of tasks or specific steps that collaborative members will take to accomplish each on the list. The Work Plan, found in Appendix A, provides a summary of short-term initiatives, activities and tasks, identifying who is responsible and the anticipated timeline.

Roles and Responsibilities

Partner agencies will approach the initiatives in this plan as a full collaborative, using a process similar to the one used throughout the Planning and Development phase. The collaboration will continue to meet on a regular scheduled basis to work on tasks, make decisions, delegate tasks and review and monitor progress of the working groups. The Program Coordinator will continue to facilitate meetings, document discussion and prepare deliverables to be submitted to OVW.

Throughout the Implementation phase, all collaborative members are committed to participating in work groups and activities as assigned. For example, collaborative members will need to do research, draft documents and meet with additional staff at their agencies to complete many of the tasks included in this Strategic Plan. The Program Coordinator will also be assigned tasks between collaborative meetings and is responsible for communicating with members regularly to check in on their progress. Task responsibilities are detailed in the Work Plan, see Appendix A.

As needed, collaborative members will request input and participation by staff asked to participate in work groups or by the people they serve. This will ensure that capacity-building changes at each agency are made with the perspectives and experiences of staff and clients in mind. These individuals may also be invited to attend meetings of the collaborative, as needed, to share their expertise with the team.

Overview of Strategic Plan Short-Term Initiatives

The collaboration developed four short-term initiatives for this Strategic Plan based on the key findings of the Needs Assessment. The collaboration believes these initiatives are necessary steps towards achieving the mission of Project P.A.U.S.E. These four short-term initiatives are:

- Initiative 1: Increase staff comfort, capacity and confidence in identifying and serving individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.
- Initiative 2: Increase safety and accessibility at Project P.A.U.S.E. partner agencies.
- Initiative 3: Build the infrastructure of each partner agency to respond to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.
- Initiative 4: Create mechanisms for sustaining the collaboration post-funding.

The Strategic Plan initiatives are designed to achieve the following outcomes:

- Increase staff comfort at both partner agencies by increasing staff knowledge, capacity and confidence about serving individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.
- Ensure that survivors with an ABI, TBI and/or other neurological disabilities can access safe and responsive services.
- Increase the capacity of the partner agencies to respond to survivors with an ABI, TBI and/or other neurological disabilities through policies and procedures.
- Strengthen the collaborative relationship between partner agencies and the collaboration's long-term sustainability.

Short-Term Initiatives

Initiative 1: Increase staff comfort, capacity and confidence in identifying and serving individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Rationale

This initiative emphasizes building individual-level capacity of staff at each partner agency. This initiative reflects the key Needs Assessment finding that staff want more information on how to identify and/or serve individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Objectives

There are five objectives that fall under our first initiative. Our first objective is broken down into two different types of training: cross-training staff on what each agency does, including key topics at the intersection of domestic violence and individuals with an ABI, TBI and/or other neurological disabilities and cross-training staff on the complexities at the intersection of domestic violence and individuals with an ABI, TBI and/or other neurological disabilities. The first training will take place during months one through three of the Implementation Phase. The second training will take place during months fourteen through eighteen of the Implementation Phase after given the opportunity to build staff buy-in and completing some of the other organizational changes. The tasks for both of these cross-trainings are to: identify who will provide the training; develop an agenda for the training; send the agenda to OVW for approval; determine date and location for the training; hold the training; evaluate the training; and update the training based on feedback. In addition to developing training materials, partners will establish policies that require staff training on an annual basis (see Initiative 3).

Our second objective is to create a resource map of the agencies' services. This objective will be undertaken during months one through three of the Implementation Phase. The tasks for this objective are to: conduct preliminary research on how resource mapping has been done by other communities; choose an approach to resource mapping for Project P.A.U.S.E.; identify resources for creating the resource map; develop the resource map; submit the proposed resource map to OVW; roll out the resource map to staff through training; and evaluate and collect feedback on the resource map. While creating this guide for individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse, members will think critically about the systems these individuals navigate and how each partner agency might be the entry-point for a survivor into a network of services and responses. The resource map will include more than just contact information between our partner agencies. It will include

guidance for these individuals on what to expect at both agencies, eligibility requirements and accessibility information.

Our third objective is to develop strategies to enhance staff safety. This objective will be undertaken after both partner agencies conduct their safety and access reviews, in months nine through fourteen of implementation. The tasks for this objective are: to gather policies and procedures pertaining to safety checks and in-home visits; review policies and procedures to identify safety concerns; create a plan to address safety concerns; incorporate those ideas into existing policies and procedures; submit the proposed ideas to the CEO for review, feedback and approval; submit the proposed ideas to OVW; and train staff on the new policies and procedures.

Our fourth objective is to create resources to support staff in safety planning when the abuser is a guardian or personal care attendant. This objective will be undertaken in the months fifteen through eighteen of the Implementation Phase. This objective will also be considered in the third month of implementation while both partners are training and collaborating with staff for ideas on what resources might be helpful for the different departments. The tasks for this objective are to: research existing safety plans that have been created around serving persons with disabilities and TBIs; develop a full understanding of the roles and responsibilities of guardians and personal care attendants; identify the gaps in those plans specific to serving individuals with disabilities and TBIs; adapt or develop plans to address those gaps; submit the plans to OVW; roll out the plans to staff through training; and evaluate and collect feedback on the plans.

Our fifth objective is to develop a better understanding of the resources needed to provide trauma-informed and person-centered support to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence. This objective will also be undertaken like the last objective, with feedback from staff. This objective will be implemented in months fifteen to eighteen. The tasks for this objective are to: gather scenarios specific to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence; enlist the input of the Head Injury Association on best practices for person-centered care; enlist other resources as needed to incorporate a focus on individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence; develop an agenda; submit agenda to OVW; identify date and location for training; host training; and evaluate and solicit ideas of the resources.

Responsible Participants for Initiative 1

The collaboration will lead the objectives of the first initiative, drawing members from agency staff to form work groups and people receiving services as appropriate. A document describing work group roles and responsibilities will be utilized to ensure all members understand the commitment and expectations involved. The Program Coordinator will submit all proposed materials to OVW for approval.

Expected Outcomes

A lack of standard training and protocol for L.I. Against Domestic Violence staff on working with individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse, makes identification and the provision of necessary accommodations and support inconsistent. Limitations in resources, including access to staff with specialized knowledge or expertise can add to the difficulty in meeting the needs of survivors with disabilities. Similarly, staff at the Head Injury Association need to be able to identify signs of domestic violence, what to ask potential survivors of domestic violence and abuse and what to do. We expect the following outcomes for our Increasing Staff Knowledge and Skills Initiative:

- Staff and volunteers at the Head Injury Association will benefit from training on domestic violence, including topics such as sensitivity, awareness and safety.
- Staff and volunteers at L.I. Against Domestic Violence will benefit from training on understanding disabilities (physical, intellectual and/or behavioral), how having disabilities can impact care and how to make appropriate accommodations.
- Staff at both partner agencies and their clients will be able to easily identify and access all of the partner referral sources through a partner resource map.
- New resources and strategies will be created to support staff to better serve individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse, to better plan for our clients' physical, mental and emotional needs.

Initiative 2: Increase safety and accessibility at Project P.A.U.S.E. partner agencies.

Rationale

A key finding from the Needs Assessment is that both partner agencies have areas in need of improvement surrounding safety and accessibility. This finding demonstrates barriers to providing services to survivors with disabilities and also contributes to a workplace in which staff may feel uncomfortable and unsafe. This initiative recognizes the need for capacity-building and changes to the service environment at each partner agency. Reviews of safety and accessibility will be conducted as a first step to building barrier removal plans, which will improve safety and access for individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Objectives

There are four objectives for our second initiative. The first three objectives will be undertaken simultaneously during months four to eight of implementation and the last objective will be conducted in months nine and ten of implementation. Our first objective is to conduct an access review at L.I. Against Domestic Violence. The tasks for this objective are to: research existing access review tools created by other OVW grantees; adapt or create a tool for our specific needs; submit the access review tool to OVW; recruit and train additional individuals to implement the review; and conduct the access review at L.I. Against Domestic Violence.

Our second objective is to conduct a safety review at the Head Injury Association. The tasks for this objective are to: research existing safety review tools created by other OVW grantees and review current practices at the Head Injury Association; adapt or create a tool for our specific needs; submit the safety review tool to OVW; recruit and train additional individuals for the review; and conduct the safety review at the Head Injury Association.

Our third objective is to develop a formal agreement to conduct reviews annually. The tasks for this objective are to: create an annual review plan; develop a Memorandum of Understanding agreeing to the plan; and submit the plan to OVW. This important fourth objective lends itself to the long-term sustainability goals of the collaboration by recognizing and addressing future needs of the partner agencies and the people we serve.

Our fourth objective is to create barrier removal and safety enhancement plans. The tasks for this objective are to: analyze results and create barrier removal and safety enhancement plans; submit the plans to agency leadership to review and finalize; submit the plans to OVW; perform the plans; and evaluate and solicit ideas for improvement of the plans.

Responsible Participants for Initiative 2

The collaboration will lead all of the objectives, drawing members from agency staff to form work groups and people receiving services as appropriate. A document describing work group roles and responsibilities will be utilized to ensure all members understand the commitment and expectations involved. The Program Coordinator will submit all proposed materials to OVW for approval. It is possible that the working group may decide to contract with professionals experienced at conducting safety and access audits and if so, they will use the audit tool developed and approved for Project P.A.U.S.E. by OVW.

Expected Outcomes

This initiative will address the barriers that may impact the provision of services to survivors with disabilities. There are many limiting factors that can come into play when attempting to meet the needs of survivors with disabilities – factors that can impact safety, access and the quality of services we provide. And when staff feel unsafe and/or unsure, their ability to perform their responsibilities can be compromised. We expect the following outcomes for our Improved Safety and Access Initiative:

- Both partner agencies will identify and take advantage of opportunities to work together creatively, making the greatest use of resources to better address issues of safety, access and service provision.
- Tools and processes will be developed to allow both partner agencies to increase their collective capacity to conduct regular safety assessments of their physical sites and to identify and address potential barriers to safety.
- Where immediate and short-term solutions to identified safety barriers are not possible, long-term plans will be pursued – taking advantage of our combined expertise and resources where applicable.
- Staff and the people we serve will feel safer and more comfortable providing and/or receiving services.

Initiative 3: Build the infrastructure of each partner agency to respond to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Rationale

This initiative responds to the Needs Assessment finding that formal policies and procedures are needed to guide staff in their response to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse. Previously, both partner agencies have relied on informal practices to meet the needs of survivors with disabilities or on the expertise of a few staff members. By adopting official policies and procedures, both partner agencies will demonstrate their commitment to safety and accessibility and will ensure that staff have the guidance needed to engage survivors with an ABI, TBI and/or other neurological disabilities appropriately. The collaboration believes that strong policies and procedures will enhance the relationship between the partner agencies, further increasing their staffs' confidence and provide for sustainability to refer clients with disabilities to other agencies with our shared commitments (see initiative 4).

Objectives

There are four objectives for our third initiative. The first objective will be undertaken throughout the entire Implementation Phase, with the second objective taken place in months four through eighteen to allow for an appropriate and thorough process given the scope and nature of the policies and procedures we are seeking to change. The third objective will be undertaken in months twelve through fourteen, after completing the safety and access reviews. The fourth objective will follow after the third objective in months fifteen through eighteen of implementation.

Our first objective for this initiative is to develop a procedure for making referrals that account for mandated reporting laws. The key tasks for this objective include: review the mandatory reporting requirements of disability organizations; identify risks to safety for individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence; develop a procedure that guides staff to account for the risks of mandatory reporting and satisfies the law; submit the procedure to OVW; roll out the procedure to staff through training; and evaluate and collect feedback on the new procedure.

Our second objective is to develop a policy on utilizing personal care attendants while receiving services. Key tasks for this objective include: review the requirements of the Americans with Disabilities and Rehabilitation Act regarding personal care attendants; review existing practices regarding personal care attendants in services at domestic violence agencies; delineate the access considerations and safety concerns related to using personal care attendants while utilizing our agencies' services; draft a policy that

accounts for access and safety; solicit feedback from staff at both agencies on the draft policy; update the draft policy based on feedback; submit the policy to OVW; create procedures to accompany the policy; submit the procedure to OVW; roll out the policy and procedures to staff through training; and evaluate and collect feedback on the new policy and procedures.

Our third objective is to improve confidentiality policies and procedures within the Head Injury Association regarding mandatory reporting specific to domestic violence. The key tasks for this objective include: build sensitivity about the benefits and increased safety for limiting who information is shared with; review how the Head Injury Association currently informs clients about limits to confidentiality and mandated reporting laws and requirements; conduct an in-depth review of how the Head Injury Association currently handles sharing of information internally; review findings and identify risks to confidentiality specific to domestic violence; develop recommendations for each entity within the Head Injury Association to improve confidentiality; submit the recommendations to OVW; and roll out the recommendations through training and face-to-face engagements.

Our fourth objective is to develop a policy for working with individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence, who also have a legal guardian. Key tasks for this initiative include: review the roles, responsibilities and rights of each level of guardianship; consult with the staff attorney about the agencies' rights, responsibilities and possible liability; review other guardianship policies created within the disability grant program; draft the policy; solicit feedback from staff at both agencies; update the policy based on feedback; submit the policy to OVW; create procedures to accompany this policy; submit the procedures to OVW; roll out the procedures to staff through training; and evaluate and collect feedback from staff on the new policy and procedures.

Responsible Participants for Initiative 3

The collaboration will lead all of the objectives, drawing members from agency staff to form work groups and people receiving services as appropriate. A document describing work group roles and responsibilities will be utilized to ensure all members understand the commitment and expectations involved. The Program Coordinator will submit all proposed materials to OVW for approval. The collaborative may decide to consult with experts in the area on policies and procedures impacting survivors with disabilities.

Expected Outcomes

The lack of written policies and procedures on the provision of services to survivors with disabilities mean that staff may not have enough guidance on how to provide services in a consistent, high quality manner for individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse. This can result in limited opportunities and choices for survivors with disabilities and staff frustration. For the Head Injury Association, policies and procedures that are regulation driven can and do result in responses to incidents of abuse. While the existing policies and procedures define abuse, the lack of a definition of domestic violence precludes effective proactive response (crisis intervention, safety planning, etc.). This could result in a lack of consistency across the agency in how incidents of domestic violence are responded to and addressed. The lack of clearly defined policies and procedures (both as individual agencies and for the collaboration) create uncertainty and concern for staff and limit both of our agencies' ability to respond effectively to situations as they arise. Opportunities for early identification and intervention may also be missed. We expect the following outcomes for our Developing Policies and Procedures Initiative:

- Staff at both partner agencies will benefit from a comprehensive set of policies and procedures, with applicable and ongoing training, that provides clear guidance on assisting individuals with disabilities, who have experienced domestic violence. This includes policies surrounding personal care attendants, legal guardians and mandatory reporting.
- Individuals with disabilities who have experienced domestic violence receiving services from either partner agency will receive seamless, timely and appropriate care. This includes procedures for appropriate referrals.

Initiative 4: Create mechanisms for sustaining the collaboration post-funding.

Rationale

Project P.A.U.S.E. recognizes the importance of the collaboration's work in strengthening the services that both partner agencies offer. Continued partnership ensures the success and sustainability of the activities described in this Strategic Plan. Both partner agencies are committed to an ongoing process of critical discussion and cooperation throughout the Implementation Phase.

Objectives

There are four objectives for our final initiative. The first objective will be undertaken throughout the entire Implementation Phase, as our collaboration believes that building organizational buy-in is a constant process of effort and need. The other three objectives will be undertaken during months fourteen through eighteen of the Implementation Phase.

Our first objective is to establish work groups to build organizational buy-in. The key tasks for this objective include: develop, articulate and communicate a targeted recruitment plan for each work group and its' members; determine which collaboration members will sit on each work group; provide an in-depth overview of the disability grant program, Project P.A.U.S.E., the process so far and working agreements; communicate the timeline for each activity; and establish an expectation that each work group will report back to the collaboration for feedback, while the collaboration provides on-going support to the work groups.

Our second objective is to host a series of "critical conversations," exploring the philosophical intersections and differences around providing services to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence. The key tasks for this objective include: develop a "critical conversations" agenda with their intended outcomes; create a timeline of when and where these "critical conversations" will occur; determine who will lead each of the critical conversations; submit the agenda and their intended outcomes to OVW; and evaluate and collect feedback regarding the conversations from staff.

Our third objective is to create resource sharing agreements. The key tasks for this objective include: review the findings of the Needs Assessment and prioritize our work; review the resource map to understand which services are being provided at each agency; identify opportunities to close gaps in services at each agency through resource sharing; develop a formal agreement on how those resources will be shared; submit the agreement to OVW; roll out the agreement to staff; and repeat as necessary.

Our fourth objective is to develop a sustainability plan. The key tasks for this objective: determine how often the collaboration will continue to meet post-funding; determine priority areas to continue to address post-funding; identify potential funding

options to address priority areas; determine who should be the permanent representative to the collaboration; determine what resources are needed to continue the collaboration; develop a Memorandum of Understanding sustaining the collaboration; submit the Memorandum to OVW; and submit the approved Memorandum to both of the partner agencies' Executive Directors for their signatures.

Responsible Participants for Initiative 4

The collaborative will undertake all of the objectives from the fourth initiative. The Program Coordinator will submit all proposed materials to OVW for approval.

Expected Outcomes

Project P.A.U.S.E. will continue to exist by undertaking efforts now that are meant to sustain it – and grow it – into the future. There are many opportunities to further build and strengthen our collaborative working relationships, including many opportunities and vehicles through which we can provide information and clarification.

- Both partner agencies will have a clear plan and strategy, with the resources to support it, for continuing and building upon the products of the collaboration grant into the future.
- Staff and the people we serve at both agencies will benefit from the direct and formalized connections, contacts and processes for working together to address specific situations of domestic violence with individuals with disabilities, as they arise.
- The leadership at both agencies, recognizing and valuing the ongoing collaborative efforts between both partner agencies will seek out and support ways to sustain the relationship, (e.g. via allocation of resources, combined meetings, training opportunities, sharing of best practices, future collaborative grant proposals).

Overview of Long-Term Initiatives

Project P.A.U.S.E. team members have identified two long-term initiatives that could be implemented upon completion of the short-term initiatives described previously. Certain initiatives are long-term because they will allow us to further develop the objectives of a short-term initiative and because some are beyond the scope of funding for this grant project. These long-term initiatives focus on expanding the impact of the project further into our agencies and promoting systems change within our broader community. It is likely that additional long-term initiatives will surface during the implementation of the short-term initiatives and/or that the two long-term initiatives described below will be modified. Our long-term initiatives are as follows:

- Initiative 1: Identify lessons-learned and best practices to increase awareness and build capacity within our communities.

Our Project will identify lessons-learned and best practices to share with our community partners, including with local law enforcement, the criminal justice system, community services providers, other domestic and sexual assault agencies and other disability organizations. This will prompt an increased understanding of serving survivors with disabilities, who are experiencing domestic violence. We believe that by enhancing understanding of the dynamics of domestic violence and abuse against people with disabilities, increasing sensitivity and sharing the lessons learned will lead to improved outcomes for those seeking assistance and services will improve the community's overall response to individuals with disabilities, who are experiencing domestic violence and abuse.

- Initiative 2: Develop an advocacy platform on the unintended risks of mandatory reporting for survivors of domestic violence who have a disability. We will work with other domestic violence agencies and disability providers to educate elected officials, policy and lawmakers.

Through this disability grant project, our collaboration has discovered that the NYS laws and policies surrounding mandatory reporting for survivors of domestic violence and abuse, who have a disability, can harm the victim, including impacting a survivor's decision to disclose abuse and the abuser being notified that a disclosure has been made. Our collaboration believes that through developing an advocacy strategy to account for safety concerns that have been identified will improve the response to survivors' overall needs.

Appendix A: Work Plan

Initiative 1: Increase staff comfort, capacity and confidence in identifying and serving individuals who have an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Objective	Tasks	Responsible Participants	Timeline																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A(1): Cross-train on what each agency does and key topics at the intersection	1. Identify who will provide the training	Collaboration																		
	2. Develop an agenda for the training	Collaboration																		
	3. Send agenda to OVW for approval	Program Coordinator																		
	4. Determine date and location for the training	Collaboration																		
	5. Hold the training	Both Partner Agencies																		
	6. Evaluate the training	Collaboration																		
	7. Update training based on feedback	Collaboration																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A(2): Cross-train staff on complexities at the intersection of TBI and DV	1. Identify who will provide the training	Collaboration																		
	2. Develop an agenda for the training	Collaboration																		
	3. Send agenda to OVW for approval	Program Coordinator																		
	4. Determine date and location for the training	Collaboration																		

	5. Hold the training	Both Partner Agencies																		
	6. Evaluate the training	Collaboration																		
	7. Update training based on feedback	Collaboration																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
B: Create a resource map of agencies' services	1. Conduct preliminary research on how resource mapping has been done by other communities	Collaboration WG																		
	2. Choose an approach to resource mapping for Project P.A.U.S.E.	Collaboration WG																		
	3. Identify resources for creating the resource map (consultant, student projects, interns)	Collaboration WG																		
	4. Develop the resource map	Collaboration WG																		
	5. Submit to OVW	Program Coordinator																		
	6. Roll out to staff through training	Collaboration WG																		
	7. Evaluate and collect feedback	Collaboration WG																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
C: Develop strategies to	1. Gather policies and procedures pertaining to	HIA																		

enhance staff safety	safety checks and in-home visits																			
	2. Review policies and procedures to identify safety concerns	LIADV																		
	3. Create a plan to address safety concerns	Collaboration																		
	4. Incorporate those ideas into existing policies and procedures	HIA																		
	5. Submit to the CEO for review, feedback and approval	HIA																		
	6. Submit to OVW	Program Coordinator																		
	7. Train staff on new policies and procedures	HIA																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
D: Create resources to support staff in safety planning when abuser is guardian or personal care attendant	1. Research existing safety plans that have been created around serving persons with disabilities and TBIs	LIADV																		
	2. Develop a full understanding of the roles and responsibilities of Guardians and PCA's	HIA																		
	3. identify the gaps in those plans specific to serving	HIA																		

	individuals with disabilities and TBIs																			
	4. Adapt or develop plans to address those gaps	LIADV																		
	5. Submit to OVW	Program Coordinator																		
	6. Roll out to staff through training	LIADV																		
	7. Evaluate and collect feedback	LIADV																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
E: Develop a better understanding of the resources needed to provide trauma-informed and/or person-centered support to survivors with a TBI	1. Gather scenarios specific to survivors with TBI to incorporate into existing TI training	LIADV																		
	2. Enlist the input of the HIA on best practices for person-centered care	HIA																		
	3. Enlist other resources as needed to incorporate a focus on survivors with TBIs	Collaboration																		
	4. Develop agenda	Collaboration																		
	5. Submit agenda to OVW	Program Coordinator																		
	6. Identify date and location for training	Collaboration																		
	7. Host training	LIADV																		
	8. Evaluate/solicit ideas for resources	LIADV																		

Initiative 2: Increase safety and accessibility at Project P.A.U.S.E. partner agencies.

Objective	Tasks	Responsible Participants	Timeline																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A: Conduct access review at LIADV	1. Research existing access review tools created by other OVW agencies	LIADV WG																		
	2. Adapt/create a tool for our specific needs	LIADV WG																		
	3. Submit access review tool to OVW	Program Coordinator																		
	4. Recruit and train additional individuals to implement the review	LIADV WG																		
	5. Conduct access review at LIADV	LIADV WG																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
B: Conduct safety review at the HIA	1. Research existing safety review tools created by other OVW grantees and review current practices at the HIA	HIA WG																		
	2. Adapt/create a tool for our specific needs	HIA WG																		
	3. Submit safety review tool to OVW	Program Coordinator																		
	4. Recruit and train additional individuals for the review	HIA WG																		

	5. Conduct safety review at the HIA	HIA WG																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
C: Develop formal agreement to conduct reviews annually	1. Create an annual review plan	Collaboration																		
	2. Develop MOU agreeing to the plan	Collaboration																		
	3. Submit to OVW	Program Coordinator																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
D: Create barrier removal and safety enhancement plans	1. Analyze results and create a barrier removal and safety enhancement plan	Collaboration																		
	2. Let agency leadership review and finalize draft plan	Collaboration																		
	3. Submit to OVW	Program Coordinator																		
	4. Perform plans	Collaboration																		
	5. Evaluate/solicit ideas for improvement	Collaboration																		

Initiative 3: Build the infrastructure of each partner agency to respond to individuals with an ABI, TBI and/or other neurological disabilities, who are experiencing domestic violence and abuse.

Objective	Tasks	Responsible Participants	Timeline																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A: Develop a procedure for making referrals that account for mandatory reporting	1. Review the mandatory reporting requirements of disability organizations	Collaboration WG																		
	2. Identify risks to safety for DV survivors with disabilities	Collaboration WG																		
	3. Develop a procedure that guides staff to account for the risks of mandatory reporting and satisfies the law	Collaboration WG																		
	4. Submit to OVW	Program Coordinator																		
	5. Roll out to staff through training	Collaboration WG																		
	6. Evaluate and collect feedback	Collaboration WG																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
B: Develop a policy on personal care attendants in services	1. Review ADA and Rehab Act requirements for allowing personal care attendants	Collaboration WG																		
	2. Review existing practices regarding personal care	Collaboration WG																		

	attendants in services at DV agencies																			
	3. Delineate the access considerations and safety concerns related to PCA's in services (shelter, group etc.)	Collaboration WG																		
	4. Draft a policy that accounts for access and safety	Collaboration WG																		
	5. Solicit feedback from staff at both agencies	Collaboration WG																		
	6. Update based on feedback	Collaboration WG																		
	7. Submit to OVW	Program Coordinator																		
	8. Create procedures to accompany the policy	Collaboration WG																		
	9. Submit to OVW	Program Coordinator																		
	10. Roll out to staff through training	Collaboration WG																		
	11. Evaluate and collect feedback	Collaboration WG																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
C: Improve confidentiality policies and procedures	1. Build sensitivity about the benefits and increased safety for limiting who information is shared with	HIA																		

within the HIA regarding mandatory reporting	2. Review how the HIA currently informs clients about limits to confidentiality and mandated reporting laws and requirements	HIA																		
	3. Conduct in-depth review of how the HIA currently handles sharing of information internally	HIA																		
	4. Review findings and identify risks to confidentiality specific to domestic violence	Colleen Merlo																		
	4. Develop recommendations for each entity within the HIA specific to improving confidentiality	Collaboration																		
	5. Submit recommendations to OVW	Program Coordinator																		
	6. Roll out recommendations through training and face-to-face engagements	HIA																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
D: Develop a policy for	1. Review the roles, responsibilities and rights	Collaboration WG																		

working with survivors with guardians	of each level of guardianship																		
	2. Consult with staff attorney about the agencies' rights, responsibilities and possible liability	LIADV																	
	3. Review other guardianship policies created within the grant program	Collaboration WG																	
	4. Draft policy	Collaboration WG																	
	5. Solicit feedback from staff at both agencies	Collaboration WG																	
	6. Update based on feedback	Collaboration WG																	
	7. Submit to OVW	Collaboration WG																	
	8. Create procedures to accompany the policy	Collaboration WG																	
	9. Submit to OVW	Program Coordinator																	
	10. Rollout to staff through training	Collaboration WG																	
	11. Evaluate and collect feedback	Collaboration WG																	

Initiative 4: Create mechanisms for sustaining the collaboration post-funding.

Objective	Tasks	Responsible Participants	Timeline																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A: Establish work groups to build buy-in	1. Develop targeted recruitment plan for each work group	Collaboration																		
	2. Articulate the goals and objectives for each work group	Collaboration																		
	3. Communicate the goals and objectives for work group members	Collaboration																		
	4. Determine which collaboration members will sit on which work group	Collaboration																		
	5. Provide an in-depth overview of the DGP, Project P.A.U.S.E., the process so far and working agreements	Collaboration																		
	6. Communicate the timeline for each activity	Collaboration																		
	7. Establish expectation that work group reports back to collaboration for feedback	Collaboration																		
	8. Provide on-going support to the work groups	Collaboration																		

Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
B: Host a series of “critical conversations” exploring the philosophical intersections and tensions around TBI and DV	1. Develop “critical conversations” agenda and outcomes	Collaboration																		
	2. Create a timeline of when and where “critical conversations” will occur	Collaboration																		
	3. Determine who will lead each of the “critical conversations”	Collaboration																		
	4. Submit to OVW	Program Coordinator																		
	5. Evaluate and collect feedback regarding conversations	Collaboration																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
C: Create resource sharing agreements	1. Review findings of the Needs Assessment and prioritize our work	Collaboration																		
	2. Review resource map to understand which services are being provided at each agency	Collaboration																		
	3. Identify opportunities to close gaps in services at each agency through resource sharing	Collaboration																		

	4. Develop formal agreement on how those resources will be shared	Collaboration																		
	5. Submit to OVW	Program Coordinator																		
	6. Roll out to staff	Collaboration																		
	7. Repeat as necessary	Collaboration																		
Objective	Tasks	Responsible Participants	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
D: Develop a sustainability plan	1. Determine how often the collaboration will continue to meet post-funding	Collaboration																		
	2. Determine priority areas to continue to address post-funding	Collaboration																		
	3. Identify potential funding options to address priority areas	Collaboration																		
	4. Determine who should be the permanent representative to the collaboration	Collaboration																		
	5. Develop MOU for sustaining the collaboration	Collaboration																		
	6. Submit to OVW	Program Coordinator																		
	7. Submit to Executive Director's for signatures	Program Coordinator																		

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