

**WEST KOOTENAY BOUNDARY REGION
SKY (SAFE KIDS & YOUTH) COORDINATED RESPONSE
IMPLEMENTATION PHASE: AUGUST 2013 - JULY 2015
FINAL EVALUATION**



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for

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EXECUTIVE SUMMARY

The third phase of the SKY Coordinated Response (formerly the Coordinated Response for Child and Youth Victims), funded by the Federal Department of Justice, was implemented throughout the West Kootenay Boundary Region between the autumn of 2013 and the summer of 2015. This “implementation” phase was the third in a series of development steps for a child and youth advocacy centre service in the West Kootenay Boundary region.

The goal of the project was that children and youth who are victims of abuse, violence, or neglect will receive a comprehensive, effective, safe, supportive, and coordinated response to their situation. An initial feasibility study determined that the region needed improved resources, specialized training, and increased service coordination and collaboration in order to provide the needed services for the region’s children and youth victims. Thus, to achieve the project’s goal, the resources and activities of the project targeted the service providers from the multitude of agencies across the region who serve children and youth who are victims of abuse and violence, and their families.

Phase three started with the hiring of a Regional Coordinator, the engagement of a Regional Advisory Committee, and the hiring five ‘Local Advocate/Coordinators’, who established multi-disciplinary Child and Youth Coordination committees in each of their areas. Working in collaboration, the coordinators and committees began to put into action the project’s vision, goals and strategies.

The evaluation used a number of methods and data sources to measure the project’s achievement of its objectives. The Project’s Coordinators’ progress reports, training records and evaluation results, collaboration survey results, and review of local and regional policies developed, demonstrate that during this implementation phase the SKY members and Coordinators made substantial progress towards achieving the project’s objectives:

1. The relevant service guidelines and procedures for the professionals involved have been improved and clarified;
2. With increased and improved collaboration and service coordination, and new child-friendly interview rooms, the response to victimized children and their non-offending family members is more effective and supportive;
3. The skills of professionals who respond to child and youth victims have improved through the course of service providers’ participation in 14 training events (workshop participants = 271) and in 330 SKY meetings.
4. A more sustainable structure for ongoing coordination and development has been developed with the strengthening of relationships between service providers, organizations and communities and the creation of local protocols and procedures for coordinated service provision.

Collaboration is a key element to achieving a successful coordinated response for child and youth victims. Local and regional collaboration was fostered through these committees – including the development of protocols and other interagency agreements – and through joint training. Each area

of the region also identified their unique strengths and capacities and determined their priorities for implementing additional strategies identified as key components to improving the coordinated response for child and youth victims in the West Kootenay Boundary region.

The Wilder Collaboration Survey was used to measure collaboration and the results suggest that the project is collaborating very well in many key areas, and has seen significant improvement in 3 of the 5 key collaboration areas (collaborative purpose, process and communication) over the past year. The high ratings for the collaboration areas: “Members” and “Purpose”, demonstrate that the stakeholders involved in the SKY project are committed to collaborating with each other and that they feel the time is right for collaboration.

The project’s implementation model, including the funding and creation of the regional and local coordinator positions, the respective facilitation and coordination of the regional and local committees, and the shared training, has contributed greatly to the regions commitment to the SKY Coordinated Response.

The evaluation results also indicate the areas that would benefit from additional support and work. The coordinators’ reports and the collaboration survey results highlight the need for continued funding and organizational support for key stakeholders to meaningfully and fully participate in the project. Participation of organization leaders as well as front line workers is crucial to the success of the collaboration, as well as continued work establishing relationships and communication links within communities and across the region.

The creation of the coordinator positions with dedicated coordination hours, the formation and coordination of local and regional committees, the development of shared protocols, and the shared trainings, are all elements of this project that might be replicated and benefit other rural communities efforts to better support child and youth victims.

INTRODUCTION

The third phase of the SKY Coordinated Response (formerly the Coordinated Response for Child and Youth Victims), funded by the Federal Department of Justice, was implemented throughout the West Kootenay Boundary Region between the autumn of 2013 and the summer of 2015.

The goal of the project was that children and youth who are victims of abuse, violence, or neglect will receive a comprehensive, effective, safe, supportive, and coordinated response to their situation. An initial feasibility study determined that the region needed improved resources, specialized training, and increased service coordination and collaboration in order to provide the needed services for the region's children and youth victims.¹ Thus, to achieve the project's goal, the resources and activities of the project targeted the service providers from the multitude of agencies across the region who serve children and youth who are victims of abuse and violence, and their families.

This evaluation used a number of methods and data sources to measure the project's achievement of the following objectives:

1. To improve and clarify the relevant service guidelines for the professionals involved.
2. To make the response to victimized children and their non-offending family members more effective and supportive.
3. To improve the skills of professionals who respond to child and youth victims.
4. To develop a sustainable structure for ongoing coordination and development.

Phase three started with the hiring of a Regional Coordinator, the engagement of a Regional Advisory Committee, and the hiring five 'Local Advocate/Coordinators', who established multi-disciplinary Child & Youth Coordination committees in each of their areas. Working in collaboration, the coordinators and committees began to put into action the project's vision, goals and strategies.²

Local and regional collaboration was fostered through these committees – including the development of protocols and other interagency agreements – and through joint training. Each area of the region also identified their unique strengths and capacities and determined their priorities for implementing additional strategies identified as key components to improving the coordinated response for child and youth victims in the West Kootenay Boundary region.

BACKGROUND

"The project began in 2011 with a Feasibility Study to determine if a Child Advocacy Centre as they exist in large, urban centres across Canada would work in our geographically dispersed region. It

¹ Kim Thorau, Perrin, Thorau & Associates Ltd. (June 2011). *Kootenay Boundary Region–Child Advocacy Centre Feasibility Study*. Nelson, BC: Kootenay Boundary Community Services Cooperative.

² SKY (Safe Kids & Youth) Coordinated Response. (May 2015). *Vision Goals and Strategy Statements*. Nelson, BC: Kootenay Boundary Community Services Cooperative. Retrieved from <http://thekoop.ca/wp-content/uploads/2014/01/SKY-Vision-Statements-May-2015.pdf>

concluded that the traditional model would not work here; it did, however, find widespread support for developing a unique model in our region for a more coordinated overall response and approach to child abuse.

The second phase of the project took place in 2012 and involved stakeholders from all the relevant disciplines across the region in developing a Preliminary Program Model for a more coordinated response for child and youth victims across the region. A key aspect of the model is its focus on an ongoing collaborative process involving all the relevant agencies. A Regional Advisory Committee was formed that includes stakeholders from police (municipal and regional), child protection, crown counsel, specialized and police-based victim services, education, health and a number of community agencies that provide support and advocacy for children, youth and families. The proposed model has this regional committee linking to local committees in each of the five areas of the region – Greater Trail, Castlegar and District, Nelson and Area, Nakusp and Area, and Grand Forks/Boundary – to support interagency collaboration in determining how best to improve the experiences of child and youth victims. Thus, the project is designed to be regionally coordinated, with community-specific implementation strategies.”³

PHASE THREE

In this third phase (August 2013 to July 2015), the SKY Coordinated Response (formerly the Coordinated Response for Child and Youth Victims), began to put into action the vision, goals and strategies identified in phase two.⁴

Working closely with the Regional SKY Coordinator, five Local SKY Coordinators, one from each of the five areas of the West Kootenay Boundary region: Greater Trail, Nelson and Area, Nakusp and Area, Castlegar and Area, and Boundary and Area, provided the leadership for the project and its initiatives.

Information and ideas flowed between the regional and local levels of the project through a number Regional Advisory Committee meetings, and local Child & Youth coordination committee meetings, facilitated by the Local SKY Coordinators in each of the five areas.

The goals of the project were realized through the work and involvement of stakeholders from all the relevant agencies across the region, who met with each other to share information, training, and develop protocols and other interagency agreements that foster a more coordinated response for child and youth victims.

SKY Coordinated Response Goal

Children and youth in the West Kootenay Boundary who come forward about their experiences of abuse, violence or neglect will receive a comprehensive, effective, safe, supportive, and coordinated response to their situation.

³ SKY (Safe Kids & Youth) Coordinated Response. (n.d.). *Background*. Kootenay Boundary Community Services Cooperative. Retrieved August 20, 2015 from <http://thekoop.ca/about/projects/sky-coord-response/>

⁴ For information on phase two, see Ellis, J. (2013). *West Kootenay Boundary Region Coordinated Response for Child and Youth Victims Evaluation Report*. Kootenay Boundary Community Services Cooperative, Nelson, BC.

EVALUATION PLAN

The evaluation plan was developed in consultation with the SKY Regional Coordinator and the five Local Coordinators/Advocates (see Appendix 9 and 10).

EVALUATION QUESTIONS

The purpose of the plan was to evaluate the SKY Coordinated Response project's successes and challenges with:

1. ensuring that children and youth in the West Kootenay Boundary region who come forward about their experiences of abuse, violence or neglect receive the best possible response from the range of services they connect with; and
2. coordination and developing collaboration among the various agencies, which is key to creating the intended result.

The key factors of the project requiring evaluation were determined in consultation with the SKY Regional Coordinator, and the five Local Coordinators/Advocates, and included measurement of the project's success and challenges with:

- “enhancing” existing community advocate positions in each of the five areas across the region by one day a week;
- facilitating local coordination and collaboration’;
- establishing, by the five local advocate/coordinators, a multi-disciplinary Child and Youth Coordination committee in their area;
- linking local child and youth coordination committees to existing interagency committees;
- developing protocols and other interagency agreements for each local multi-disciplinary Child and Youth coordination committee;
- fostering local and regional collaboration through joint training;
- identifying, by each area of the region, each local area’s unique strengths and capacities;
- determining, by each area of the region, each area’s priorities for implementing additional strategies identified as key components to improving the coordinated response for child and youth victims in the West Kootenay Boundary region; and
- achieving the strategies outlined in SKY’s vision, goals and strategies document.

OBJECTIVES AND OUTCOME INDICATORS

The objectives and outcome indicators for this phase of the project included:

SKY Coordinated Response Objectives	Evaluation Indicators
1. To improve and clarify the relevant service guidelines for the professionals involved.	<ul style="list-style-type: none">a) Development of local Child & Youth Coordination Committeesb) Identification of best practices, or potential responses to priority justice issuesc) Local and regional policies documented and agreed upond) Resource directory developede) Professionals report clarity about relevant policies and procedures
2. To make the response to victimized children and their non-offending family members more effective and supportive.	<ul style="list-style-type: none">a) A trusted individual provides advocacy and supports each child/youth and their non-offending family member(s) navigate through the systemb) Law enforcement and criminal justice agencies provide an objective and effective investigation.c) Delays are reduced in all parts of the process for the child/youth.d) The number of interviews in which children and youth participate is reduced.e) Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents.
3. To improve the skills of professionals who respond to child and youth victims	<ul style="list-style-type: none">a) Professionals responsible for interviewing children and youth have the most current and relevant trainingb) People in each community working across disciplines to provide immediate and long-term support and investigation are informed, knowledgeable, and committed.
4. To develop a sustainable structure for ongoing coordination and development.	<ul style="list-style-type: none">a) Model implemented is experienced by service professionals as improving and supporting their current service. Community has increased capacity to respond to needs as identified in the project.b) Reaching target populationc) Needed resources are availabled) Model is seen by relevant funders as a “good return” for a modest investment

MEASUREMENT TOOLS

A number of measurement tools were identified, and were obtained or developed, to help measure the project’s progress achieving the objectives. Most of these tools were implemented and analyzed in phase three. In some instances, it was not possible to use the tools because it was determined they were not appropriate for this phase of the project, and/or because of challenges accessing the data or the sample populations (e.g., client survey).

Measurement Tool	Implementation Stage
Local Coordinators’ Progress Reports	developed, implemented, analyzed (see Appendices 5- 8)
Review of local and regional policies developed	developed, implemented, analyzed (see Appendix 8)
Collaboration Survey	obtained, implemented, analyzed (see Appendices 1-4)
Client Survey (children /youth and/or their non-offending family members)	obtained, implementation deferred to next phase (see Appendix 12)
Investigation Effectiveness Tool	discussed and preliminary measurement questions identified in consultation with regional advisory committee members *see Appendix 15)
Number of charges laid	consultations with service providers identified this was not a reliable/valid measure for this phase
Number of cases that proceed to prosecution	consultations with service providers identified this was not a reliable/valid measure for this phase
MCFD statistics	identified, analyzed (see Appendix 13)
Inventory of training	obtained, implemented, analyzed (see Appendix 8, Appendix 9, and the <i>SKY Project Summary Report, 2015</i>)
Record of joint training events and participation records	obtained, implemented, analyzed (see Appendix 8, Appendix 9, and the <i>SKY Project Summary Report, 2015</i>)
Collaboration/ committee links report	identified, implemented, analyzed with Collaboration survey tool (see Appendices 1-4, 8)
CYC committees in each area (Number of meetings; Number of participants; Rate of participants; Cross-	developed, implemented, analyzed (see Appendix 8, Appendix 9, and the <i>SKY Project</i>

sectoral representation)

Summary Report, 2015)

Information sharing (Record of numbers and types of materials distributed)

developed, implemented, analyzed (see Appendix 8, Appendix 9 and the *SKY Project Summary Report, 2015)*

PROGRESS TOWARDS PROJECT OBJECTIVES

Since the April 2014 interim evaluation (see Appendix 8), the SKY project members have made great progress implementing the activities and actions needed to foster the coordination and collaboration among the various agencies that is instrumental to ensuring that children and youth in the West Kootenay Boundary region who come forward about their experiences of abuse, violence or neglect receive the best possible response from the range of services they connect with.

Table 1 provides detailed information on the SKY Coordinated Response project's achievement of its objectives. In addition to the project's records and collaboration survey results, the Coordinators' progress reports were important data sources informing the project's status achieving its objectives. The Coordinator's used a 3-item scale to rank progress: planning, started, and completed. The first level of accomplishment was whether "planning" had commenced for the relevant objective; second, whether implementation of the objective's activities had "started" and were in progress; and third, whether the objective had been achieved, or "completed". Although many of the objectives have been rated as "completed", in order to sustain the service for children and youth, the collaboration, coordination and service development work will be "ongoing" (e.g., as issues arise, situations change, and new service providers join the project).

TABLE 1. SKY COORDINATED RESPONSE ACHIEVEMENT OF PROJECT OBJECTIVES

SKY Coordinated Response Objective:

1. To improve and clarify the relevant service guidelines for the professionals involved.

Evaluation Indicators	Progress Status	Notes ⁵
a) Development of local Child & Youth Coordination Committees	Trail ✓ completed Nelson ✓ completed Boundary ✓ completed Nakusp ✓ completed Castlegar ✓ completed	✓Trail - there have been 9 meetings with all members (LC) ✓Nelson - core group had one official meeting, and decided, because of the many other service coordination initiatives/meetings being held in Nelson, not to have full core meetings during this phase, but to coordinate via telephone and email. (LC) ✓Boundary - the area has a very active C&Y committee called Boundary Integrated Services Model (BISM), SKY was welcomed to the table for discussions and support. (LC) ✓Nakusp - Coordinator met individually with service partners (LC) ✓Castlegar - SKY is now sub-committee of the local VAWIR committee
b) Identification of best practices, or potential responses to priority justice issues	Trail ✓ completed Nelson ✓ completed Boundary ✓ started Nakusp ✓ started Castlegar ✓ completed	✓Trail - discussed with RCMP, MCFD, RCMP VS, SVS and Crown (LC) ✓Nelson - members have improved awareness of the need for Police/MCFD to work together in the early stages of an investigation and have reduced the number of times the victim is interviewed. (LC) ✓Boundary - the draft SKY agency agreement document is complete. (LC) ✓Castlegar - identified sexual assault protocols and services available, e.g., what OPTIONS provides, and the gaps that are still in the community. *Ongoing need for better advocating for children/youth victims when they testify (e.g., a child who testified for 2 hours with no break and was on the stand for a day). (LC)
c) Local and regional policies documented and agreed upon	Trail ✓ completed Nelson ✓ completed Boundary ✓ completed Nakusp ✓ completed	✓Trail Draft protocol and “SKY Kid” criteria identified by group (LC) ✓Nelson - draft document is close to completion and has been sent out to partners for approval. (LC) ✓Boundary - still working on policies as we cannot anticipate every obstacle and will leave this as a living document that can be changed if needed. (LC)

⁵ Abbreviations used: Local Coordinators’ Progress Reports are abbreviated “LC”; and the Collaboration Survey is abbreviated “CS”. Please see the “Collaboration Evaluation” section of this report for detailed information on the survey and responses.

SKY Coordinated Response Objective:

1. To improve and clarify the relevant service guidelines for the professionals involved.

Evaluation Indicators	Progress Status	Notes ⁵
	Castlegar ✓ completed	✓ Nakusp - SKY Coordinated Response Cooperation Agreement developed(LC) ✓ Castlegar - draft SKY protocols are ready to use. *Next, have the protocols printed out in a handbook for distribution and review, and to have a celebration/information session to educate and inform about the protocols.(LC)
d) Resource directory developed	Regional resource directory created: “For Everything That is Community Health” (FETCH) website ✓ completed-	✓ Trail - in discussion with FETCH Coordinator and Trail doctors/nurses, re: what they would like to see in the directory (LC) ✓ Nelson - using a new regional website: FETCH resource directory (LC) ✓ Boundary - using the Shared Service Website as well as “For Everything That is Community Health” (FETCH) website (LC) ✓ Castlegar - using regional website. ✓ Nakusp - local directory developed, July 2015 (LC)
e) Professionals report clarity about relevant policies and procedures	Regionally and locally ✓ started	✓ Regionally - members of the SKY project rated the survey factor, “Development of clear roles and policy guidelines” at 3.8 (see Figure 3 and Table 4), indicating that the collaborative is doing very well developing clear, relevant policies. *Ongoing discussion, review, and development of policies will be beneficial. ⁶

SKY Coordinated Response Objective:

2. To make the response to victimized children and their non-offending family members more effective and supportive.

Evaluation Indicators	Progress Status	Notes
a) A trusted individual provides advocacy and supports each	Trail ✓ completed Nelson ✓ completed	*Trail - Victim Services needs to be offered more often at the interview level (LC) ✓ Nelson - SVS will be providing this in conjunction with the SKY position. After hours

⁶ The Wilder Collaboration Survey scale is from 1 to 5. Scores of 4.0 or higher show strength and probably no need for special attention. Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention. Scores of **2.9** or lower reveal a concern and should be addressed.

SKY Coordinated Response Objective:

2. To make the response to victimized children and their non-offending family members more effective and supportive.

Evaluation Indicators	Progress Status	Notes
child/youth and their non-offending family member(s) navigate through the system	Boundary ✓ completed Nakusp ✓ completed Castlegar ✓ completed	response will be provided by PBVS. (LC) ✓Boundary - this piece is in place, but will remain fluid to meet the needs of the client and assure they are comfortable with the person identified. (LC) ✓Nakusp - Victim Service worker (LC) ✓Castlegar - the SKY coordinated response is in use at Castlegar Community Services and has been developed as the model to apply with clients that are using more than 2 of the agency's services. There were at least 4 different clients that benefited from the service providers coming together to discuss the best way to support them. (LC)
b) Law enforcement and criminal justice agencies provide an objective and effective investigation.	Region ✓ started	✓Discussed measurement strategies with RCMP and draft questions for a measurement tool that records outcome measures on investigation effectiveness (see Appendix 14)
c) Delays are reduced in all parts of the process for the child/youth.	Trail ✓ started Nelson ✓ started Boundary ✓ started Nakusp ✓ started Castlegar ✓ started	✓Trail - familiarity with services and resources have helped increase Trail referrals, e.g., two direct referrals from doctors' offices and two from the alternative school (LC) ✓Nelson - is getting referrals more quickly and kids/youth are getting trauma support more quickly. (LC) ✓Boundary - the lines of communication have been opened on this topic *We are aware that the backlog in the justice system in something we have no control over. ✓Nakusp - Victim Service worker supports process (LC) *Regionally - MCFD statistics were reviewed for use measuring improvement of this objective (e.g., year to year comparison of closed incident records), but it was determined that there were too many other variables confounding the data for reliable use (e.g., reliability of data collection)
d) The number of interviews in which	Trail ✓ completed Nelson ✓ completed	✓Trail - Joint interviews have been happening; better record keeping of interviews is needed. (LC)

SKY Coordinated Response Objective:

2. To make the response to victimized children and their non-offending family members more effective and supportive.

Evaluation Indicators	Progress Status	Notes
children and youth participate is reduced.	Boundary ✓ started Nakusp ✓ started Castlegar ✓ started	<p>✓Nelson - with more people being Stepwise trained and cooperation agreed to in principle we are finding that a number of interviews have now been done jointly. In other cases the LC is being contacted by partners requesting coordination/advocacy assistance.</p> <p>*We are hoping for further improvement once the cooperation agreement is agreed to and signed. (LC)</p> <p>*Boundary - There will be files that require additional interviews. (LC)</p>
e) Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents.	Trail ✓ completed Nelson ✓ completed Boundary ✓ started Nakusp ✓ completed Castlegar ✓ completed	<p>✓Trail - child friendly interview room is being used regularly; MOU has been adopted and signed for usage of the room, including after-hours entrance for RCMP protocol. (LC)</p> <p>✓Nelson - has the ability to provide safe spaces anywhere with the new mobile equipment. MCFD has agreed to provide a child friendly space and Kootenay Kids have also offered their space if needed.</p> <p>*We are working with NPD and RCMP to assist in developing their soft interview rooms. (LC)</p> <p>✓Boundary - we have a space in the hub of the boundary area.</p> <p>* Our geography plays into this piece not being completed - will require additional resources for the outlying areas to best meet the needs of our children and youth. (LC)</p> <p>✓Nakusp - family room at MCFD reorganized; new furniture (LC)</p> <p>✓Castlegar - has a child friendly interview room and recording equipment. (LC)</p>

SKY Coordinated Response Objective:

3. To improve the skills of professionals who respond to child and youth victims

Evaluation Indicators	Progress Status	Notes
a) Professionals responsible for interviewing children	Trail ✓ completed Nelson ✓ completed Boundary ✓ completed	<p>✓Regionally - training events were provided across the region, including training in: Stepwise Child Forensic Interviewing; Sexual Assault Examination; Child Forensic Medical Examination; Impact of trauma on children and youth; and Trauma Debrief</p>

SKY Coordinated Response Objective:

3. To improve the skills of professionals who respond to child and youth victims

Evaluation Indicators	Progress Status	Notes
and youth have the most current and relevant training	Nakusp ✓ completed Castlegar ✓ completed	Training. In total, training attendance was 271. (see Appendix 9) *Regionally - service providers continue sending members for training as opportunity and staffing allows.
b) People in each community working across disciplines to provide immediate and long-term support and investigation are informed, knowledgeable, and committed.	Trail ✓ started Nelson ✓ completed Boundary ✓ started Nakusp ✓ started Castlegar ✓ started	<p>✓ Trail - we are working more collaboratively, especially at FAIR. We try to introduce client, in person, to other programs, e.g. SAIP, CWWA, STV, CCRR, rather than giving a business card or making a paper referral.</p> <p>* Victim Services needs to be called sooner(LC)</p> <p>✓ Nelson - Police/MCFD/Crown have identified the need for Stepwise trained and coordinated interviews to happen and they are contacting the LC for assistance when needed. Nelson LC is being contacted by school counsellors after disclosures and has attended with a police officer that is stepwise trained when requested. (LC)</p> <p>✓ Boundary - agreements are in place to work together. We will be flexible with the needs of our clients to include their preferred support person to work alongside any identified agency supports. (LC)</p> <p>✓ Castlegar - all the information from the workshops, coordinator meetings, and teleconferences provided beneficial opportunities for networking and information sharing and to share experiences and to learn about the work that is being done by other service providers (LC)</p> <p>✓ Regionally - members of the SKY project rated the survey factor 5, “<i>Appropriate cross section of members</i>” at 3.9; factor 8 “<i>Members share a stake in both process and outcome</i>” at 3.9, and factor 17 “<i>Shared vision</i>”, at 4.2 (see Figure 3 and Table 4). These ratings (from June 2015 survey) were all higher than the those given by the group in the 2014 pre-survey, and they show that the members of the collaborative are engaged and committed in the project.⁷</p>

⁷ The Survey scale is from 1 to 5. Scores of 4.0 or higher show strength and probably no need for special attention. Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention. Scores of **2.9** or lower reveal a concern and should be addressed.

SKY Coordinated Response Objective:

4. To develop a sustainable structure for ongoing coordination and development.

Evaluation Indicators	Progress Status	Notes
<p>a) Community has increased capacity to respond to needs as identified in the project (e.g., partners have developed new skills, and improved access to resources)</p>	<p>Trail ✓ completed Nelson ✓ completed Boundary ✓ completed Nakusp ✓ completed Castlegar ✓ completed</p>	<p>✓ Regionally - protocol developments and joint trainings have all increased capacity within each community and the region as a whole. (LC) ✓ Boundary - with the development of the SKY Core Team and the awareness for the need of coordinated response, many new community services are aware and involved in the SKY theory. (e.g., Sexual Assault Response, collaborative interviews, raised awareness around the benefits of a collaborative approach when dealing with children and youth). Our collaborative’s cross discipline approach to interviewing children is our best example to this. Awareness around the roles of each partner and the understanding of agencies’ mandate has been critical to development of skills. This will continue to be a learning piece for all partners. (LC) ✓ Castlegar - the SKY coordinated response is in use and is helping to better coordinate services for child/youth clients. (LC) ✓ Regionally - the Collaborative rated the “Services to Children”, and in particular their expectations that this project will succeed at improving services for children, at 4.2, slightly higher in 2015 compared to 2014 (3.9) (see Figure 2 and Figure 10).</p>
<p>b) Reaching target population</p>	<p>Trail ✓ completed Nelson ✓ completed Boundary ✓ completed Nakusp ✓ completed Castlegar ✓ completed</p>	<p>✓ Regionally and locally - key front-line members are engaged in the project (see the <i>SKY Project Summary Report, 2015</i>, for a complete list of all the partners involved in the project). ✓ Regionally - SKY members highly rated the people skills of the project leaders, providing an average score of 4.29 for question 40, “<i>The people in leadership positions for this collaboration have good skills for working with other people and organizations</i>”. This rating was a marked improvement from the 2014 mean score of 3.76. *Regionally and locally - the survey results suggest that the project would benefit from increased involvement of partner organizations’ leaders (e.g., decision makers). Although receiving a rating of 3.75, suggesting that the project is substantially reaching its target population, in 2015, 13% disagreed (compared to 3% in 2014), with the statement that “<i>the right level of agency staff is participating in this project such that decisions can be made to best serve children in this community</i>” (see Figure 10).</p>

SKY Coordinated Response Objective:

4. To develop a sustainable structure for ongoing coordination and development.

Evaluation Indicators	Progress Status	Notes
<p>c) Needed resources are available</p>	<p>Trail ✓ started Nelson ✓ started Boundary ✓ started Nakusp ✓ started Castlegar ✓ started</p>	<p>This concern is similar to that of the need for <i>appropriate organizational representation</i> (re: question 17, score 3.30, see Figure 5 and accompanying discussion).</p> <p>✓Regionally - child friendly interview rooms and equipment are now available throughout the region. (LC) *Additional resources (e.g., interview rooms/equipment) are needed for the outlying areas. (LC) *Regionally and locally - SKY Coordinators, and SKY members survey responses indicate the need for more, “<i>funds, staff, materials and time</i>” (Q. 38, <i>M</i> = 3.2) and for more “<i>adequate people power</i>” (Q. 39, <i>M</i> = 3.51), including staff time for both coordinators and project members (see Figure 4 and Table 4).⁸</p>
<p>d) Model is seen by relevant funders as a “good return” for a modest investment</p>	<p>✓Regionally, the funding provided by the Department of Justice was enhanced multi-fold by in-kind donations of staff time, knowledge, facilities and/or resources from the project’s partners (please see the <i>SKY Project Summary Report, 2015</i>, for a complete list of all the partners and their contributions to the project).</p>	<p>✓Continued funding for the next phase of this project indicates that the model is seen as a “good return” by relevant funders. ✓Components of an economic model calculating the SROI (social return on investment) of improving services for child and youth victims were discussed, *Development of an SROI model may be considered in the next phase of the project.</p>

⁸ The Survey scale is from 1 to 5. Scores of 4.0 or higher show strength and probably no need for special attention. Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention. Scores of **2.9** or lower reveal a concern and should be addressed.

CONCLUSIONS

The Coordinators' progress reports, training records and evaluation results, collaboration survey results, and review of local and regional policies developed, demonstrate that during this implementation phase the SKY members and Coordinators made substantial progress towards achieving the project's objectives:

- 1. The relevant service guidelines and procedures for the professionals involved have been improved and clarified.**

"The development of the local SKY Team was crucial to the success of project. Being able to meet as a core team and then take it out to the greater community was ideal. The ability to work alongside other communities was helpful, knowing the struggles and hearing the successes aided in bringing together ideas that could work for everyone." (LC)

- 2. With increased and improved collaboration and service coordination, and new child-friendly interview rooms, the response to victimized children and their non-offending family members is more effective and supportive.**

"A positive result we had was the overwhelming response from all agencies to obtain the best outcome possible for our clients. There was no hesitation from any agency or community group to the work that needs to be done." (LC)

- 3. The skills of professionals who respond to child and youth victims have improved through the course of service providers' participation in 14 training events (workshop participants = 271) and in 330 SKY meetings.**

"The SKY group would like to put the protocols to practice and work on educating other agencies and groups about the coordinated response, the benefits of working in coordination and to build on the information that has been learned, such as the workshop with Todd Kettner." (LC)

- 4. A more sustainable structure for ongoing coordination and development has been developed with the strengthening of relationships between service providers, organizations and communities, and the creation of local protocols and procedures for coordinated service provision.**

"Our whole community was thrilled that this work was being done. This provided a space outside of previous partnerships and history to work collaboratively. I think this being a new position that no one else had the time to work on helped alleviate some of the territorial road blocks that can happen in coordination work. We were able to engage schools and build relationships with them. Also Interior Health and our local hospital in particular are responding positively to and investing their time for this project." (LC)

"SKY protocols have been drafted together and there are planned ongoing meetings to review best practices, and an interest in working in collaboration. I think this builds on a successful ICAT committee and seeing the benefits of working this way." (LC)

The Wilder Collaboration Survey was used to measure collaboration and the results suggest that the project is collaborating very well in many key areas, and has seen significant improvement in 3 of the 5 key collaboration areas (collaborative purpose, process and communication) over the past year. The high ratings for the collaboration areas: “Members” and “Purpose”, demonstrate that the stakeholders involved in the SKY project are committed to collaborating with each other and that they feel the time is right for collaboration.

Collaboration is a key element to achieving a successful coordinated response for child and youth victims. Local and regional collaboration was fostered through these committees, the development of protocols and other interagency agreements, and through joint training. Each area of the region also identified their unique strengths and capacities and determined their priorities for implementing additional strategies identified as key components to improving the coordinated response for child and youth victims in the West Kootenay Boundary region (see Table 1).

The evaluation results also indicate the areas that would benefit from additional support and work. The coordinators’ reports and the collaboration survey results highlight the need for continued funding and organizational support for key stakeholders to meaningfully and fully participate in the project.

“Not enough hours to coordinate. My workload ... increased to the point that SKY hours that should have been used for coordination had to be used for frontline response (particularly in the early stages of our project). This cut into my time spend on coordination.” (LC)

“Our project was put behind due to my being away from work for personal reasons and there not being coverage.” (LC)

“More hours and hours dedicated to frontline response to support families and assist with coordination.” (LC)

Participation of organization leaders as well as front line workers is crucial to the success of the collaboration, as well as continued work establishing relationships and communication links within communities and across the region.

“[Challenging] trying to coordinate meetings as it seems everyone is over worked and short staffed.”(LC)

“Working with agencies outside of VAWIR, ... there wasn’t the time commitment to come to meetings.” (LC)

“Maintaining partnerships requires continuous support and staffing allotment. This project does not adequately reflect the time for maintaining partnerships and providing the support time needed to follow the files through the justice system and provide immediate and long term support.” (LC)

The project’s implementation model, including the funding and creation of the regional and local coordinator positions, the respective facilitation and coordination of the regional and local

committees, and the shared training, contributed greatly to the regions commitment to the SKY Coordinated Response.

“The monthly coordinator meetings were helpful to keep on track of the issues, challenges and successes as we were working through the protocols.” (LC)

“There is monthly check-ins at the VAWIR meeting to talk about any case review, trainings, etc. and the SKY is a sub-committee of VAWIR, so it doesn’t get lost.

“Having a coordinator to continue to work on SKY protocols and work on the best practices. It isn’t something that is done on the side of the desk.” (LC)

The creation of coordinator positions with dedicated coordination hours, the formation and coordination of local and regional committees, the development of shared protocols, and the shared trainings, are all elements of this project that might be replicated and benefit other rural communities’ efforts to better support child and youth victims.

“The flexibility to work with your own community and dig deep into what will work in an individual community was paramount. There is no “one size fits all” ... and having the flexibility to work regionally but develop locally was very helpful. The ability to work with what we have and draw on our local community strengths.” (LC)

Another activity that would be beneficial to other rural communities is contacting existing child and youth advocacy centres for information and resources. The SKY Coordinators (and by extension, SKY members) benefited from the support and guidance of other Canadian child and youth advocacy centres.

“The support we received from outside established centres was important to reach our goal and provided much needed information that relates to all. Everyone was eager to share their learnings and help us build on our own strengths.” (LC)

COLLABORATION EVALUATION

To achieve a coordinated response for child and youth victims, it was identified early in the project that collaboration was a key element for success. In consultation with the Regional Coordinator, the Wilder Collaboration Survey was selected to evaluate the collaboration successes and challenges in the SKY Coordinated Response project.

THE WILDER COLLABORATION SURVEY

The Amherst H. Wilder Foundation has been promoting collaboration since its first publication in 1915. The Wilder Collaboration Factors Inventory is an online tool used to evaluate collaborative efforts through a questionnaire completed by participants. The Wilder Collaboration Survey asks 43 questions that measure the effectiveness of a group, including leadership, decision-making ability and ability; the level of collaboration achieved within the group; and the group members belief in the credibility of the collaborative within the greater community. The 43 questions are categorized into 20 Factors that researchers have identified as influencing the success of collaborations. The 20 factors are in turn group into 6 categories or themes

Wilder Collaboration Survey Themes and Factors

Theme: Collaborative Environment (6 items)

Factor 1: History of collaboration or cooperation in the community. (Q1,2) [Subscale: Environment]

Factor 2: Collaborative group seen a legitimate leader in the community. (Q3,4) [Subscale: Environment]

Factor 3: Favorable political and social climate. (Q5,6) [Subscale: Environment]

Theme: Member Characteristics (6 items)

Factor 4: Mutual respect, understanding and trust. (Q7,8) [Subscale: Member Characteristics]

Factor 5: Appropriate cross section of members (Q9,10). [Subscale: Member Characteristics]

Factor 6: Members see collaboration as in their self-interest. (Q11) [Subscale: Member Characteristics]

Factor 7: Ability to compromise. (Q12) [Subscale: Member Characteristics]

Theme: Collaborative Process (13 items)

Factor 8: Members share a stake in both process and outcome. (Q13,14,15) [Subscale: Process]

Factor 9: Multiple layers of participation. (Q16,17) [Subscale: Process]

Factor 10: Flexibility. (Q18,19) [Subscale: Process]

Factor 11: Development of clear roles and policy guidelines. (Q20,21) [Subscale: Process]

Factor 12: Adaptability. (Q22,23) [Subscale: Process]

Factor 13: Appropriate pace of development. (Q24,25) [Subscale: Process]

Theme: Collaborative Purpose (7 items)

Factor 16: Concrete, attainable goals and objectives. (Q31,32,33) [Subscale: Purpose]

Factor 17: Shared vision. (Q34,35) [Subscale: Purpose]

Factor 18: Unique purpose. (Q36,37) [Subscale: Purpose]

Theme: Collaborative Communication (5 items)

Factor 14: Open and frequent communication. (Q26,27,28) [Subscale: Communication]

Factor 15: Established informal relationships and communication links. (Q29,30) [Subscale: Communication]

Theme: Resources Available (3 items)

Factor 19: Sufficient funds, staff, materials and time. (38,39) [Subscale: Resources]

Factor 20: Skilled leadership. (40) [Subscale: Resources]

Theme: Services to Children (Q41,42,43) (3 items)

In the following pages the pre- and post-survey responses to the Wilder Collaboration Survey, by service provider participants in the SKY Coordinated Response project are analyzed. First, broadly according to the 6 categories or themes; next, the responses to the questions that make up each theme are presented and discussed. In the appendices, the survey results by question are presented for the each area (see Appendix 1). Additional comments provided by the respondents can also be found in Appendices 2 and 3.

SURVEY ADMINISTRATION AND RESPONSE RATES

INITIAL “PRE” SURVEY

In April 2014, a web link to the online 2014 “pre” Collaboration Survey was emailed to 107 service providers and stakeholders identified as key partners in the project. The response rate was 39% (41/104) and the completion rate was 70.2%, with 33 respondents completing all the questions in the entire survey (8 respondents left some questions unanswered) (see Table 2).

SECOND “POST” SURVEY

In May 2015, a web link to the online 2015 “post” Collaboration Survey was emailed to 146 service providers and stakeholders identified as key partners in the project. A subsequent reminder message was sent in mid-June. One service provider responded by email that they were no longer involved in the project (e.g., had changed jobs). Two surveys were undeliverable by email, for a final total sample of 143.

The response rate was 29% (43/146), and the completion rate was 68.9%, with 31 respondents completing all the questions in the entire survey, 7 answering many but not all of the questions, and the remaining 5 completing only the first section (demographics) of the survey (see Table 2).⁹ There were responses from all areas, but because of the small sample size, analysis is not feasible on an area-by-area basis. However, the response rate by question and area is available for review in Appendix 1.

⁹ 43 respondents answered the demographic questions at the start of the survey. The number of responses to the following section containing the collaboration questions ranged from 31 to 38. The numbers of responses (count) were: 31 (13), 33 (10), 36 (10), 37 (1), 38 (9).

TABLE 2. 2015 & 2014 COLLABORATION SURVEY RESPONSE RATE BY REGION

Area	2015 response rate		2014 response rate	
	Max # respondents	Min # respondents	Max # respondents	Min # respondents
Boundary	6	4	10	8
Castlegar	5	4	5	4
Nakusp	8	5	7	6
Nelson	14	12	9	6
Trail	7	4	5	4
Regional	3	2	5	5
Total	43	31	41	33

There were responses from a wide cross-section of the organizations involved in the CRCYV project. As in the 2014 survey, the majority were from community service providers (see Figure 1). In 2014, there was increased response from School/Education organizations, but there was no response from Courts.

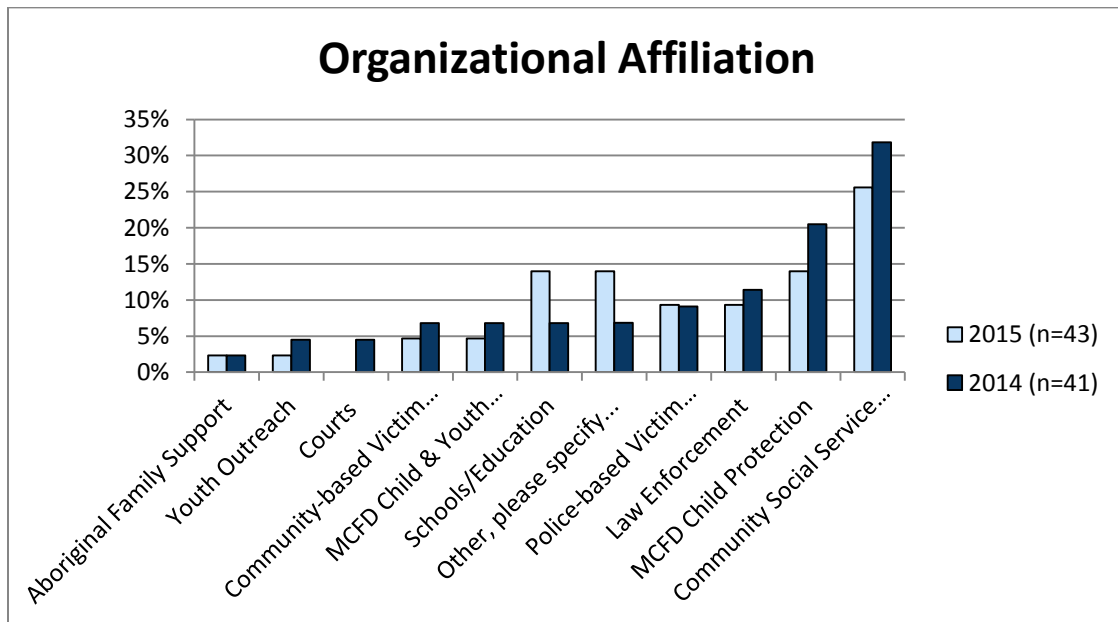


FIGURE 1. 2015 & 2014 COLLABORATION SURVEY RESPONSE RATE BY ORGANIZATION AFFILIATION

INTERPRETING THE 2015 & 2014 COLLABORATION SURVEY SCORES

The survey scores serve as a relative indicator of the group’s readiness to collaborate. On a scale of 0 to 5, scores of 4.0 or greater show a strength, and likely don’t require any special attention (except celebration!). Scores from 3.0 to 3.9 are considered borderline and should be reviewed by the group to determine if they require attention. Scores of 2.9 or lower reveal a concern that should be addressed (Mattessich et al., 2001).

In our 2015 survey the mean rating scores were higher across all of the themes, with all but two scoring 3.9 or higher (see Figure 2).

- “Collaborative Purpose” ($M = 4.2, SD = 0.17$), improved most significantly, $t(12)=4.36, p=0.001$, compared to the 2014 score ($M = 3.7, SD = 0.26$).¹⁰
- “Collaborative Process” ($M = 3.8, SD = 0.28$), rating increased significantly, $t(24)=3.03, p=0.006$.
- “Collaborative Communication” ($M = 3.9, SD = 0.27$), also improved significantly, $t(8)=2.47, p=0.039$.
- “Services to Children” scored higher (2015 $M = 4.1, 2014 M = 3.9$), but the increase was not statistically significant.
- “Member Characteristics” scored higher (2015 $M = 4.0, 2014 M = 3.7$), but the increase was not statistically significant.

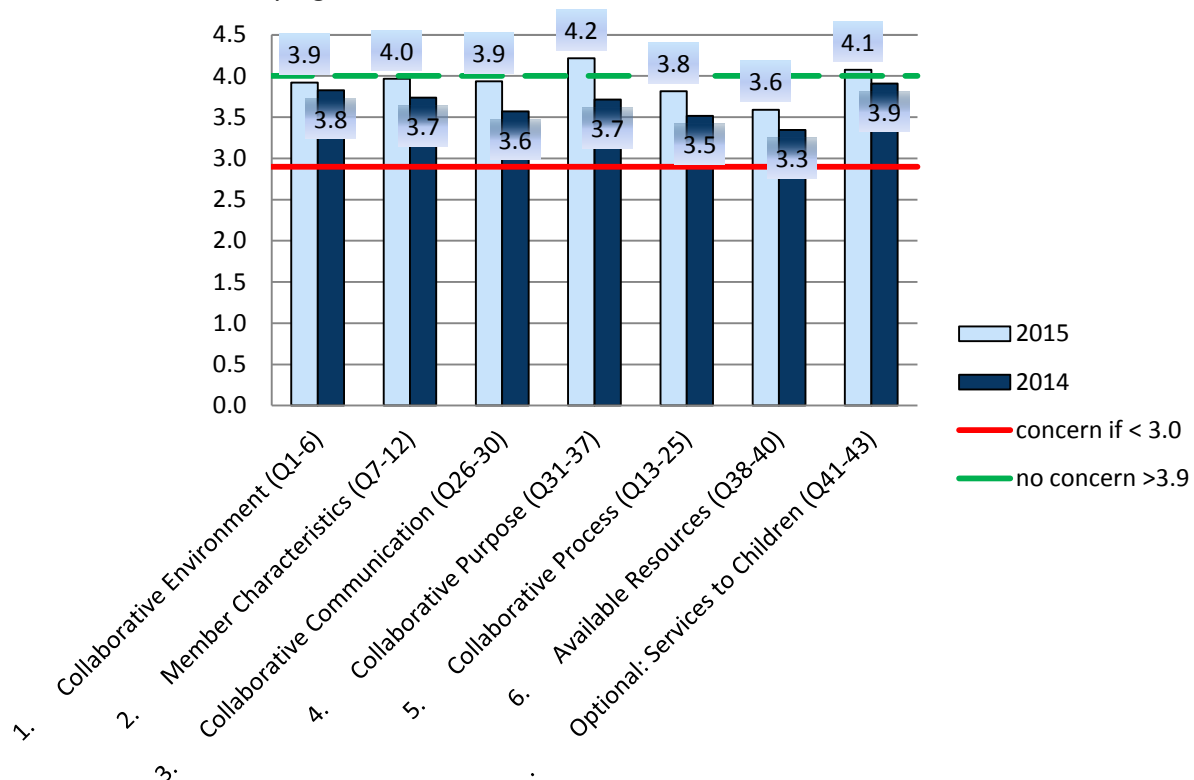


FIGURE 2. 2015 & 2014 COLLABORATION SURVEY SCORES BY THEME

¹⁰ The data was analyzed using Excel 2007’s data analysis tool, “t-test two sample assuming equal variance”. Descriptive statistics were analyzed based on the number of responses per question.

Similar to the results from the 2014 survey, although its rating increased overall, “Available Resources” emerged as an area of borderline concern (see Figure 2).

In our initial 2014 survey, the theme “Available Resources” emerged as an area of borderline concern, followed by the themes “Collaborative Process” and “Collaborative Communication”. The Collaborative showed the greatest strength in the theme “Services to Children”, followed by “Collaborative Environment” (see Figure 2).

Likewise, the 2015 mean rating scores for the 20 individual factors were higher than the 2014 means ratings, with 7 scoring 4.0 or higher in 2015, compared to only 3 in 2014 (see Figure 3). The factor that remains of borderline concern is the Available Resource Factor 19, “Sufficient funds, staff, materials and time.”

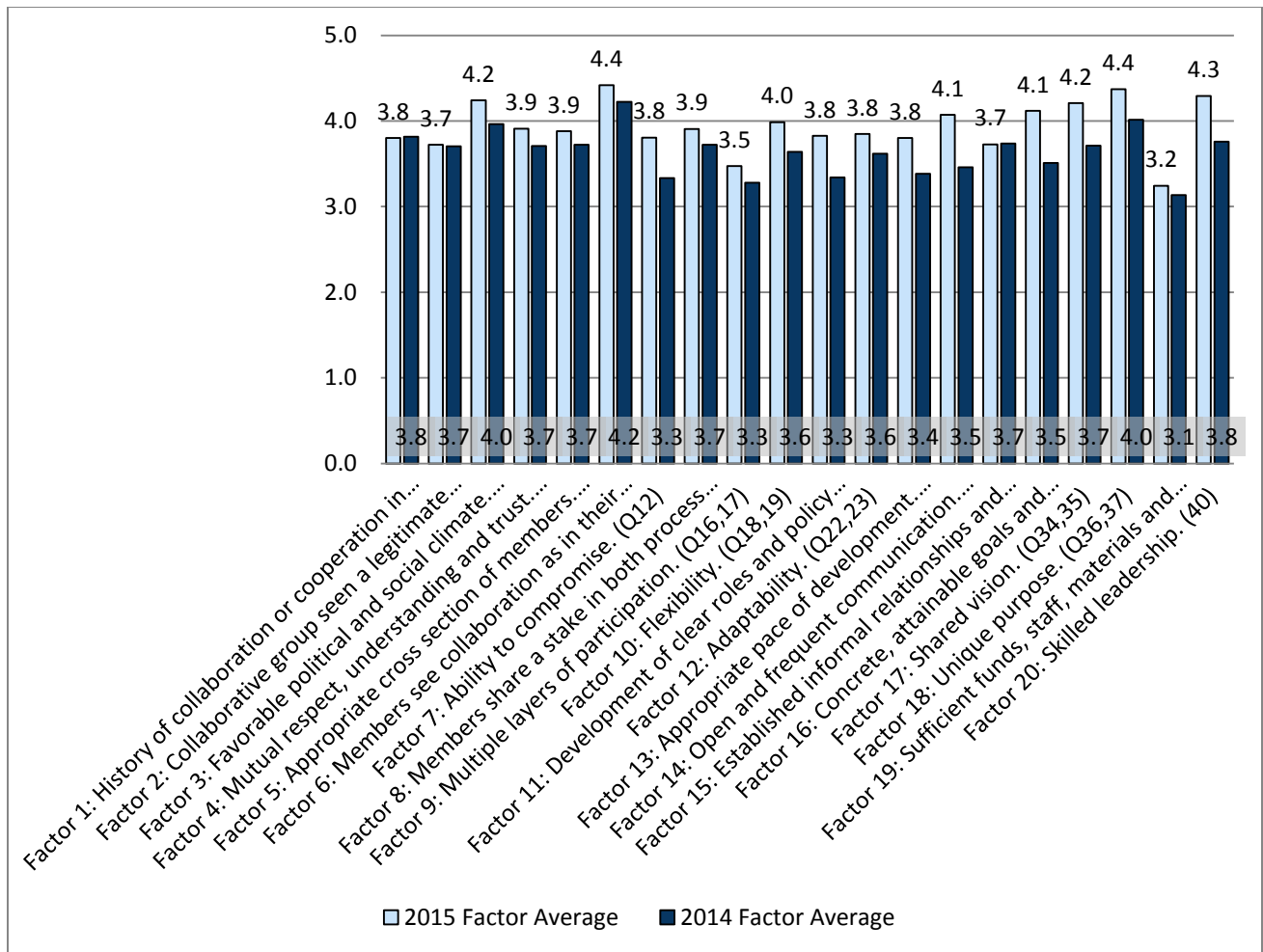


FIGURE 3. 2015 & 2014 COLLABORATION SURVEY SCORES BY FACTOR

AVAILABLE RESOURCES

Overall, the Collaborative rated “Available Resources” (Q38-40) slightly, but not significantly, higher in 2015 compared to 2014.¹¹ The mean rating scores for the individual questions that make up this theme, and the corresponding percentage of respondents who “disagreed” with the questions, are displayed in Figure 4.¹²

The question showing a marked improvement since the 2014 survey was:

- *People in leadership have good people skills:* On average, compared to the 2014 mean score of 3.76, the 2015 survey respondents gave a higher score ($M = 4.29$) for question 40, “The people in leadership positions for this collaboration have good skills for working with other people and organizations”.

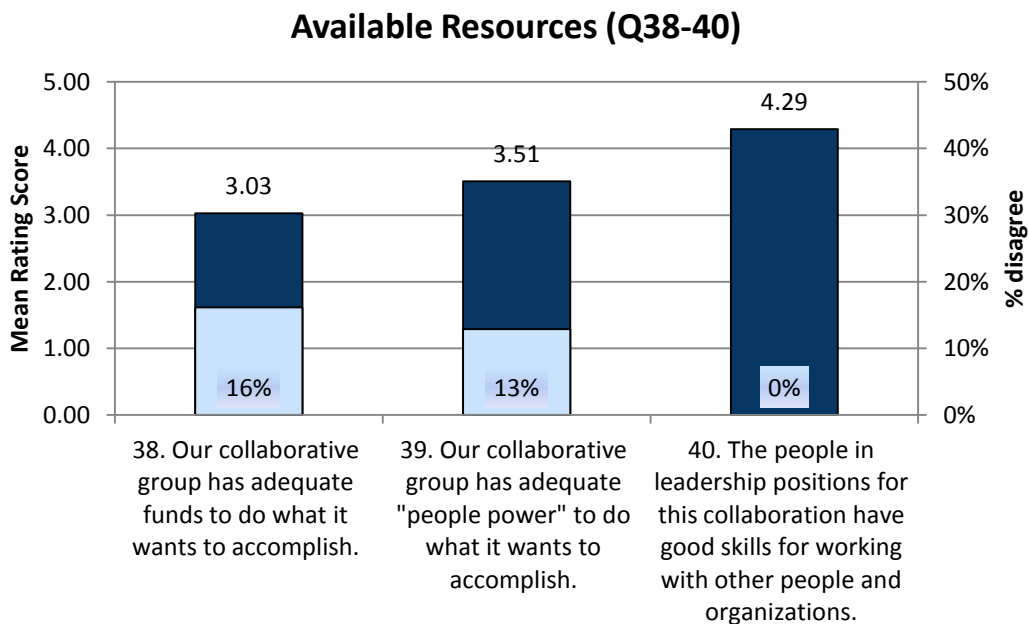


FIGURE 4. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “AVAILABLE RESOURCES”

Within the theme of “Available Resources”, the questions that continued to be of most concern are related to the funds and staff need to support the collaboration (see Figure 4).

- The score for the question related to the Collaborative having *adequate funds* (Q.38, $M = 3.03$) was unchanged from the 2014 survey, but the percentage of respondents disagreeing that the Collaborative had sufficient funds increased from 12% to 16%.

¹¹ “Available Resources” 2015 $M = 3.61$, $SD = 0.64$; 2014 $M = 3.34$, $SD = 0.37$; $t(4) = 0.624$, $p = 0.567$.

¹²There was only one instance in the 2015 survey of a respondent who “strongly disagreed” with a question, and that was for the statement, “Q5. The political and social climate seems to be “right” for starting a collaborative project like this one.”

The mean score for the question, *adequate people power* (Q.39), $M = 3.51$, increased from the 2014 mean of 3.24, however the percentage of respondents disagreeing that the Collaborative has *adequate people power* to accomplish its goals increased from 9% in 2014 to 16% in 2015.

The Wilder researchers suggest the following implications of sufficient funds, staff and time:

- *Collaborative work may be expensive in the start-up phase....*
- *Collaboration is facilitated by flexible funding streams...*
- *A collaborative group needs to consider the resources of its members as well as the necessity of approaching outside sources.*
- *In-kind support is as valuable as dollars.*
- *Staff time and skills are essential to collaborative success.*
Partner organizations must be prepared to devote substantial staff hours to the collaboration.
- *The collaborative process should not be rushed. Solid relationship take time to develop, and goals are more easily attained when pursued with patience and persistence.*
(Mattessich et al., 2001, p. 27).

*Some of the agencies
involved in the
collaborative need
additional resources in
order to fully
participate.*

2015 survey respondent

COLLABORATIVE PROCESS

Overall, the Collaborative rated the “*Collaborative Process*” significantly higher in 2015 compared to 2014.¹³ Six of the thirteen “*Collaborative Process*” questions scored over 3.90, with 2 of these 6 rated over 4.0 (see Figure 5). In comparison, only one of the 13 questions received a rating over 3.90 in the 2014 survey (Q. 14, $M = 3.97$).

The questions showing a marked improvement since the 2014 survey included:

- *Keeping up with the work needed to support the collaboration:* On average, compared to the 2014 mean score of 3.29, the 2015 survey respondents gave a higher score ($M = 3.72$) for question 25, “*We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project*”.
- *Having a clear process for making decisions among partners* also received a higher mean score (Q. 21, 2015 $M = 3.79$; compared to 2014 $M = 3.26$).
- *Giving members enough time to take information back to their organizations to confer on major decisions* also received a better rating (Q. 16, 2015 $M = 3.65$, 6% disagreed; compared to 2014 $M = 3.33$, 19% disagreed).

Different community agencies are paying more attention to what other agencies are doing and seeing ways to work together.

2015 survey respondent

Within the theme of “*Collaborative Process*” (see Figure 5), the questions of most concern included:

- *Members’ capacity to speak for their entire organization:* The mean score for question 17, “*Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part*”, was 3.30 and 25% of respondents disagreed with this statement. The 2015 score is slightly higher than the 2014 (Q. 17, $M = 3.22$), but the percentage disagreeing with the statement increased to 25% from 19%.
- “*The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts*” (Q. 13), received a similar lower score in 2015 ($M = 3.37$) as it did in 2014 ($M = 3.33$)

¹³ “*Collaborative Process*” 2015 $M = 3.82$, $SD = 0.28$; 2014 $M = 3.51$, $SD = 0.24$; $t(24)=3.03$, $p=0.006$.

Collaborative Process (Q13-25)

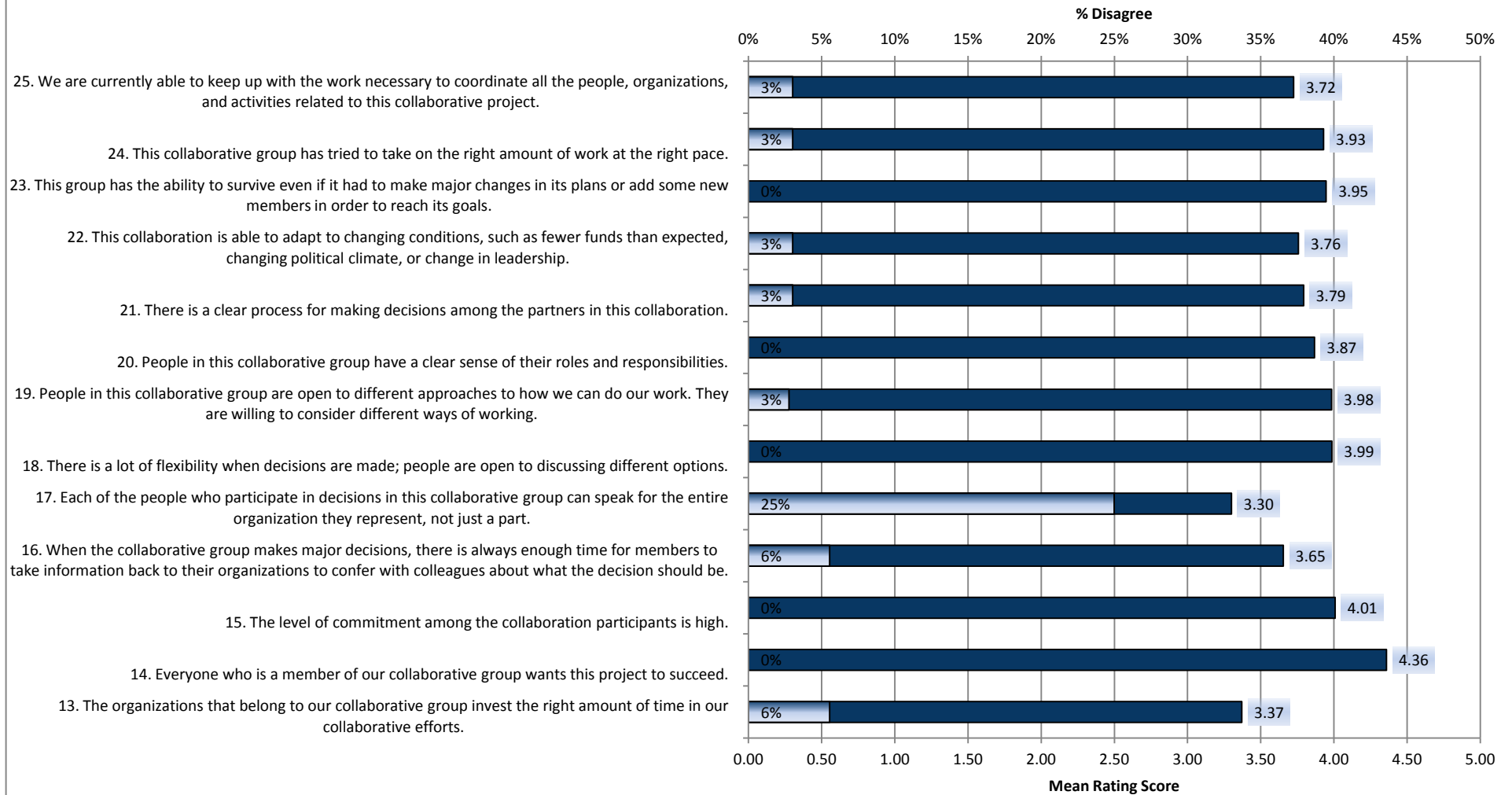


FIGURE 5. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “COLLABORATIVE PROCESS”

There are several implications of the lower score and the percentage of respondents disagreeing that the collaborative process has *appropriate organizational representation* (Q. 17), and that *the organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts* (Q. 13) to accomplish its goals.

The Wilder researchers suggest the following implications related to the layers of participation in the collaborative:

- *Successful collaborative groups recognize the multiple layers of staff in each organization and create mechanisms to involve them.*
- *Linking leaders may not be sufficient to sustain a major collaboration. Integrating the efforts throughout all the members' systems builds stronger ties and increases the likelihood of success.*
- *It is important that talented, key people in an organization be assigned to work on the collaborative project and that they be interested in its success.* (Mattessich et al., 2001, p. 19)

The Wilder researchers suggest that *"Adequate time and resources must be devoted to developing ownership among all participants in a collaborative effort."* (Mattessich et al., 2001, p. 18)

The Wilder researchers suggest the following implications related to the appropriate pace of development of the collaborative so that the group's capacity is not overwhelmed by the work involved:

- *The number and diversity of collaborating partners should not be more than the collaboration requires or can support at any given time. The elimination of formerly needed partners, or the incorporation of new partners who would not previously been appropriate, may sometimes be necessary....*
- *Collaboration often requires different resource supplies at different times. Sufficient funding and staff time may be especially important during the start-up and implementation phases of a project.* (Mattessich et al., 2001, p. 22)

COLLABORATIVE COMMUNICATION

Overall, the Collaborative rated the “*Collaborative Communication*” significantly higher in 2015 compared to 2014.¹⁴ Four of the five “*Collaborative Communication*” questions scored over 3.90, with 2 of these 4 rated over 4.0 (see Figure 6). In comparison, none of the 5 questions received a rating over 3.90 in the 2014 survey.

The questions showing a marked improvement since the 2014 survey included:

- The 2015 rating for question 27, *I am informed as often as I should be about what goes on in the collaboration*, which increased to $M = 4.05$, from the 2014 $M = 3.26$.
- Question 28, *the people who lead this collaborative group communicate well with the members*, saw a similar increase in its rating, rising to $M = 4.25$ in 2015 compared to 2014’s $M = 3.56$.

The communication is open and frequent, it uses email effectively to communicate to the group which is spread over a large geographical area.

2015 survey respondent

Collaborative Communication (Q26-30)

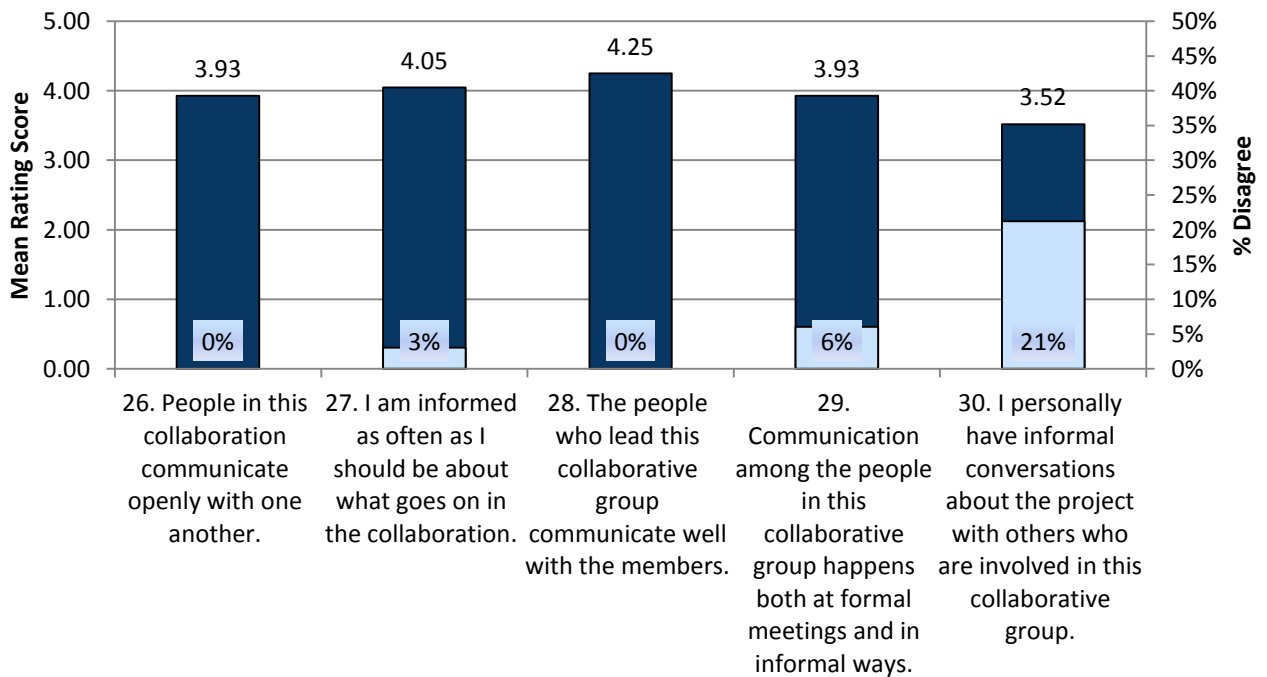


FIGURE 6. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “*COLLABORATIVE COMMUNICATION*”

Within the theme of “*Collaborative Communication*” (see Figure 6), the question of concern is:

¹⁴ “*Collaborative Communication*” 2015 $M = 3.93$, $SD = 0.27$; 2014 $M = 3.57$, $SD = 0.19$; $t(8)=2.47$, $p=0.039$

- The need for *informal communications within the Collaborative* (Q. 30). This question received a poorer rating in 2015 compared to 2014 (2015 $M = 3.52$; compared to 2014 $M = 3.74$). Additionally, twice as many respondents disagreed with the statement in 2015. In 2015, 21% disagreed with, *“I personally have informal conversations about the project with others who are involved in this collaborative group”*, compared with 9% disagreeing with this statement in 2014.

The Wilder researchers suggest the following implications related to the need for established informal relationships and communication links, which “produce a better, more informed, and cohesive group working on a common project.” (Mattessich et al., 2001, p. 24).

- *Stable representation from collaborating organizations is needed to develop strong personal connections. If representatives “turn over” too rapidly, or differ from meeting to meeting, strong links will not develop.*
- *Setting aside purely social time might be helpful for members of a collaborative group.*
- *Relying too much on the paper process won’t be healthy; members need to get to know each other.*
- *Members will need to review systems and procedures regularly to upgrade and expand communication.* (Mattessich et al., 2001, p. 24)

COLLABORATIVE PURPOSE

Overall, the Collaborative rated the “*Collaborative Purpose*” significantly higher in 2015 compared to 2014.¹⁵ All of the seven “*Collaborative Purpose*” questions scored over 3.90, with 6 of these 7 rated over 4.0 (see Figure 7). In comparison, only one of the 7 questions received a rating over 3.90 in the 2014 survey. Additionally, there was 0% disagreement with the 7 questions in 2015, compared with some disagreement (3% to 6%) with 5 of the questions in the 2014 survey.

Ongoing commitment towards the goals of SKY, and people really trying to make the necessary changes that will lead to a more coordinated response.

2015 survey respondent

Collaborative Purpose (Q31-37)

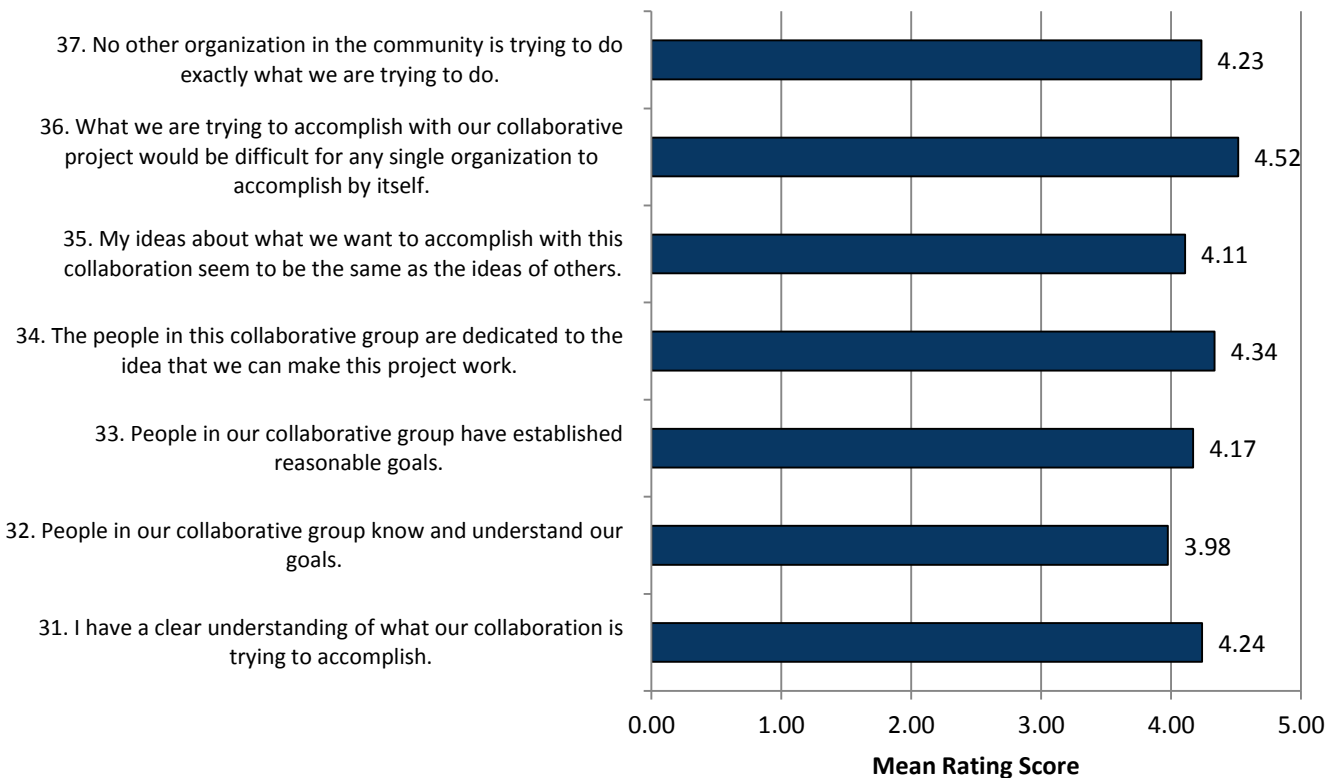


FIGURE 7. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “*COLLABORATIVE PURPOSE*”

¹⁵ “*Collaborative Purpose*” 2015 $M = 4.23$, $SD = 0.17$; 2014 $M = 3.71$, $SD = 0.26$; $t(12) = 4.36$, $p = 0.001$

The lowest rated question, although still well rated ($M = 3.98$), was regarding the need to clarify and communicate goals. Nonetheless, this question shows marked improvement from when it was similarly the lowest rated in the 2014 survey ($M = 3.45$).

The Wilder researchers suggest the following implications related to the need for goals and objectives that are clear to all partners and that can realistically be attained.

- *Goals lacking clarity or attainability will diminish enthusiasm; clearer attainable goals will heighten enthusiasm.* (Mattessich et al., 2001, p. 25)

MEMBERSHIP CHARACTERISTICS

Overall, the Collaborative rated the “*Membership Characteristics*” scored higher in 2015 compared to 2014, but not significantly.¹⁶ As in 2014, in 2015, the same three “*Membership Characteristics*” Questions scored over 4.0 (Q. 8, 9, and 11; see Figure 8).

The question showing a marked improvement since the 2014 survey was:

- Question 12, *People involved in our collaboration are willing to compromise on important aspects of our project*, which increased to $M = 3.82$, from the 2014 $M = 3.33$.

Member Characteristics (Q7-12)

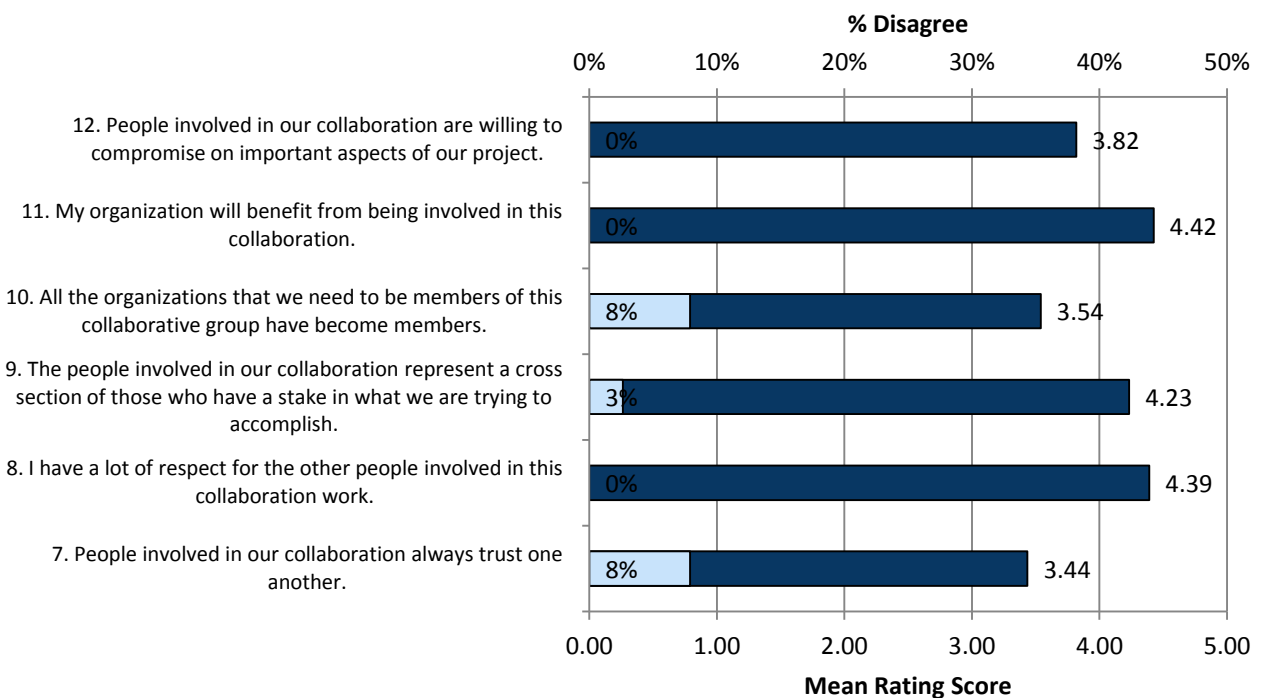


FIGURE 8. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “*MEMBER CHARACTERISTICS*”

Within the theme of “*Membership Characteristics*” (see Figure 8), the questions of borderline concern continued to be:

- Question 7, *People involved in our collaboration always trust one another*, which was rated the lowest among the 6 questions and saw a slight increase in the percentage who disagreed with the statement (8% in 2015 compared to 2% in 2014), although its rating increased to $M = 3.44$, from the 2014 $M = 3.17$.

¹⁶ “*Membership Characteristics*” 2015 $M = 3.97$, $SD = 0.44$; 2014 $M = 3.74$, $SD = 0.53$; $t(10) = 0.84$, $p = 0.418$

- Question 10, *All the organizations that we need to be members of this collaborative group have become members*, although its rating increased to $M = 3.54$ from the 2014 $M = 3.25$, and the percentage who disagreed with the statement decreased from 15% in 2014 to 8% in 2015.

Within the theme of “*Membership Characteristics*” (see Figure 8), the responses indicate a need to be sure that all the organizations that should be members of the collaborative are represented. *“The group should carefully review who needs to be involved in the collaborative endeavor. It should take time to identify the people who have either explicit or unspoken control over relevant issues. These key people should be invited to become partners or to participate in the collaboration some other way”.* (Mattessich et al., 2001, p. 16)

*Not all of the key players are
actively involved or
committed to the project.*

2015 survey respondent

COLLABORATIVE ENVIRONMENT

Overall, the Collaborative rated the “*Collaborative Environment*” slightly higher in 2015 compared to 2014, but not significantly.¹⁷ In particular, the respondents rated the readiness of the environment for a collaborative project higher in 2015 than in 2014 (see Figure 9).

The questions showing a marked improvement since the 2014 survey were:

- Question 5, *The political and social climate seems to be "right" for starting a collaborative project like this one*, which increased to $M = 4.09$, from the 2014 $M = 3.85$.
- Question 6, *The time is right for this collaborative project*, which increased to $M = 4.38$, from the 2014 $M = 4.08$.

Collaborative Environment (Q1-6)

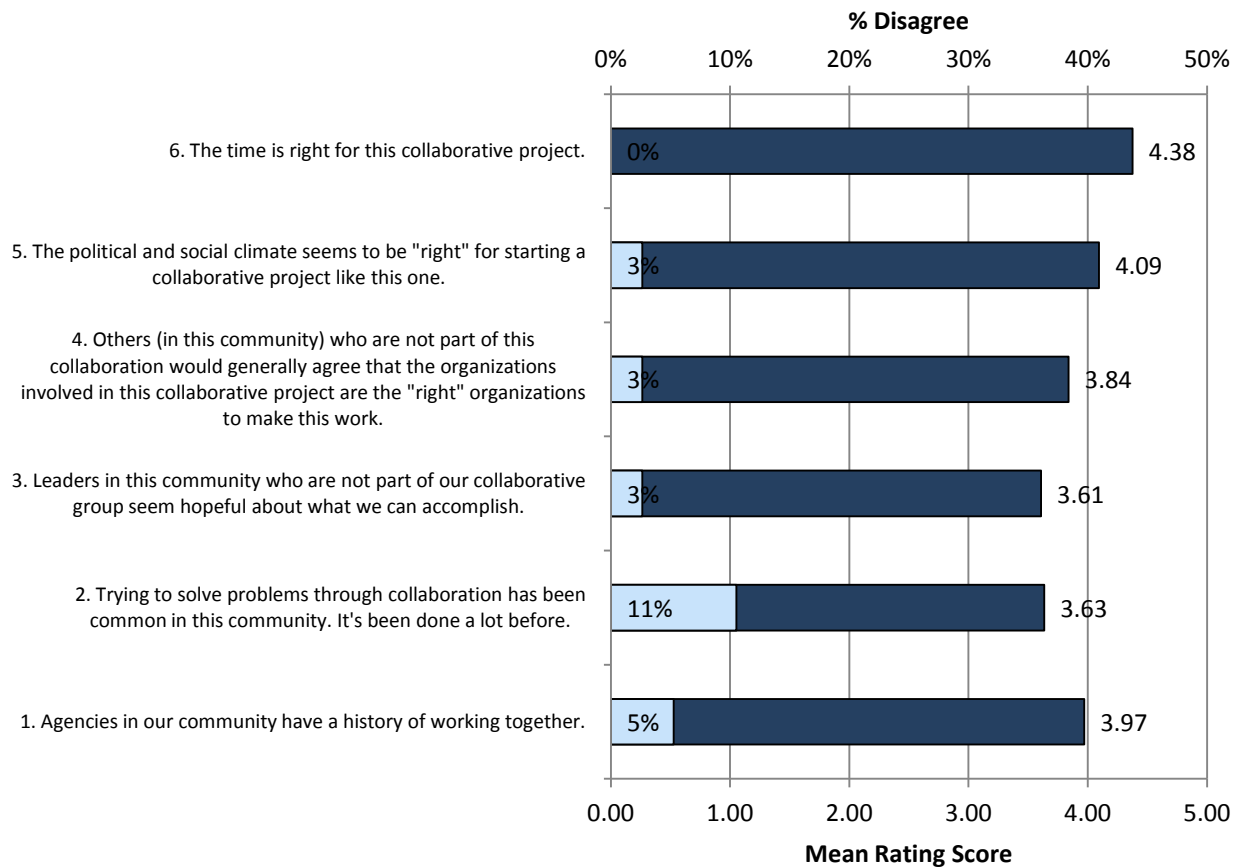


FIGURE 9. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “COLLABORATIVE ENVIRONMENT”

¹⁷ “*Collaborative Environment*” 2015 $M = 3.91$, $SD = 0.29$; 2014 $M = 3.83$, $SD = 0.17$; $t(10) = 0.67$, $p = 0.517$

There remained some disagreement (Q. 2, 11% disagreed), that the community was experienced at solving problems collaboratively. This concern carries over from the 2014 survey. The Wilder researchers suggest “When planning a collaborative effort, goals should be set according to the level of development, understanding, and acceptance of collaboration within the community....When a community has attempted collaboration and had a negative experience with it, more time may be required at the beginning of a collaborative initiative to build trust, common vocabulary, mutual expectations, and other success questions (Mattessich et al., 2001, p. 12)

SERVICES TO CHILDREN

Overall, the Collaborative rated the “*Services to Children*”, and in particular their expectations that this project will succeed at improving services for children, higher in 2015 compared to 2014, but not significantly.¹⁸ (See Figure 10).

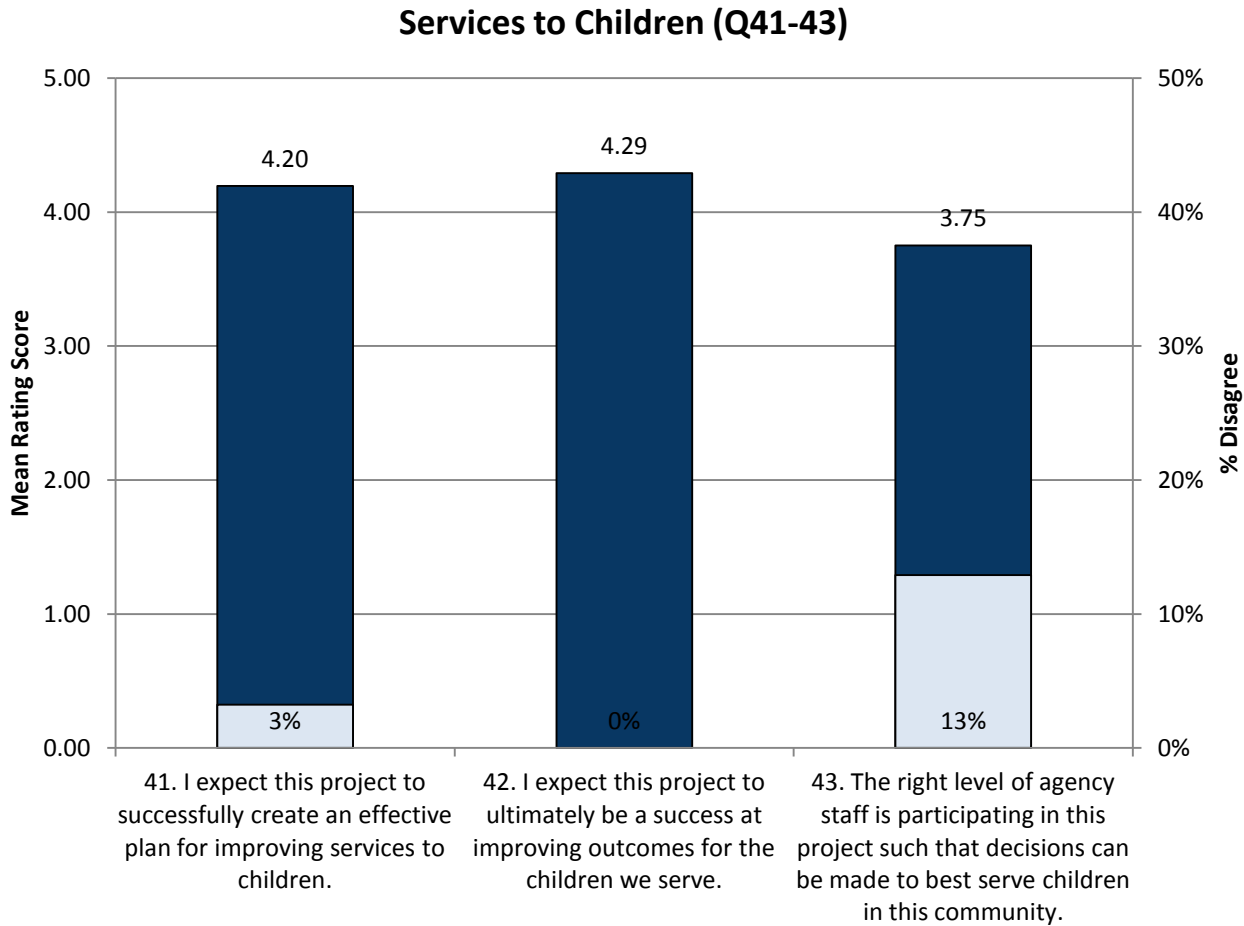


FIGURE 10. 2015 SKY COLLABORATION SURVEY SCORES FOR THEME “*SERVICES TO CHILDREN*”

However, there was some increasing disagreement (Q. 43, 13% disagreed in 2015, compared to 3% in 2014), that “*the right level of agency staff is participating in this project such that decisions can be made to best serve children in this community.*” This concern is similar to that of the need for *adequate people power*, identified in the discussion regarding “*Available Resources*”, and that of the need for *appropriate organizational representation*, identified in the discussion regarding “*Collaborative Process.*”

¹⁸ “*Services to Children*” 2015 $M = 4.08$, $SD = 0.29$; 2014 $M = 3.94$, $SD = 0.34$; $t(4) = -0.65$, $p = 0.549$

COLLABORATION CONCLUSIONS

Collaboration is a key element to achieving a successful coordinated response for child and youth victims. The Wilder Collaboration Survey found that the project is collaborating very well in many key areas (areas ranked over 3.9), and that there are some areas that need additional attention (see Table 3).

The high ratings for “Members” and “Purpose” show that the stakeholders involved in the SKY project are definitely committed to collaborating with each other and they feel the time is right for collaboration. The project’s implementation model, including the funding and creation of the regional and local coordinator positions, the respective facilitation and coordination of the regional and local committees, and the shared training, has contributed greatly to this commitment (see Appendix 2).

The survey results highlight the need for continued funding and organizational support for key stakeholders to meaningfully and fully participate in the project (see Appendix 3). Participation of organization leaders as well as front line workers is crucial to the success of the collaboration, as well as continued work establishing relationships and communication links within communities and across the region.

TABLE 3. RANKED 2015 SKY COLLABORATION FACTORS

Collaboration Factors	2015 Average
Members Factor 6: Members see collaboration as in their self-interest. (Q11)	4.4
Purpose Factor 18: Unique purpose. (Q36,37)	4.4
Resources Factor 20: Skilled leadership. (40)	4.3
Environment Factor 3: Favorable political and social climate. (Q5,6)	4.2
Purpose Factor 17: Shared vision. (Q34,35)	4.2
Purpose Factor 16: Concrete, attainable goals and objectives. (Q31,32,33)	4.1
Services to Children (Q41,42,43)	4.1
Communication Factor 14: Open and frequent communication. (Q26,27,28)	4.1
Process Factor 10: Flexibility. (Q18,19)	4.0
Members Factor 4: Mutual respect, understanding and trust. (Q7,8)	3.9
Process Factor 8: Members share a stake in both process and outcome. (Q13,14,15)	3.9
Members Factor 5: Appropriate cross section of members. (9,10)	3.9
Process Factor 12: Adaptability. (Q22,23)	3.8
Process Factor 11: Development of clear roles and policy guidelines. (Q20,21)	3.8
Members Factor 7: Ability to compromise. (Q12)	3.8
Process Factor 13: Appropriate pace of development. (Q24,25)	3.8
Environment Factor 1: History of collaboration or cooperation in the community. (Q1,2)	3.8
Communication Factor 15: Established informal relationships and communication links. (Q29,30)	3.7
Environment Factor 2: Collaborative group seen a legitimate leader in the community. (Q3,4)	3.7
Process Factor 9: Multiple layers of participation. (Q16,17)	3.5
Resources Factor 19: Sufficient funds, staff, materials and time. (38,39)	3.2

Note: Scores of 4.0 or higher show strength and probably no need for special attention. Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention. Scores of **2.9** or lower reveal a concern and should be addressed.

LIMITATIONS OF THE SURVEY'S STATISTICAL ANALYSIS

The strength of the statistical analysis (and use of a t-test two sample assuming equal variance) is somewhat weakened by the fact that the two samples differed somewhat. Ideally, the 2015 survey sample would have included all of the same participants from the 2014 survey. With the same sample, the comparison of the results would be more valid. Of the 43 respondents to the 2015 survey, 40% (n = 17) indicated they completed the first collaboration survey in the spring of 2014, 42% (n = 18) were unsure or couldn't remember, and the remaining 19% (n = 8) did not complete the 2014 survey. Two thirds of the respondents (n = 29) indicated that had been involved in the Collaborative for more than one year, 21% (n = 9) had been involved less than one year but more than 6 months, and the remaining 12% (n = 5) had been involved less than 6 months. Nonetheless, considering that potentially 82% of the sample participated in the 2014 survey, and 67% had greater than one year involvement in the Collaborative, comparing the results of the 2015 survey to the 2014 survey is still valid and useful for the Collaborative to analyze.

REFERENCES

Mattessich, P. W., Murray-Close, M., Monsey, B. R., & Wilder Research Centre (2001). *Collaboration: What Makes it Work* (2nd ed.). Saint Paul, Minnesota: Fieldstone Alliance.

APPENDICES

APPENDIX 1. 2015 SKY COLLABORATION SURVEY: RESULTS BY QUESTION

The 2015 SKY Collaboration survey also asked respondents which area that best described the “collaborative group” (i.e., CRCYV Committee) they belonged to:

- Boundary Area, including Christina Lake, Grand Forks, Greenwood, Midway, and Areas C, D & E.
- Castlegar & District, including Areas I and J.
- Nakusp & Area, including New Denver and other communities along Arrow and Slokan Lakes.
- Nelson & Area, including Salmo, South Slokan, Kaslo and other communities along west and north Kootenay Lake.
- Greater Trail & Area, including Rossland, Warfield and Fruitvale.
- SKY Regional Advisory Committee (i.e., you are primarily a member of the regional group, not one local group) and the results included questions.

The responses to the survey have been sorted into the above 6 areas for further analysis. However, caution interpreting the results is required because of the very small samples. Table 4 presents the results by question for all the areas as well as for the total sample. Scores of 2.9 or less are highlighted in red and highlighted, indicating a concern that should be addressed. Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention (scores 3.0 to 3.25 are highlighted amber). Scores of 4.0 or higher (highlighted green) show strength and probably no need for special attention

TABLE 4. SKY 2015 TOTAL GROUP COLLABORATION SURVEY SCORES BY QUESTION

Wilder Collaboration Survey Questions	Boundary	Castlegar	Nakusp	Nelson	Trail	Regional	Total
1. Agencies in our community have a history of working together.	4.8	3.3	3.8	3.9	3.8	4.0	3.97
2. Trying to solve problems through collaboration has been common in this community. It's been done a lot before.	4.5	3.3	3.7	3.5	3.3	3.7	3.63
3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.	3.7	3.3	3.5	3.6	3.7	4.0	3.61
4. Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.	3.8	3.8	3.5	4.0	3.8	4.0	3.84
5. The political and social climate seems to be "right" for starting a collaborative project like this one.	3.8	3.3	4.0	4.4	4.3	4.3	4.09

Wilder Collaboration Survey Questions	Boundary	Castlegar	Nakusp	Nelson	Trail	Regional	Total
6. The time is right for this collaborative project.	4.3	4.3	4.0	4.6	4.3	4.7	4.38
7. People involved in our collaboration always trust one another.	3.8	3.8	3.3	3.2	3.0	4.0	3.44
8. I have a lot of respect for the other people involved in this collaboration work.	4.2	4.3	4.2	4.6	4.3	4.7	4.39
9. The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.	4.0	3.5	4.0	4.5	4.2	5.0	4.23
10. All the organizations that we need to be members of this collaborative group have become members.	3.5	3.5	3.0	3.5	3.5	4.7	3.54
11. My organization will benefit from being involved in this collaboration.	4.5	4.5	4.2	4.5	4.2	5.0	4.42
12. People involved in our collaboration are willing to compromise on important aspects of our project.	4.0	3.8	3.7	3.8	3.7	4.5	3.82
13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	3.7	3.0	3.3	3.3	3.3	4.0	3.37
14. Everyone who is a member of our collaborative group wants this project to succeed.	4.2	4.5	4.2	4.6	4.2	4.5	4.36
15. The level of commitment among the collaboration participants is high.	4.0	3.8	4.3	3.9	3.8	4.5	4.01
16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.	3.8	3.8	3.5	3.6	3.3	4.5	3.65
17. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.	3.3	3.5	3.2	3.4	3.2	3.0	3.30
18. There is a lot of flexibility when decisions are made; people are open to discussing different options.	4.0	4.3	4.0	3.8	3.8	4.5	3.99
19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	4.0	3.8	3.8	4.3	4.0	3.5	3.98
20. People in this collaborative group have a clear sense of their roles and responsibilities.	3.8	3.5	3.8	3.9	3.8	4.5	3.87

Wilder Collaboration Survey Questions	Boundary	Castlegar	Nakusp	Nelson	Trail	Regional	Total
21. There is a clear process for making decisions among the partners in this collaboration.	4.3	3.5	3.8	3.8	3.6	4.0	3.79
22. This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	4.0	3.3	3.3	4.1	3.4	4.5	3.76
23. This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.	4.3	4.0	3.5	4.1	3.6	4.5	3.95
24. This collaborative group has tried to take on the right amount of work at the right pace.	4.5	4.0	4.0	3.7	3.6	4.5	3.93
25. We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.	4.0	4.0	3.8	3.3	3.6	4.5	3.72
26. People in this collaboration communicate openly with one another.	4.0	3.8	4.0	4.0	4.0	3.5	3.93
27. I am informed as often as I should be about what goes on in the collaboration.	4.5	4.3	3.8	3.9	3.8	4.5	4.05
28. The people who lead this collaborative group communicate well with the members.	4.5	4.3	4.2	4.3	4.0	4.5	4.25
29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	4.5	3.5	3.7	4.1	4.0	3.5	3.93
30. I personally have informal conversations about the project with others who are involved in this collaborative group.	4.0	3.8	3.3	3.6	3.0	3.5	3.52
31. I have a clear understanding of what our collaboration is trying to accomplish.	4.3	4.0	4.2	4.2	4.3	5.0	4.24
32. People in our collaborative group know and understand our goals.	4.0	3.8	4.2	3.9	3.8	4.5	3.98
33. People in our collaborative group have established reasonable goals.	4.5	4.0	4.2	4.1	4.0	4.5	4.17
34. The people in this collaborative group are dedicated to the idea that we can make this project work.	4.5	4.3	4.4	4.3	4.0	5.0	4.34
35. My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.	4.5	3.8	4.2	4.0	4.0	4.5	4.11

Wilder Collaboration Survey Questions	Boundary	Castlegar	Nakusp	Nelson	Trail	Regional	Total
36. What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.	4.8	4.5	4.2	4.7	4.0	5.0	4.52
37. No other organization in the community is trying to do exactly what we are trying to do.	4.5	4.3	4.2	4.2	4.0	4.5	4.23
38. Our collaborative group has adequate funds to do what it wants to accomplish.	3.3	3.0	3.4	2.7	2.8	4.0	3.03
39. Our collaborative group has adequate "people power" to do what it wants to accomplish.	3.5	3.8	3.4	3.2	4.0	4.0	3.51
40. The people in leadership positions for this collaboration have good skills for working with other people and organizations.	4.5	4.5	4.2	4.3	3.8	4.5	4.29
41. I expect this project to successfully create an effective plan for improving services to children.	4.3	4.3	4.0	4.3	4.0	4.5	4.20
42. I expect this project to ultimately be a success at improving outcomes for the children we serve.	4.3	4.3	4.4	4.3	4.0	4.5	4.29
43. The right level of agency staff is participating in this project such that decisions can be made to best serve children in this community.	4.3	3.8	4.0	3.5	3.8	3.5	3.75

Note: N = 31 to 38

Scores and rating of the questions:

- Scores of 4.0 or higher show strength and probably no need for special attention.
- Scores from 3.0 to 3.9 are border-line and should be discussed by the group to see if they deserve attention. (scores 3.0 to 3.25 are highlighted amber)
- Scores of 2.9 or lower reveal a concern and should be addressed.

APPENDIX 2. SKY 2015 COLLABORATION SURVEY RESPONSES: WHAT IS WORKING WELL IN YOUR COLLABORATIVE?

WHAT IS WORKING WELL IN YOUR COLLABORATIVE?

- 1 Different community agencies are paying more attention to what other agencies are doing and seeing ways to work together.
- 2 Leadership communicates well, creates clear goals and lines of communication, works on opportunities for training and networking
- 3 The training initiatives have been great in supporting community players to look at impacts and needs through a similar lens and to identify areas that need strengthening in terms of information or effective team work. Communication and shared vision among some of the players has improved.
- 4 The referral process - point person is understood by all
- 5 Round table discussions, really loved the presentation by Todd Kettner, mix of activities, a willingness to listen among participants.
- 6 A collaborative approach at identifying the need for safety; those who fall short and need strengthening and designing an approach to address these needs with all agencies participating as they best are able.
- 7 Good communication; Good consultation; Collaborative decision making; "Branding" the project so that it is easily recognizable to other agencies; Providing opportunities for cross-sectoral discussion and planning; Common goals with flexibility to create local protocols that fit individual community needs
- 8 Services in the community work well together, more yearly or quarterly meetings with supports in the community would be helpful
- 9 Wonderful communication and getting together so I can understand what resources are available is very valuable. The education sessions are great - would like a little more -
- 10 *RCMP, MCFD, Schools and Community agency are involved within a network. Have good communication and meeting protocols in place.
*Our collaborative has a high tolerance for disagreement on ideas, alternative ideas and trusts that in speaking up that we will come to stronger and more creative solutions.
*We enjoy working together and often joke and laugh together.
*There are organizations within the Boundary that serve children/youth but don't see many children/youth within their scope. It is important to continue to bring these types of organizations along as the project moves forward.
- 11 Identifying the myriad pieces of the puzzle and helping put them together such that gaps are filled and the pieces function better as a holistic system of services.
- 12 Networking and developing a common lens and language for understanding child trauma
- 13 I think the simple answer is that we are all working together for the same cause and goals, and we are able to comfortably discuss, debate, or share ideas in a safe environment.
- 14 It's good to be having the conversations with people in our area that are involved in different capacities with these issues. Good to learn about each other's jobs and roles -promotes understanding, relationship and myth-busting.
- 15 The communication is open and frequent, it uses email effectively to communicate to the group which is spread over a large geographical area.
- 16 Ongoing commitment towards the goals of SKY, and people really trying to make the necessary changes that will lead to a more coordinated response.

APPENDIX 3. SKY 2015 COLLABORATION SURVEY RESPONSES: WHAT NEEDS IMPROVEMENT IN YOUR COLLABORATIVE?

WHAT NEEDS IMPROVEMENT IN YOUR COLLABORATIVE?

- 1 There is a bit of a history with how things used to be done, who used to do things and a reluctance to change.
The advent of private agencies such as ARC has set up an awkward relationship among service providers.
- 2 Do not know enough to say anything else.
Of note, working at KBRH I cover all the regions.
Many responses were Neutral, because I just did not know enough, and even some of the agrees might be stronger if I knew more. -new to the community
- 3 I am very much looking forward to seeing the protocol and working with community collaborators within the context of an agreed upon, documented plan / course of action for all involved. I believe that with the protocol in hand further promotion and fine-tuning of collaboration can occur and current gaps and weaker areas can be addressed even more effectively. I would be pleased to complete this type of survey sometime after the protocols have been rolled out to see how things are coming together and being utilized at that point.
- 4 Ongoing communication
- 5 I'm disappointed by the number of police officers who are attending. I feel it is too low and that they are in need of training and education around child victims and their needs.
- 6 More commitment from other agencies. For example, CYMH works on a part time basis and only participates intermittently and doesn't have all the information of the rest of the group and yet tries to participate and take charge as though fully informed. The Team Lead of MCFD is the trained staff but generally doesn't attend and sends the staff who training has not been approved; and the RCMP only come out to meetings when they need to be involved.
- 7 Not all of the key players are actively involved or committed to the project. For example, involvement of RCMP staff sgt's has been inconsistent. Some have not changed how they direct the investigative work within their detachments (e.g. I've seen some inflexibility in regards to interviewing process and there's not an openness to skill development outside of what is offered by the national organization). There are some very real challenges in regards to this given the scope and mandate of an organization that is national and cross-jurisdictional. I don't believe this is in regards to individual's willingness to participate or change, rather, it's whether these individuals have the authority to make decisions to change on behalf of their organization. MCFD to a lesser extent has similar challenges, as does Crown Counsel.
I would apply this same concern in regards to Interior Health. It is more challenging to change the 'culture' of large organizations - and there are perhaps more logistical challenges to making changes. I'm not sure how this can be addressed, but perhaps if there was more engagement from 'regional' managers of the larger organizations as well as direct supervisors. Supervisors have the greatest influence over the work that is done by the staff in their organizations.
And the million dollar question: how do we KNOW that we are doing better, and that outcomes for children have improved?
- 8 RCMP need to participate and be active players in this.
- 9 I feel the project is moving along slowly, yet I understand.. However sometimes I wonder "Is the project still on and moving forward" between sessions.....Trying to find the balance between communication can be difficult. I do not need all the background info yet a quick note every 2-3 months as to where and how the team is progressing might be nice..
I am big on timelines.

More education sessions - quarterly???

- 10 Keeping the larger community area circle up to date on our activities and progress.
- 11 Many kids still aren't getting the help they need because of how MCFD functions. As a collaborative and in the interests of the safety and well-being of children I would like to see some of the challenges faced by the Ministry discussed toward finding better solutions to the challenges.
- 12 There still appears to be no clear physical hub for services or specific plan for actual collaborative service delivery
- 13 Perhaps we need to improve in the area of promoting ourselves and ensuring better public knowledge of what we stand for. Capture the hidden audiences that could benefit from the knowledge, information and services that we provide.
- 14 Interview training for police seems to be minimal without any instruction in child development.
- 15 My own agency could expand their commitment of bodies to this group at all levels by identifying alternatives that are kept in the loop on the process and can act for the primary fully in their absence.
- 16 Some of the agencies involved in the collaborative (eg. RCMP) need additional resources in order to fully participate.

Theme: Collaborative Environment (6 items)

Factor 1: History of collaboration or cooperation in the community. (Q1,2) [Subscale: Environment]

1. Agencies in our community have a history of working together.
2. Trying to solve problems through collaboration has been common in this community. It's been done a lot before.

Factor 2: Collaborative group seen a legitimate leader in the community. (Q3,4) [Subscale: Environment]

3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.
4. Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.

Factor 3: Favorable political and social climate. (Q5,6) [Subscale: Environment]

5. The political and social climate seems to be "right" for starting a collaborative project like this one.
6. The time is right for this collaborative project.

Theme: Member Characteristics (6 items)

Factor 4: Mutual respect, understanding and trust. (Q7,8) [Subscale: Member Characteristics]

7. People involved in our collaboration always trust one another.
8. I have a lot of respect for the other people involved in this collaboration work.

Factor 5: Appropriate cross section of members (Q9,10). [Subscale: Member Characteristics]

9. The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.
10. All the organizations that we need to be members of this collaborative group have become members

Factor 6: Members see collaboration as in their self-interest. (Q11) [Subscale: Member Characteristics]

11. My organization will benefit from being involved in this collaboration.

Factor 7: Ability to compromise. (Q12) [Subscale: Member Characteristics]

12. People involved in our collaboration are willing to compromise on important aspects of our project.

Theme: Collaborative Process (13 items)

Factor 8: Members share a stake in both process and outcome. (Q13,14,15) [Subscale: Process]

13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.
14. Everyone who is a member of our collaborative group wants this project to succeed.
15. The level of commitment among the collaboration participants is high.

Factor 9: Multiple layers of participation. (Q16,17) [Subscale: Process]

16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.
17. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.

Factor 10: Flexibility. (Q18,19) [Subscale: Process]

18. There is a lot of flexibility when decisions are made; people are open to discussing different options.
19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.

Factor 11: Development of clear roles and policy guidelines. (Q20,21) [Subscale: Process]

20. People in this collaborative group have a clear sense of their roles and responsibilities.
21. There is a clear process for making decisions among the partners in this collaboration.

Factor 12: Adaptability. (Q22,23) [Subscale: Process]

22. This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.

23. This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.

Factor 13: Appropriate pace of development. (Q24,25) [Subscale: Process]

24. This collaborative group has tried to take on the right amount of work at the right pace.

25. We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.

Theme: Collaborative Purpose (7 items)

Factor 16: Concrete, attainable goals and objectives. (Q31,32,33) [Subscale: Purpose]

31. I have a clear understanding of what our collaboration is trying to accomplish.

32. People in our collaborative group know and understand our goals.

33. People in our collaborative group have established reasonable goals.

Factor 17: Shared vision. (Q34,35) [Subscale: Purpose]

34. The people in this collaborative group are dedicated to the idea that we can make this project work.

35. My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.

Factor 18: Unique purpose. (Q36,37) [Subscale: Purpose]

36. What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.

37. No other organization in the community is trying to do exactly what we are trying to do.

Theme: Collaborative Communication (5 items)

Factor 14: Open and frequent communication. (Q26,27,28) [Subscale: Communication]

26. People in this collaboration communicate openly with one another.

27. I am informed as often as I should be about what goes on in the collaboration.

28. The people who lead this collaborative group communicate well with the members.

Factor 15: Established informal relationships and communication links. (Q29,30) [Subscale: Communication]

29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.

30. I personally have informal conversations about the project with others who are involved in this collaborative group.

Theme: Resources Available (3 items)

Factor 19: Sufficient funds, staff, materials and time. (38,39) [Subscale: Resources]

38. Our collaborative group has adequate funds to do what it wants to accomplish.

39. Our collaborative group has adequate "people power" to do what it wants to accomplish.

Factor 20: Skilled leadership. (40) [Subscale: Resources]

40. The people in leadership positions for this collaboration have good skills for working with other people and organizations.

Theme: Services to Children (Q41,42,43) (3 items)

41. I expect this project to successfully create an effective plan for improving services to children.

42. I expect this project to ultimately be a success at improving outcomes for the children we serve.

43. The right level of agency staff is participating in this project such that decisions can be made to best serve children in this community.

APPENDIX 5. MATERIALS DISTRIBUTION TRACKING FORMS

Coordinated Response for Child & Youth Victims: Materials Distributed

Please use this form to report on total numbers of materials distributed in your project-end (July 2015) progress report.

DATE	DoJ Child Abuse Booklet	Service Provider Pamphlet	Vision, Goals, Strategies document	Link to CRCYV webpage	Other:
April 2015					
May 2015					
June 2015					
July 2015					
Total #					

Coordinated Response for Child & Youth Victims: Materials Distributed

Please use this form to report on total numbers of materials distributed in your progress report at the end of the 2014/15 fiscal year.

DATE	DoJ Child Abuse Booklet	Service Provider Pamphlet	Vision, Goals, Strategies document	Link to CRCYV webpage	Other:
April 2014					
May 2014					
June 2014					
July 2014					
August 2014					
Sept 2014					
Oct 2014					
Nov 2014					
Dec 2014					
Jan 2015					
Feb 2015					
Mar 2015					
Total #					

Coordinated Response for Child & Youth Victims: Materials Distributed

Please use this form to report on total numbers of materials distributed in your progress report at the end of the 2013/14 fiscal year.

DATE	DoJ Child Abuse Booklet	Service Provider Pamphlet	Vision, Goals, Strategies document	Link to CRCYV webpage	Other:
Jan 2014					
Feb 2014					
Mar 2014					
Total #					

APPENDIX 6. MEETINGS REPORT FORM

CRCYV MEETINGS REPORT

(Including formal and informal meetings, telephone conversations, email exchanges, etc. *Please use this form to keep track of total number of meetings/participants for your progress report*)

DATE: _____ **TIME:** _____

LOCATION: _____

FORMAT: (please check all that apply) In person Phone Email Virtual meeting Other: _____

RECORDER: _____

PARTICIPANTS (name, position):

Organization Legend: CB-VS (community-based victim services); PB-VS (police-based victim services); CWWA (children who witness abuse); CYMH (child youth mental health); FQ (Freedom Quest); Medical Health Professional (Interior Health); MCFD (Ministry of Children & Family Development); Law Enforcement (RCMP, Nelson Police Dept); School (School District, education sector)

CB-VS

PB-VS

Community Social Service Providers (eg. C&Y Counselors, CWWA, SAIP)

Youth Outreach (eg.FQ)

Medical Health Professionals

MCFD Child Protection

MCFD CYMH

Aboriginal Family Support

Law Enforcement

Courts (Crown Counsel, Sheriff, Judge)

School

Other

Total number of participants: _____

AGENDA ITEMS/ TOPICS DISCUSSED:

KEY OUTCOMES:

CRCYV LOCAL COMMUNITY COORDINATOR'S PROGRESS REPORT

Local Community Coordinator's name: _____ Date: _____

Reporting period:

Jan - Mar 2014

Apr 2014 – March 2015

April 2015 – July 2015

PARTNERSHIPS

Which agencies have been involved in the project in your area? What did your partners contribute in terms of knowledge, experience, skills, and materials (including financial and in-kind contributions) for this project? (check list)

Partners (org/name/position)	Partners' contributions to the project			
	Knowledge/ experience	Materials / space	staff time	other (explain)
CB-VS				
PB-VS				
Community Social Service Agency (CYMH, CWWA)				
FQ				
Medical Health Professional				
MCFD				
Aboriginal Family Support				
Law Enforcement				
Crown Counsel				
School				
Private Consultant				

Organization Legend: CB-VS (community-based victim services); PB-VS (police-based victim services); CWWA (children who witness abuse); CYMH (child youth mental health); FQ (Freedom Quest); Medical Health Professional (Interior Health); MCFD (Ministry of Children & Family Development); Law Enforcement (RCMP, Nelson Police Dept); School (School District, education sector)

STAKEHOLDER AND COMMUNITY INVOLVEMENT AND COMMUNICATIONS

1. Number of materials distributed over the period: _____
 Attach Material Distribution tracking form for the period
2. Number of meetings conducted over the period: _____
 Attach all CRCYV Meeting reports and/or minutes for the period
3. Meeting participants (total number per agency):

Agency Name	Number of meetings attended
CB-VS	
PB-VS	
Community Social Service Agency (CYMH, CWWA)	
FQ	
Medical Health Professional	
MCFD	
Aboriginal Family Support	
Law Enforcement	
Crown Counsel	
School	
Private Consultant	
Other	
Total number of meeting participants	

4. Number of total participants involved in the project (include meetings & others): _____
5. Did you communicate the results of this project beyond your partners? yes no
6. If yes, how? *(Please check off all those which apply)*
 - local media (please provide copies of articles/transcripts of interviews)
 - national media
 - conferences
 - workshops
 - meetings
 - correspondence (email, telephone, mail)
 - reports (please provide copy)
 - web site (please provide address)
 - newsletters (please provide copy)
 - other (please specify)

ACTIVITIES UNDERTAKEN

Please describe briefly what tasks and activities you engaged in during the reporting period.

PROGRESS TOWARDS GOALS

Please indicate progress towards achievement of our stated objectives

objective	planning	started	completed	notes
1. Development of local Child & Youth Coordination Committees				(e.g., participation numbers/frequency)
2. Identification of best practices, or potential responses to priority justice issues				(e.g., document names/dates/partners)
3. Local (or regional) policies developed and agreed upon				(e.g., document names/dates/partners)
4. Resource directory developed				(e.g., local, regional)
5. A trusted individual provides advocacy & supports each child/youth/non-offending family member(s) to navigate through the system				(e.g., frequency; partner reports)
6. Delays are reduced in the process for the child/youth				Please give examples
7. The number of interviews in which children and youth participate is reduced				Please give examples
8. Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents				Please give examples
9. Professionals responsible for interviewing children and youth have the most current and relevant training				(e.g., inventory of training)
10. People in each community working across disciplines to provide immediate and long-term support				Please give examples
11. Partners have developed new skills, shared new information, &/or changed				Please give examples

objective	planning	started	completed	notes
awareness				
12. Community and area has increased capacity to respond to needs as identified in the project				Please give examples

LESSONS LEARNED

1. Overall, what is working well?

2. What isn't working so well?

3. What, if anything, would you change?

4. Please describe any unanticipated results, positive or negative.

Please return this form to Lynda Dechief, Regional Coordinator

Reporting period:	Report due:
<input type="checkbox"/> Jan - Mar 2014	April 15, 2014
<input type="checkbox"/> Apr 2014 – March 2015	April 15, 2015
<input type="checkbox"/> April 2015 – July 2015	August 15, 2015

Local Community Coordinator's name: _____ Date: _____

PARTNERSHIPS

Which agencies have been involved in the project in your area? What did your partners contribute in terms of knowledge, experience, skills, and materials (including financial and in-kind contributions) for this project? (please provide as much detail as possible)

Partners (org/name/position)	Partners' contributions to & participation in the project			
	Knowledge/ experience	Materials / space	staff time	Level of involvement (eg. number of meetings attended; participation in protocol development; part of SKY team; attended training etc.)
CB-VS				
PB-VS				
Community Social Service Providers (eg. C&Y Counselors, CWWA, SAIP)				
Youth Outreach (eg. FQ, NDYC)				
Medical Health Professionals				
MCFD Child Protection				
MCFD CYMH				
Aboriginal Family Support				
Law Enforcement				
Courts (Crown Counsel, Sheriff, Judge)				
Schools				
Other				
Other				
Other				

Organization Legend: CB-VS (community-based victim services); PB-VS (police-based victim services); CWWA (children who witness abuse); FQ (Freedom Quest); Medical Health Professional (Interior Health); MCFD (Ministry of Children & Family Development); CYMH (Child & Youth Mental Health); Law Enforcement (RCMP, Nelson Police Dept); School (School District, education sector); NDYC (Nelson & District Youth Centre)

7. Approximate number and type of meetings conducted/attended over the period: _____

(OR attach all SKY Meeting reports and/or minutes for the period)

Estimated total number of local stakeholders who are ACTIVELY involved	
---	--

Estimated total number of local stakeholders who are at least SOMEWHAT involved in SKY	
---	--

COMMUNICATIONS

8. Type and approximate number of materials distributed over the period: _____

(OR attach Material Distribution tracking form for the period)

9. Did you communicate the results of this project beyond your partners? yes no

10. If yes, how? *(Please check off all those which apply)*

- local media (please provide copies of articles/transcripts of interviews)
- national media
- conferences
- workshops
- meetings
- correspondence (email, telephone, mail)
- reports (please provide copy)
- web site (please provide address)
- newsletters (please provide copy)
- other (please specify)

ACTIVITIES UNDERTAKEN

Please describe briefly what tasks and activities you engaged in during the reporting period.

PROGRESS TOWARDS GOALS

Please indicate progress towards achievement of the following objectives:

objective	planning	started	completed	notes
1. Development of local Child & Youth Coordination Committees				(e.g., participation numbers/frequency)
2. Identification of best practices, or potential responses to priority justice issues				(e.g., document names/dates/partners)
3. Local (or regional) policies developed and agreed upon				(e.g., document names/dates/partners)
4. Resource directory developed				(e.g., local, regional)
5. A trusted individual provides advocacy & supports each child/youth/non-offending family member(s) to navigate through the system				(e.g., frequency; partner reports)
6. Delays are reduced in the process for the child/youth				Please give examples
7. The number of interviews in which children and youth participate is reduced				Please give examples
8. Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents				Please give examples
9. Professionals responsible for interviewing children and youth have the most current and relevant training				(e.g., inventory of training)
10. People in each community working across disciplines to provide immediate and long-term support				Please give examples
11. Partners have developed new skills, shared new information, &/or changed awareness				Please give examples
12. Community and area has increased capacity to respond to needs as				Please give examples

objective	planning	started	completed	notes
identified in the project				

With respect to partnerships, is there anything you would do differently?

Yes - *Go to the next question*

No

What is it?

PROJECT RESULTS

LESSONS LEARNED

5. Overall, what worked well?

6. What didn't work so well?

7. What, if anything, would you change?

8. How will your local group build on the lessons learned from this project?

9. Please describe any unanticipated results, positive or negative.

Please return this form to Lynda Dechief, Regional Coordinator

Reporting period:

April 2014 – July 2015

Report due:

August 15, 2015

Title: Evaluation of the *West Kootenay Boundary Coordinated Response for Child & Youth Victims (CRCYV)*

Background This third phase of the CRCYV project begins to put into action the CRCYV’s vision, goals and strategies.

Areas of concern/Project Requirements To evaluate the Coordinated Response for Child & Youth Victims (CRCYV) project’s successes and challenges with:

- ensuring that children and youth in the West Kootenay Boundary region who come forward about their experiences of abuse, violence or neglect receive the best possible response from the range of services they connect with; and
- coordinating and developing collaboration among the various agencies, which is key to creating the intended result.

Goal: Children and youth in the West Kootenay Boundary children who are victims of abuse, violence, or neglect will receive a comprehensive, effective, safe, supportive, and coordinated response to their situation.

The objectives and outcome indicators for this phase of the project include:

Objectives	April 2014 Evaluation Progress
1. To improve and clarify the relevant service guidelines for the professionals involved.	<ul style="list-style-type: none"> ✓ Community Coordinators’ (CC) Progress Report form developed; ✓ First period Jan-Mar 2014 report received from all 5 CCs.
	<ul style="list-style-type: none"> ✓ DoJ National CAC survey questions reviewed
	<ul style="list-style-type: none"> ✓ on-line Collaboration Survey pilot tested and revised for first survey ✓ pre-survey date revised to April-May 2014
	<ul style="list-style-type: none"> ✓ CCs’ Jan-Mar 2014 reports show that policies are being developed
2. To make the response to victimized children and their non-offending family members more effective and supportive.	<ul style="list-style-type: none"> ✓ child/youth survey options to be discussed with CCs and Advisory Committee
	<ul style="list-style-type: none"> ✓ CCs’ Jan-Mar 2014 reports show that service providers are providing advocacy & supports
	<ul style="list-style-type: none"> ✓ Evaluator has been corresponding with Counsel via email - telephone mtg to discuss evaluation planned prior to Apr 30/14
	<ul style="list-style-type: none"> ✓ child/youth survey options to be discussed with CCs and Advisory Committee
	<ul style="list-style-type: none"> ✓ MCFD leader, Rhonda Shear, investigating statistic available for evaluation
	<ul style="list-style-type: none"> ✓ CCs’ Jan-Mar 2014 reports do not indicate delays
	<ul style="list-style-type: none"> ✓ CCs’ Jan-Mar 2014 reports indicate joint interviews have been occurring in some communities, thereby reducing #'s of interviews.
	<ul style="list-style-type: none"> ✓ CCs’ Jan-Mar 2014 reports indicate progress is being made towards creating of friendlier, safer interview spaces
3. To improve the skills of professionals who respond to child and youth victims	<ul style="list-style-type: none"> ✓ inventory of service providers skills and training in progress

Objectives	April 2014 Evaluation Progress
	✓ CCs' Jan-Mar 2014 reports show that service providers in every community have received StepWise training.
	<ul style="list-style-type: none"> ✓ on-line Collaboration Survey pilot tested and revised for first survey ✓ pre-survey date revised to April-May 2014
	✓ CCs' Jan-Mar 2014 reports indicate service providers are working across discipline
	✓ child/youth survey options to be discussed with CCs and Advisory Committee
4. To develop a sustainable structure for ongoing coordination and development.	<ul style="list-style-type: none"> ✓ on-line Collaboration Survey pilot tested and revised for first survey ✓ pre-survey date revised to April-May 2014
	✓ CCs' Jan-Mar 2014 reports for Boundary & Nelson indicate local committees are linking to existing committees
	✓ CCs' Jan-Mar 2014 reports show that all communities are meeting (see Reg. Coord. report)
	✓ CCs' Jan-Mar 2014 reports indicate that 142+ pieces of information have been shared
	<ul style="list-style-type: none"> ✓ on-line Collaboration Survey pilot tested and revised for first survey ✓ pre-survey date revised to April-May 2014
	✓ CCs' Jan-Mar 2014 reports include discussion on learnings (see Reg. Coord. report)

April 2014 Progress Towards Goals Report

The Community Coordinators report that they are making progress towards the achievement of our all our stated objectives. Planning has commenced and work has been started on all the objectives, with the development of the local child and youth coordination committees in each community nearing completion. In addition, StepWise has recently been provided to service providers across the region, and further training opportunities are anticipated.

objective	planning	started	completed
13. Development of local Child & Youth Coordination Committees	Boundary Nakusp	Castlegar Boundary	Trail Nelson
14. Identification of best practices, or potential responses to priority justice issues	Castlegar Boundary Nakusp Trail Nelson	Nelson	Nelson
15. Local (or regional) policies developed and agreed upon	Trail Nelson	Castlegar Nakusp Nelson	
16. Resource directory developed	Boundary Trail Nelson	Castlegar Nakusp Nelson	Nelson
17. A trusted individual provides advocacy & supports each child/youth/non-offending family member(s) to navigate through the system	Trail Nelson	Castlegar Nakusp Nelson	
18. Delays are reduced in the process for the child/youth	Trail Nelson	Nelson	
19. The number of interviews in which children and youth participate is reduced	Boundary Nakusp Trail Nelson	Boundary Nelson	
20. Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents	Boundary Nelson	Castlegar Boundary Nakusp Trail Nelson	
21. Professionals responsible for interviewing children and youth have the most current and relevant training	Boundary Nelson	Castlegar Boundary Nakusp Trail RCMP Nelson	Boundary Trail MCFD
22. People in each community working across disciplines to provide immediate and long-term support	Castlegar Boundary Nelson	Nakusp Trail Nelson	
23. Partners have developed new skills, shared new information, &/or changed awareness	Boundary Nelson	Castlegar Nakusp Trail Nelson	
24. Community and area has increased	Nakusp	Trail	

objective	planning	started	completed
capacity to respond to needs as identified in the project		Nelson	

Community Coordinators' Notes:

objective	notes
1. Development of local Child & Youth Coordination Committees	Castlegar: Sent e-mail to chair to get the next meeting date, which will be in May. Boundary: has met 3x, approx 10-12 participants Nelson: We have a youth inter-agency group in Nelson. The Community Coordinator attending 2 meetings between January and March.
2. Identification of best practices, or potential responses to priority justice issues	Nelson: Community Coordinator attended individual meetings with MCFD, RCMP, NPD & Crown leaders as well as individuals working within those organizations.
3. Local (or regional) policies developed and agreed upon	Castlegar: Working on getting Gail Edinger to come in June to do some community work, and to get goals, values, mission statements adopted for our community and to use in the resource directory. Nakusp: Most individuals and agencies expect to call RCMP or MCFD upon a disclosure Nelson: We have started and agreed on basics of local protocols. We hope to be able to meet to have them signed in the next month.
4. Resource directory developed	Castlegar: Looking at both regional responses and local community responses.
5. A trusted individual provides advocacy & supports each child/youth/non-offending family member(s) to navigate through the system	Castlegar: Using the VS program to provide information, support and accompaniment at this time. There have been 2 cases that VS has worked with youth that have reported sexual assault during this quarter. Nelson: SVS is being used more by Police and MCFD and we are being called in to support more quickly. Once protocols are formalized this will happen in all cases.
6. Delays are reduced in the process for the child/youth	Nakusp: No delays reported. Nelson: We have identified a gap in trauma debriefing and access to counselling for children and youth being slow at times. We are working to speed this up by identifying service providers.
7. The number of interviews in which children and youth participate is reduced	Nelson: This is already happening and we have had a couple of cases recently where the coordination was seamless. With formal protocols and info sharing this should be happening in all cases.
8. Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents	Castlegar: Interview equipment is being set up in child friendly room in MCFD office Boundary: Our community is already engaged in joint MCFD & RCMP interviews Trail: MCFD Family room Nelson: The MCFD office identified as being the most child-friendly and has been prioritized. RCMP is working to have a soft interview room available in Nelson.
9. Professionals responsible	Castlegar: StepWise training was done March 31 to April 2 for mostly MCFD

objective	notes
for interviewing children and youth have the most current and relevant training	Boundary: RCMP already trained and continue to train; MCFD just completed Nakusp: Katie Heine took the recent StepWise training in Castlegar Trail: StepWise Nelson: We have 1 RCMP officer trained (StepWise) and hope to have more soon. We can borrow RCMP members from other detachments or NPD members that have the training.
10. People in each community working across disciplines to provide immediate and long-term support	Castlegar: Introducing the project to community agencies and working on doing protocols with each agency Boundary: Some of this work is already being done by support people. Just starting to pull together the pieces on how it will look with new protocol Nakusp: Currently some connections, not formalized Nelson: Our community is committed to making coordination a priority. Our youth inter-agency group has about 20 members that regularly attend the meetings. MCFD, school and community organizations are making more referrals and collaborating with each other as well.
11. Partners have developed new skills, shared new information, &/or changed awareness	Castlegar: Presenting information on resources to community partners, and introducing the CRCYV project, starting to develop protocols. Boundary: Meeting planned for MCFD and RCMP to get together and go over the recent StepWise Training. Nakusp: StepWise Training Nelson: StepWise Training was well attended. Partners awareness and coordination have already improved.
12. Community and area has increased capacity to respond to needs as identified in the project	Nelson: We have purchased equipment, police and MCFD are doing joint interviews, service providers are identified

APPENDIX 9. SKY COORDINATED RESPONSE RECORD OF MEMBERS, MEETINGS, TRAININGS AND INFORMATION SHARING

SKY Coordinated Response project participation, meetings, training and information shared

Activities	Boundary	Nelson	Castlegar	Trail	Nakusp	Regional	TOTAL	Notes
SKY Members								
Number of active SKY members	5	11	10	5	10	12	53	e.g., attended most meetings, participated in protocol development, etc.
Total number of all service providers who participated in SKY	100	16	10	11	40	186	186	e.g., participated in some meetings, discussions, and/or training
SKY Meetings								
Local Coordination Meetings	12	9	5	11	4		41	
Regional Coordination meetings						19	19	includes 3 Regional Advisory Committee meetings and 16 SKY Coordinator meetings
Individual meetings about SKY	20	30	15	5	75	32	177	
SKY presentations made at other meetings	21	22	10	22	5	13	93	
Total number of meetings re: SKY	53	61	30	38	84	64	330	
SKY Training Events								
Stepwise Child Forensic Interviewing Training			19				19	one 3-day event

Activities	Boundary	Nelson	Castlegar	Trail	Nakusp	Regional	TOTAL	Notes
Strengthening Coordination Workshops	22			35	12		69	3 events
Sexual Assault Examiner Training		4		1	1		6	2 events
Child Forensic Medical Examiner Training		3		9			12	2 events
The Ground and the Horizon Workshop: The impact of trauma on children and youth (Monica Carpendale)	12	16			7		35	3 events
Trauma Debrief Training (Dr. Todd Kettner)	73		41		16		130	3 events
Total number of training participants							271	14 events

SKY Materials Distributed

SKY Pamphlets	30	20	100	22	100	90	362	
Child Abuse is Wrong	210	20	300	30	40		600	including 20 in French
SKY Vision, Goals, Strategies						182	186	

APPENDIX 10. DRAFT SKY COORDINATED RESPONSE LOGIC MODEL

Draft SKY Coordinated Response Logic Model. October 19, 2014. Prepared by Janice M. Murphy, PhD

Inputs	Activities		Outputs		Short Term Outcomes	Medium - Term Outcomes
Employing a regional coordinator and evaluator and enhancing existing victim advocacy positions in each of the five areas to support and coordinate these strategies, and measure the achievement of goals.	The sharing of information, advice and strategies between communities through a multi-disciplinary Regional Advisory Committee with representation from each of the five areas (Castlegar & District, Greater Trail, Nelson & Area, Grand Forks/Boundary, Nakusp & the Arrow/Slocan Lakes Area).	Interagency Information Sharing		Interagency Collaboration & Coordination	Working together as a region to share strategies, with specific community-based responses developed.	Informed, knowledgeable, committed professionals in each community working across disciplines to identify and minimize gaps and provide individualized support and investigation.
PB VS	Ongoing cross-training, relationship-building, collaboration and coordination among service providers who work with child and youth victims and their families.		The development of forensic interviewing teams (including police and MCFD, ideally of both genders) with up-to-date <i>StepWise</i> forensic interviewing training and skills, and clinical support		Minimizing the number of interviews in which children and youth need to retell the details of their experience.	A timely, culturally respectful and caring response that works to build trust to ensure a more positive experience of a sometimes lengthy process

Inputs	Activities	Outputs	Short Term Outcomes	Medium - Term Outcomes
CB VS	The development, distribution, and regular updating of a resource directory in each community of all the services who work with child and youth victims and their families	a resource directory for each community	Enhancing the quality of interviews, from both the perspective of the child/youth and their prosecutor, including: - Interviewers with up-to-date training in <i>StepWise</i> forensic interviewing techniques	Trust, respect, integrity, accountability, and open communication between members of the multi-disciplinary team.
MCFD	Local SKY coordination committees of informed, knowledgeable, committed professionals in each community working across disciplines to identify and minimize gaps and provide individualized support and investigation		Reduce the number of interviews where the victim needs to retell their experience.	Creating an appropriate balance between sharing information amongst team members and maintaining confidentiality.
RCMP	The development of formal protocols in each community clearly detailing the response when a child or youth victim (or someone on their behalf) comes forward about abuse/violence or neglect,	Formal protocols in each community clearly detailing the response when a child or youth victim (or someone on their behalf) comes forward about abuse/violence or neglect	Enhancing the quality of interviews, from both the perspective of the child/youth and their prosecutor, including: Interview the victim in a child- or youth-friendly space.	Community initiatives that address abuses of power and support healthy relationships and positive parenting.
Crown	Develop a multi-disciplinary team to provide support and		Create a good quality forensic interview.	Support the child or youth's choices wherever possible.

Inputs	Activities		Outputs		Short Term Outcomes	Medium - Term Outcomes
	<p>investigation for the child/youth, who will:</p> <ul style="list-style-type: none"> ☐ Meet on a regular basis to review the case. ☐ Find a balance between sharing information and maintaining confidentiality. 					
SD8	Engage Crown Counsel as early as possible in the process and inform them of the multi-disciplinary team supporting the victim.					Reduce delays in the child/youth receiving support.
Community Services	Community outreach and education for those who work with children and youth about appropriate steps to take when a child or youth is known or suspected to have experienced abuse, neglect or violence.		The enhancement of child- and youth-friendly interview and waiting spaces in various communities, and/or a mobile space or equipment that can travel to each community.			Involve victim services and community social services early in the process.
						Provide prompt and effective medical examination or health care response.
						Ensure the child or youth's culture is respected.

Inputs	Activities		Outputs		Short Term Outcomes	Medium - Term Outcomes
						<p>Have a consistent point of contact for the child/youth and their non-offending parent, who will keep them up-to-date on the process, provide referrals, help navigate the system, and coordinate services for them.</p>
				Long Term Outcomes		
				<ul style="list-style-type: none"> • Feel safe to come forward with their experiences. • Have an experience in our shared systems that minimizes further trauma by feeling believed, empowered, cared for, empathised with, connected, and that someone is available to support them. • Be supported along with their families² to be safe, empowered and nurtured throughout the process and their healing journey. • Receive a collaborative, coordinated, child/youth-centred response that results in hope and trust in people, as well as themselves. • Be informed and supported throughout the process of any criminal or legal involvement or proceedings. • Live in a region where there is an investment in the prevention of abuse, violence and neglect of children and youth and the creation of healthy families and relationships. • Effective management/treatment of the offender. • Supporting community activities that focus on prevention of abuse, violence and neglect through the promotion of respect, compassion and integrity. 		

APPENDIX 11. EVALUATION PLAN

Title: Evaluation of the West Kootenay Boundary Coordinated Response for Child & Youth Victims (CRCYV)

Background This third phase of the CRCYV project begins to put into action the CRCYV’s vision, goals and strategies.

Areas of concern/Project Requirements To evaluate the Coordinated Response for Child & Youth Victims (CRCYV) project’s successes and challenges with:

- ensuring that children and youth in the West Kootenay Boundary region who come forward about their experiences of abuse, violence or neglect receive the best possible response from the range of services they connect with; and
- coordinating and developing collaboration among the various agencies, which is key to creating the intended result.

Goal: Children and youth in the West Kootenay Boundary children who are victims of abuse, violence, or neglect will receive a comprehensive, effective, safe, supportive, and coordinated response to their situation.

The objectives and outcome indicators for this phase of the project include:

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
1. To improve and clarify the relevant service guidelines for the professionals involved.	a) Local and regional policies documented and agreed upon	Community Coordinators’ Progress Reports	Re. progress towards goals section of report: 2. Identification of best practices, or potential responses to priority justice issues; 3. Local (or regional) policies developed and agreed upon; 4. Resource directory developed	Community Coordinators	Reporting periods: 1. Jan-Mar 2014: due April 15, 2014; 2. Apr 2014–March 2015: due April 15, 2015; 3. April 2015–July 2015: due July 15, 2015
		Review of local and regional policies	Review shows that they are documented and agreed	Evaluator DoJ National CAC	July 2015

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
		developed	upon	survey	
	b) Professionals report clarity about relevant policies and procedures	Collaboration Survey	Factor 11: Development of clear roles and policy guidelines. (Q20,21)	Evaluator	Pre-survey - March 2014 Post-survey - June 2015
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 3. Local (or regional) policies developed and agreed upon	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
2. To make the response to victimized children and their non-offending family members more effective and supportive.	a) A trusted individual provides advocacy & support each child/youth and their non-offending family member(s) navigate through the system	Client Survey (children /youth and/or their non-offending family members) discussed (Apr 30/14) developing checklist that would accompany the community protocol that could be used to measure how the process went – e.g., were the various partners engaged as appropriate; what went well, what could be improved.		Project partner service providers (distribute to client near time of closing file)	ongoing all surveys turned in by July 2015
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 5. A trusted individual provides advocacy & supports each child/youth/non-offending	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
			family member(s) to navigate through the system		
	b) Law enforcement and criminal justice agencies provide an objective and effective investigation.	Discussed (Apr 30/14) that rate of charges/cases proceeding to prosecution would not be a good measure of “objective, effective investigation” – instead recommend adding a question that the service provider (e.g., RCMP officer, MCFD, VS worker) would answer about how effective the process was from their point of view – perhaps a scale rating with room for comment on why or why not the process worked.	Have the number of cases proceeding to prosecution increased (since period XX)? - eg having a sheet that's related to the protocols that gets attached to each file that's part of the coordinated response, tracking numbers, and some outcomes, including how the service providers involved think it went and any improvements they would make next time	Crown Counsel (? TBD)	April 2014 July 2015
		Client Survey (children/youth and/or their non-offending family members)	TBD	Project partner service providers (distribute to client near time of closing file)	ongoing all surveys turned in by July 2015
	c) Delays are reduced in all parts of the process for the	MCFD statistics	Record of number of interviews per child declined from baseline to	MCFD	April 2014 July 2015

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
	child/youth.		project end.		
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 6. Delays are reduced in the process for the child/youth	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
	d) The number of interviews in which children and youth participate is reduced.	MCFD statistics		MCFD	April 2014 July 2015
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 7. The number of interviews in which children and youth participate is reduced	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
	e) Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents.	Community Coordinators' Progress Reports (Survey of local committee members?)	Re. progress towards goals section of report: 8. Safe and friendly spaces are created in locations close to victimized children and easily accessible by relevant professional respondents	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
3. To improve the skills of professionals who respond to child and youth victims	a) Professionals responsible for interviewing children and youth have the most current and relevant training	inventory of training	Comparison of baseline inventory with summative inventory shows that professionals responsible for interviewing children and youth have current and relevant training	Community Coordinators	April 2014 July 2015
		Record of joint training events and participation records	Name of training Description of training Date and time Name/title/organization of	<ul style="list-style-type: none"> • Community Coordinators • Regional Coordinator 	July 2015

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
			participants	<ul style="list-style-type: none"> DoJ national CAC survey 	
		Community Coordinator's Progress Reports	What other type of training would professionals like/need?	<ul style="list-style-type: none"> Community Coordinators Regional Coordinator DoJ national CAC survey 	
	b) People in each community working across disciplines to provide immediate and long-term support and investigation are informed, knowledgeable, and committed.	Collaboration survey	Factor 5: Appropriate cross section of members (Q9,10); Factor 8: Members share a stake in both process and outcome. (Q13,14,15); Factor 9: Multiple layers of participation. (Q16,17); Factor 17: Shared vision (Q34,35)	Evaluator	Pre-survey - March 2014 Post-survey - June 2015
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 10. People in each community working across disciplines to provide immediate and long-term support	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
		Client Survey (children/youth and/or their non-offending family members)	Draft Questions: What did you like best? What would you improve? Was the outcome of the investigation explained to you in a clear and understandable way?	Project partner service providers (distribute to client near time of closing file)	ongoing all surveys turned in by July 2015
4. To develop a sustainable	a) Model implemented is experienced by	Collaboration survey	Factor 16: Concrete, attainable goals and	Evaluator	Pre-survey - March 2014 Post-survey - June 2015

Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
structure for ongoing coordination and development.	service professionals as improving and supporting their current service rather than as an add-on		objectives. (Q31,32,33); Factor 17: Shared vision. (Q34,35); Factor 18: Unique purpose. (Q36,37); Subscale: Services to Children (Q41,42,43)		
		Community Coordinators' Progress Reports	Re. progress towards goals section of report: 11. Partners have developed new skills, shared new information, &/or changed awareness	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
		collaboration/committee links	report on links made between local C&Y Coordination committees to existing interagency committees	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
	b) Reaching target population	CYC committees meet in each area	Number of meetings Number of participants Rate of participants Cross-sectoral representation	Community Coordinators	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
		Information sharing	Record of numbers and types of materials distributed	Community Coordinators Regional Coordinator	Reporting periods: 1. Jan-Mar 2014 2. Apr 2014–March 2015 3. April 2015–July 2015
	c) Needed resources are available	Collaboration survey	Factor 19: Sufficient funds, staff, materials & time (Q38,39); Factor 20: Skilled leadership (Q40);	Evaluator	Pre-survey - March 2014 Post-survey - June 2015
	d) Model is seen by relevant funders as a	Community Coordinators' Progress	Re. Lessons Learned section of report:	Community Coordinators	Reporting periods: 1. Jan-Mar 2014


Objectives	Outcome Indicators	Measurement Tool(s)	Measurement Questions	Who is Measuring	Timeline
	“good return” for a modest investment	Reports	1. Overall, what is working well? 2. What isn’t working so well? 3. What, if anything, would you change?		2. Apr 2014–March 2015 3. April 2015–July 2015
		Community Coordinators’ Progress Reports (Re. Partner’s contribution section of report)	Cost-benefit analysis of project outcomes and in-kind time, resources compared to investment (\$350,000 over 2 yrs)	Evaluator	July 2015

Other data will be collected, pending availability, to evaluate program utilization, such as Ministry of Justice statistics:

- Caseload, # new clients resulting from family violence
- Client information: gender, age, incident type (sexual assault/abuse youth/ child)
- Referrals

APPENDIX 12. CLIENT SURVEYS

In consultation with the Regional Coordinator, a number of child surveys were reviewed, including three survey tools (youth, parent, and advocate versions) produced by the Toronto based Boost Child & Youth Advocacy Centre (CYAC) and two published by the Canadian Department of Justice (*CAC Satisfaction Survey for Caregivers and Children Aged 5 to 11*; and the *Satisfaction Survey for Youth Aged 12+*). The members of the Collaborative did not have the capacity to start administering a regional client survey during this phase of the project, but this idea will be explored in the future.



West Kootenay Boundary CRCYV Collaboration Project

MCFD West Kootenay Boundary Incidents
June 2012 to December 2013

Prepared by
Janice M. Murphy, PhD



Kootenay Boundary Incidents: June 2012 to December 2013

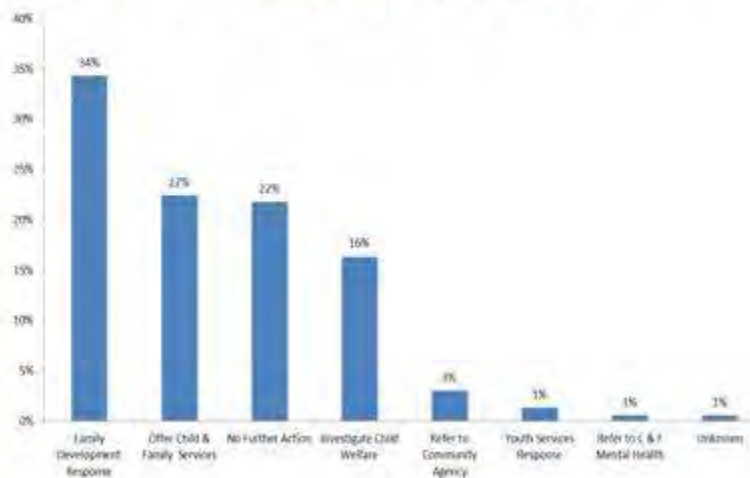
MCFD offices and communities included in the
analysis

- AGZ – Trail
 - AGW – Castlegar
 - AGX – Grand Forks
 - AGU – Nelson
 - AGY – Nakusp
-
- Time frame of analysis –The analysis includes incidents between June 2012 and December 2013.

Number of closed incidents per month by office, June 2012 to December 2013

Date	AGU	AGZ	AGW	AGX	AGY	Total
	NELSON	TRAIL	CASTLEGAR	GRAND FORKS	NAKUSP	
Jun-12	0	11	13	1	0	25
Jul-12	0	11	11	0	4	26
Aug-12	14	14	8	0	10	46
Sep-12	10	9	11	4	5	39
Oct-12	2	19	7	3	2	33
Nov-12	0	17	5	13	3	38
Dec-12	4	5	16	48	3	73
Jan-13	3	30	5	27	3	68
Feb-13	11	16	7	2	3	39
Mar-13	8	12	6	4	6	36
Apr-13	7	19	6	2	5	39
May-13	9	8	24	15	4	60
Jun-13	0	6	10	7	0	23
Jul-13	4	20	16	11	4	55
Aug-13	7	16	7	0	4	34
Sep-13	3	14	11	0	0	28
Oct-13	4	20	8	13	4	49
Nov-13	4	14	12	1	0	31
Dec-13	7	5	7	10	2	31
Total	97	266	190	158	62	773

Types of response to closed incidents (n= 773, June 2012 to Dec. 2013)



Closed Incidents (n= 773)

Of the 773 incidents closed between June 2012 and December 2013 in the Kootenay Boundary LSA, there were:

- 177 incidents with a *Physical harm or likelihood by parent concern*
- 46 incidents with a *Parent not protecting from abuse concern*
- 25 incidents with a *Sexual abuse/exploitation or likelihood by parent concern*
- 409 incidents with a concern *other* than the three mentioned above
- 269 incidents with *no concern* recorded in ICM

Notes:

1. *Other concerns include Emotional harm by parent, Neglect by parent with physical harm or likelihood, Child abandoned/inadequate provisions, Child absent from home and in danger, Deprived of necessary health care, Parents unable/unwilling to care for child Parent refusal to treatment of condition
2. One incident may have more than one concern indicated

Protection result by action taken on closed incidents with *physical harm concerns or likelihood by parent* (n=177, June 2012 to Dec. 2013)

- Responses to incidents with *physical harm* concerns:
 - Family Development Responses (FDRs) = 58% (n=102/177)
 - Investigations of Child Welfare = 22% (n=39/177)
 - Other Responses = 21% (n=36/177): offering child & family services, no further action, & youth services response
- Of the FDRs and Investigations (n=141), 20% (28) resulted in a child being in need of protection (see table below):

Response to physical harm incidents	Child Needs			Total
	Protection Service	Safety Concerns Addressed	Safety Concerns Not Indicated	
Family Development Response	11	43	48	102
Investigate Child Welfare	17	16	6	39
Total	28	59	54	141
Percent of Total	20%	42%	38%	100%

Police involvement in *Physical harm or likelihood by parent incidents* (n=177, June 2012 to Dec. 2013)

- Approximately 48% of incidents with a *Physical harm or likelihood by parent incidents* concern involved police.

Office	Number of Closed Incidents	Number with Police Involvement	Percentage of Incidents with police Involvement
AGU - NELSON	25	12	48%
AGZ - TRAIL	70	36	51%
AGW - CASTLEGAR	45	25	56%
AGX - GRAND FORKS	25	5	20%
AGY - NAKUSP	11	7	64%
Kooenay Boundary ISA	177	85	48%

- Police involvement was defined as the presence of a police investigation, a police file number, or a police force on the incident or the police were identified as the reporting source of the incident.

Protection result by action taken on closed incidents with *Parent not protecting from abuse* (n=46, June 2012 to Dec. 2013)

- The majority of closed incidents with *Parent not protecting from abuse* concerns resulted in Investigations of Child Welfare (50%, n=23/46), followed by Family Development Responses (FDRs) (39%, n=18/46). The remaining actions taken on closed incidents (11%, n=5/46) included offering child & family services and no further action.
- 17 of the FDRs and Investigations for these incidents resulted in a child being in need of protection (see table below).

Response to parent not protecting incidents	Child Needs			Total
	Protection Service	Safety Concerns Addressed	Safety Concerns Not Indicated	
Family Development Response	3	8	7	18
Investigate Child Welfare	14	7	2	23
Total	17	15	9	41
Percent of Total	41%	37%	22%	100%

Police involvement in *Parent not protecting from abuse* (n=46, June 2012 to Dec. 2013)

- Approximately 41% of incidents with a *Parent not protecting from abuse* concern involved police.

Office	Number of Closed Incidents	Number with Police Involvement	Percentage of Incidents with police involvement
AGW - CASTLEGAR	12	2	17%
AGX - GRAND FORKS	8	2	25%
AGZ - TRAIL	26	15	58%
Grand Total	46	19	41%

Protection result by action taken on closed incidents with *Sexual Abuse/Exploitation or likelihood by parent* (n=25, June 2012 to Dec. 2013)

- The majority of closed incidents with *Sexual Abuse/Exploitation or likelihood by parent* concerns resulted in Family Development Responses (FDRs) (40%, n=10/25), followed by Investigations of Child Welfare (24%, n=6/25). The actions taken on the remaining 9 (36%) closed incidents included: offering child & family services (n=2), no further action (n=5), referral to community agency (n=1), and youth services response (n=1).
- 4 of the FDRs and Investigations for these incidents resulted in a child being in need of protection (see table below).

Response to physical harm incidents	Child Needs			Total
	Protection Service	Safety Concerns Addressed	Safety Concerns Not Indicated	
Family Development Response	1	4	5	10
Investigate Child Welfare	3	0	3	6
Total	4	4	8	16
Percent of Total	25%	25%	50%	100%

Police involvement in *Sexual Abuse/Exploitation or likelihood by parent* (n=25, June 2012 to Dec. 2013)

- Approximately 52% of incidents with a *Sexual Abuse/Exploitation or likelihood by parent* concern involved police.

Office	Number of Closed Incidents	Number with Police Involvement	Percentage of Incidents with police involvement
AGU - NELSON	4	1	25%
AGZ - TRAIL	9	4	44%
AGW - CASTLEGAR	7	4	57%
AGX - GRAND FORKS	4	3	75%
AGY - NAKUSP	1	1	100%
Grand Total	25	13	52%

APPENDIX 14. SKY COORDINATED RESPONSE PAMPHLET

Working Together

A unique model for a unique region

The Safe Kids & Youth (SKY) Coordinated Response aims to ensure that children and youth in the West Kootenay Boundary region who come forward with experiences of abuse, violence or neglect receive the best possible response from the range of services they connect with. SKY strives to achieve the same benefits as Child & Youth Advocacy Centres (CYACs), which have evolved in larger urban centres across Canada.

Through developing a unique model that works in our region, SKY's goals include:

- a multi-disciplinary coordinated response for each child and youth
- high quality, collaborative interviews by police and child protection, conducted in child-friendly environments
- prompt support for trauma symptoms
- consistent advocacy and support to families throughout the entire process
- specialized training to increase capacity of local service providers
- prevention of any further traumatization

Our detailed Vision, Goals and Strategies statements can be found at:
<http://thekoop.ca/wp-content/uploads/2014/01/SKY-Vision-Statements.pdf>

"Coordination and collaboration among the various agencies involved are key to creating the intended result."

For more information or to get involved contact:

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thekoop.ca/about/projects/sky-coord-response/

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Managed by the Kootenay Boundary Community Services Cooperative

Funded by the Department of Justice Canada



Safe Kids & Youth (SKY) Coordinated Response

West Kootenay Boundary Region

Information for Service Providers

Updated January 2015

A Regional Project With Unique Local Responses

For over two years, more than 100 stakeholders from across the region have engaged in developing and implementing our unique rural model. It includes a multi-disciplinary Regional Advisory Committee, and local child and youth coordination committees in each of the five areas of the region. A Regional SKY Coordinator works closely with local SKY Coordinators from each area. Participants in the project include representatives from police (municipal and regional), child protection, crown counsel, specialized and police-based victim services, education, health and many community agencies that provide support and advocacy for children, youth and families.

Through regular meetings of the regional and local committees, and of all the SKY Coordinators, information and strategies are shared between the local and regional levels. Together as a region we have come to agreement on our Vision, Goals and Strategies and now each area is working to develop their own cooperation agreements. Thus, the project is regional in scope, with community-specific coordination strategies.

The 5 Areas of the Region

- Castlegar & District, including Areas I and J.
- Boundary Area, including Christina Lake, Grand Forks, Greenwood, Midway, and Areas C, D and E.
- Greater Trail, including Rossland, Warfield and Fruitvale.
- Nakusp & Area, including New Denver and other communities along Arrow and Slooan Lakes.
- Nelson & Area, including Salmo, South Slooan, Kaslo and other communities along west and north Kootenay Lake.



Building Our Capacity

Our focus over the past year has been on building our capacity to respond together in the best possible way to children and youth who disclose abuse or violence. This has included:

- In-depth *StepWise* child forensic interviewing training for local police and child protection
- *Strengthening Coordination* events across the region to bring stakeholders together to build relationships, determine how best to work together, and begin to identify gaps and areas for improvement in the current response.
- *Sexual Assault Examiner* training for health-care providers in the region
- Identifying and equipping appropriate child-friendly interview spaces across the region, and creating mobile interviewing units.

Next Steps

We are currently working towards cooperation agreements between all of the relevant agencies in each of the five areas, more training on pediatric violence/abuse for health-care providers, and outreach and education about the SKY Coordinated Response for everyone who works with children and youth.

“90% of participants think this project will improve the response for child and youth victims across the region.”

Why is this important?

For children and youth

In an evaluation of this project:

- 84% of service providers involved thought the response to child and youth victims in the region could be improved (56% thought substantially)
- 90% of participants think the project will improve the response for child and youth victims across the region
- 84% expressed being committed to making the changes and doing the work necessary to improve coordination and implement the project's vision, goals, and strategies.

For service providers

Those working with children and youth want them to have the best possible experience. Working more closely together can also improve the experience of service providers themselves. No one agency can respond to child abuse or youth exploitation and violence on its own. With a formal coordinated response in place, everyone's job can hopefully get a little easier and a lot more rewarding.

APPENDIX 15. DRAFT QUESTIONS FOR MEASUREMENT OF INVESTIGATION EFFECTIVENESS

At the spring 2014 Regional Advisory Committee meeting, the group discussed developing an “interagency check sheet” somewhat similar to a file review form, that could be used to measure the effectiveness of investigations (re objective 2. *To make the response to victimized children and their non-offending family members more effective and supportive*). The group discussed that this form could be attached to the MCFD and RCMP files and a copy could be shared with the CRCYV local coordinator.

Some of the questions we discussed including on this check sheet were:

- “which agencies/partners were contacted?”; and if none were contacted, why?

and, asking overall questions such as:

- “what shows we did a good job?”, or “what went well?”,
- “what didn’t go as well?”, or “what could have we have done better?”, or “what was missed?”,
- “what were the barriers (internal/external) to a more successful outcome?”

As reference, we reviewed and discussed the *Case Activity Sheet (2013/10)*© evaluation tool developed and used by the Ontario-based *Boost Child & Youth Advocacy Centre*¹⁹. This tool poses some of questions we may want to consider (pending permission from *Boost Child & Youth Advocacy Centre*), such as questions #18, #20, #23, #24, #24a, and #26 copied below:

Questions of interest from the *Boost Child & Youth Advocacy Centre Case Activity Sheet*©:

18. **How effective was the partners' communication with each other on this case during the DEBRIEF segment of the investigation?*

Scale: Very Effective, Effective, Not very effective, Not at all effective, NOT APPLICABLE

20. **Overall, how would you rate your WORKING RELATIONSHIP with each of the partners on this case?*

Scale: Very Effective, Effective, Not very effective, Not at all effective, NOT APPLICABLE

23. *If the Advocate was not involved in the case, did TPS make referrals to:*

(Check all that apply.)

Medical Services

Crisis Intervention

Individual Counselling

Family Counselling

¹⁹ *Boost Child & Youth Advocacy Centre*, website: <https://boostforkids.org/programs/cyac/>

Group Counselling
Housing Assistance
Public Assistance (e.g. subsidy, food banks, Ontario Works)
Child Victim Witness Support Program
Victim Witness Assistance Program
Other

24. *How many interviews were held?*

- *VICTIM: Total # of Interviews*
- *NON-OFFENDING CAREGIVER(S) Total # Interviewed*
- *OTHER WITNESS(ES) - Total # Interviewed (e.g.Siblings)*
- *In how many of these interviews was CAS present?*

24a. *OTHER INTERVIEW INFORMATION:*

- *Interview Led by:*
- *Length of interview*
- *Where was the interview?*
- *Was the Interview Recorded?*
- *# of Designated Child Abuse Officers involved in the interview*

26. **Were charges laid?*

Yes No

Following the Regional Meeting, the questions and form were shared with law enforcement. Further consultation and development are required.