



Willow Place

Partnership Evaluation

Final Report (September 2020)

**HEALTH
in COMMON**

HeALTH
in COMMON

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Table of Contents

Executive Summary.....	4
Highlights.....	4
Recommendations.....	6
Introduction.....	8
Scope and Purpose.....	8
Methodology.....	8
Limitations.....	8
Findings.....	9
Implementation.....	9
Description of Partnerships.....	9
Engagement and Drivers.....	11
Satisfaction.....	12
Service Access and Quality.....	13
Access.....	13
Service.....	14
Success Factors.....	17
Opportunities.....	19
Conclusions.....	21
Recommendations.....	22
Appendix A – Program Evaluation Framework.....	24
Appendix B – Partnership Initiatives.....	25

Executive Summary

Willow Place offers shelter, crisis support and counselling for women and families experiencing family violence. In response to the release of [Shelter Shift 2.0: A Discussion Paper](#) (August 2018), Willow Place launched new partnership initiatives to enhance the quality of and access to client services.

An evaluation assessing short and medium term outcomes of these initiatives incorporated feedback from Willow Place organizational partners (Partners, n=8) and Willow Place leadership and staff (staff, n=9). Report findings are organized in the areas of: Implementation; Service Access and Quality; and Success Factors.

Highlights

Since 2017, Willow Place has developed partnerships across services and sectors, enhancing the range and diversity of services for potential and current clients.

Implementation

- Eight initiatives have been launched since April 2016, and all are ongoing. Two additional initiatives are in development.¹
- Over 1,100 Clients have been served through partnership initiatives.
- Drivers for partnership engagement include the alignment of personal and organization approach and values (e.g., holistic perspectives, and trauma-informed, harm-reduction approaches).
- Willow Place staff and Partners recognize the strengths of each other's expertise, and the gaps in their own skills and knowledge.
- An identified leader in the province, Partners describe Willow Place as "approachable" and "supportive," having "open communication" that helps information sharing and creative solutions.

Service Access and Quality

- All respondents agree clients and families are better served through a holistic, trauma-informed approach that relies on Partners and Willow Place working together in a collaborative, strength-based manner.
- Enhanced inter-agency communication, strengthened relationships, and point-in-time service delivery improves clients' access to urgent, needed services.

¹ The *Shelter as Innovation Lab* partnership precedes Willow Place's formal launch of partnership initiatives. As the *Lab* is ongoing, it is included in the scope of this review.

- Community and in-shelter programs and services reduce clients' mobility, cost and fear barriers. Existing client-partner relationships can help cultivate trust with Willow Place staff.
- Partnerships facilitate the right service provision at the right time, be it in community, in shelter or by phone.
- Partnerships extend the reach and duration of client supports. Willow Place clients can continue to access supports for longer, if needed – crucial as women and families remove themselves from a cycle of violence to heal, and access services needed at different points on that journey.
- Holistic programming contributes to client wellbeing, facilitating a process of self-growth, self-advocacy and healing.
- Addressing client needs holistically demands that agencies work together. Partnership and pursuing shared goals helps to “streamline complex systems.”

Success Factors

- Staff and partners are knowledgeable and committed to trauma-informed care. This underpins the current partnerships and coordinated delivery of service.
- Buy-in of Willow Place leadership to work in partnership is critical; this is currently evident in resourcing staff positions to work in the community, intentional professional development that expands staff competencies, resourcing a broad range of programming, a work culture that encourages looking outward to strengthen services, and internal processes that support working with partners.
- Resources and capacity – including attention to fund development and skilled, trained staff passionate and comfortable working with complex cases – have been essential to engaging partners and serving clients with diverse needs.
- Ongoing internal and external communication supports information exchange and learning, and supports ongoing collaboration with partners and Willow Place staff.

Recommendations

Continue to meet client need through partnerships

Continuing current and exploring new partnerships is integral to delivering a holistic model of support, ensuring clients are connected to services, systems are better integrated and barriers are reduced so clients receive support where and when they need.

- Maintain partnerships that meet client need and continue connecting clients to resources with minimal or no barriers.
- Explore partnerships to address unmet needs, further broadening the circle of providers serving clients (e.g., job training partners).
- Continue to deliver services across a range of modalities and promote a holistic healing approach.
- Connect clients with partners that have lived experience.
- Find ways to further remove barriers to program participation and streamline access to resources (e.g., connecting clients to counselling without appointments).
- Identify and develop sustainable funding for partnership programs.

Strengthen provider capacity to serve clients in partnership

Delivering a trauma-informed and harm reduction approach relies on collaborative partnerships, skilled Willow Place staff and partners who are passionate to work with diverse populations, and timely information sharing.

- Ensure adequate Willow Place resources (financial, human, capital) to continue to work in partnership and serve diverse populations.
- Maintain current promotion of a culture of partnership within Willow Place through organizational policies and practices (e.g., equip staff with relevant education and training).
- Promote standard trauma-informed training as a baseline competency for all who work with women and families experiencing violence.
- Identify and promote opportunities for training (formal and informal) for Willow Place and partners.
- Maintain and promote communication among partners, encouraging opportunities for knowledge sharing as well as transparent, collaborative use of information.

Diversify voices to strengthen client service

To further strengthen client service, incorporate diverse voices in partnership program development and implementation, and find ways for Willow Place staff and leadership to promote inclusion and decolonization when working internally and with partners.

- Establish Lived Expertise Advisory Committee; incorporate clients' experiences to inform operational decisions of programs and services.
- Build Willow Place capacity to promote inclusion and decolonization of services (e.g., recruit for board and staff diversity to reflect populations served)
- Continuously identify and work to change systemic barriers (e.g., poverty, race) for Willow Place clients, staff and partners.

Evaluate and share learnings of innovative partnership model

Recognized as a leader and innovator serving women and families facing violence, and committed to evaluation and continuous learning, Willow Place can promote a partnership approach that helps to transform the system serving those in need.

- Continue to monitor and evaluate partnership programs, actively incorporating voices of Willow Place clients, staff and partners.
- Explore academic partnerships to examine Willow Place as a case study (past work and ongoing).
- Adapt evaluation and monitoring findings to share the history, development and business case of the partnership model.
- Explore participation in national community of practice in homeless and domestic violence sectors.
- Identify mechanisms to influence provincial policy regarding system transformation.

Introduction

Willow Place offers shelter, crisis support and counselling for women and families experiencing family violence. In response to the release of [Shelter Shift 2.0: A Discussion Paper](#) (August 2018), Willow Place launched new initiatives to enhance the quality of and access to services.

These pilot initiatives, in varying stages of development, are intended to align services toward comprehensive and inclusive practices; a 'shelters without walls' approach – the right service at the right time; a systems care approach; and, investment in a prevention continuum.

Scope and Purpose

Focused on initiatives implemented since August 2018, short and intermediate outcomes were evaluated to assess the extent to which partnerships have contributed to improved quality and access to services for clients, staff and partners.

Methodology

Phone interviews with the Executive Director and organizational partners (n=8), and two focus groups with Willow Place staff (staff, n=4; leadership, n=4) gathered feedback on the experiences of clients and families, staff and partners.

Interview and focus group questions prompted respondents to reflect on the impact of partnerships on client services, observed client outcomes, and organizations' program delivery. The strength of a partnership model for the domestic violence sector was also explored.

Phone interviews and focus group discussions were captured through detailed notes and a content analysis of qualitative data was conducted and themed. Where possible, input is attributed to respondent group (staff or partners).

Limitations

Subjectivity of evaluator is implicit in the qualitative theming of findings.

Client feedback was not included in evaluation scope.

Findings

Implementation

Key findings:

- Eight initiatives have been launched since April 2016. Two additional initiatives are in development.
- Over 1,100 clients have been served through partnership initiatives.
- Drivers for partnership engagement include the alignment of personal and organizational approaches and values (e.g., holistic perspectives, and trauma-informed, harm-reduction approaches).
- Willow Place staff and partners recognize the strengths of each other's expertise, and the gaps in their own skills and knowledge.
- An identified leader in the province, partners describe Willow Place as "approachable" and "supportive," having "open communication" that supports information sharing and creative solutions.

Description of Partnerships

Partners include family violence shelters, health and housing organizations (including Indigenous focused providers), individuals providing cultural knowledge and training, and businesses focused on well-being and healing. Eight initiatives have been launched since April 2016 – with two additional partnership initiatives in development (Appendix B).² Over 1,100 clients have been served through partnership since April 2016 (Fig. 1, Page 10).

² Partnerships in development include: Centralized Services for Adults (Disability Services) – developing a coordinated case planning and support model for women with disabilities who are not safe in their current living situation; and a Risk Assessment Sexual Assault Nurse Examiner Program (Partner: Health Sciences Centre) – adopting a common risk assessment tool

Figure 1 - Eight initiatives have been launched since April 2016 – with two additional partnership initiatives in development.



Engagement and Drivers

Partners engage with Willow Place for a range of reasons, including lived experience with personal violence and a “connection to the work” of addressing family-based violence; and, prior advocacy work with Willow Place on gender-based violence. Partners are motivated to reduce the barriers women and families face when accessing supports, recognize the need to better understand the services available for women experiencing violence, and identify gaps in current organizational knowledge or skills.

“I saw that we needed trained staff to engage with them. My position is limited in terms of getting information from them – I’m not trained in this... I think they are just trained, qualified for that, properly.” *Partner*

“We also saw an opportunity for our staff to learn more about supporting families affected by family violence, and for us both to learn about how health and social services systems can make access to supports better.” *Partner*

Additional engagement drivers include holistic, trauma-informed or harm reduction ways of working that “line up” with partners’ organizational values and approach. Partners and staff describe a holistic approach to health and wellbeing, and embrace strength-based, client-led care that rejects the notion that survivors are “poor women who need our help.” As partners and staff describe, Willow Place clients are assessed case-by-case, and an individual’s context and situation is considered – “a huge step” not taken by all in the sector. In addition to meeting clients where they are, services provided outside of shelter facilitate earlier interventions – before clients enter shelters having exhausted all the means of support.

“Wanted to do more from a holistic perspective.” *Partner*

“Eliminate barriers as much as we can...holistic and inclusive way...” *Staff*

Satisfaction

Willow Place is an identified leader in the province. As the largest shelter in Manitoba, partners recognize that Willow Place is a voice that positions the issue of family-based violence. Partners describe Willow Place as “approachable” and “supportive,” having “open communication” that supports information sharing and creative solutions.

“In my experience, they have been the most accessible...
More willing to pick up the phone.” *Partner*

“I find working with [Willow Place] very easy...proven to be open to creative solutions and
wanting to see the shelter system in a different world.” *Partner*

[Willow Place] “offer[s] the most holistic programming...this has a lot to do with their site and
they space they have...school on site...” *Partner*

Staff mirrored partners' responses, identifying Willow Place as approachable, innovative, welcoming and leaders in the sector who work often to share knowledge with others within the shelter and broader service system.

Service Access and Quality

Key findings:

- All respondents agree clients and families are better served through a holistic, trauma-informed approach that relies on partners and Willow Place working together in a collaborative, strength-based manner.
- Enhanced inter-agency communication, strengthened relationships, and point-in-time service delivery improves clients' access to urgent, needed services.
- Community and in-shelter programs and services reduce mobility, cost and fear barriers. Existing client-partner relationships can help cultivate trust with Willow Place staff.
- Partnerships facilitate the provision of right service at the right time, be it in community, in shelter or on the phone.
- Partnerships extend the reach and duration of client support. Willow Place clients can continue to access supports for longer, if needed.
- Holistic programming contributes to client wellbeing, facilitating a process of self-growth, self-advocacy and healing.
- Addressing client needs holistically requires that agencies work together. Partnership and pursuing shared goals can “streamline complex systems.”

Access

Communication

Information sharing between partners and Willow Place enhances client access to services, and ensures prospective clients know more about Willow Place before entering the shelter. In addition to being better informed about family violence and the shelter system in general, partners have increased knowledge of Willow Place services, including counseling and phone supports and a harm reduction environment that welcomes clients who are using substances. Staff similarly report being more informed about work in the community, and the importance and value of keeping “in touch with what’s really happening.”

“We’re learning what we know, what we *think* we know, and what we don’t. We feel that this has been the start of having our health and social service providers learn more about supporting families experiencing family violence.” *Partner*

“Before we got more involved and getting informed, knew of shelter beds but not other resources (counseling, phone line, support over the phone).” *Partner*

“[Willow Place Staff] know so many...resources available...anger management, training that helps [Clients] tremendously [which] can help them reconnect with their children” *Partner*

Relationships

Formal partnerships have strengthened relationships between partners and Willow Place. Enhanced information sharing and ongoing dialogue makes it easier to reach out across agencies. Partners and staff describe an enhanced sense of familiarity with each other and available services; shared values; and the merit of building on the strengths of respective organizations. Staff report being more likely to pick up the phone and refer clients, and describe partners doing the same. Partners note that stronger relationships with Willow Place builds trust with clients and improves service.

“...it has given the team a better understanding of what happens in shelter system and has created a strong relationship.” *Partner*

“Having strong relationships and connections with each other and with our patients makes our service better. Our partnership with Willow Place means the staff and clients have an opportunity to get to know and build trust with the counselor.” *Partner*

Barriers

Connecting with clients at partners' sites (in community), or offering services at Willow Place expands the range of available services while reducing client barriers. For example, Willow Place counselling provided at community sites or medical care directly at Willow Place mitigates cost and mobility barriers. Point-in-time service delivery (e.g., a connection to counselling supports without the need for an appointment) recognizes the need for “comfortable” environments that support access to service.

“Yoga is a very expensive endeavor. Bringing it to the women with shelter connects them to a healing modality they would never be able to afford or prioritize.” *Partner*

“Having a counselor available on site has helped several clients connect with support. What we have found is that calling for service can be a barrier for clients. More trust is built when the Client can meet the outreach counselor in person with the person who has referred.” *Partner*

Service

Extension of support

All respondents agree clients and families are better served through a holistic, trauma-informed approach that relies on partners and Willow Place working together in a collaborative, strength-based manner. By serving women through partnerships, there is an extension of service, support and more holistic care.

“110% believe clients and families are better served.” *Partner*

Partnerships extend support to clients in the broader community, as well as those in or exiting shelter. Staff and partners collaborate with “different knowledge bases,” building on each other’s strengths to deescalate situations and find resources that can address client need.

Through partnership, clients connect more easily to services. Staff note that Willow Place has “increased [it’s] outside resources,” and engaged with clients and community organizations “on a different level” to provide “more complete [client] care.” The duration of support is extended, so clients can navigate healing with more supports over time – which can contribute to success. By broadening external supports it’s “common sense” that those who experience violence are more likely to “turn the corner and break that cycle.”

“Provide more resources and services.” *Partner*

“No longer working in a silo.” *Staff*

Wellbeing

For partners and staff, the introduction of services in shelter enhances clients’ health and wellbeing. Various modalities (e.g., cultural teaching, yoga, healthy movement with youth, counselling) provide opportunities for clients to gain a sense of self, express themselves and feel “seen” – all which contribute to self-growth, more confidence to self-advocate and a self-efficacy to make life changes. As partners describe, this range of holistic programming builds a foundation for healing.

For example, practicing side-by-side in a yoga class creates opportunities to shift the client/staff dynamic and introduce new interactions between the groups. Indigenous teachings promote “connection” to culture, spirituality and others – generating a sense of belonging that encourages clients to express their needs and speak their mind. Partners describe clients’ feeling more safe and forging social connections with others. Overall, the wellbeing nurtured builds a foundation for healing, contributing to an overall strengthened quality of care.

“Our teams have a holistic view of health and wellbeing, and address the social determinants of health with their clients. Having supports like the Willow Place counsellor onsite to support the emotional, mental and spiritual wellbeing of clients is really important to us and our clients.”

Partner

“they [residents] really need those supports...They want that connection with Indigenous knowledge – they want some reassurance that things will be ok...that what they are going thru is temporary...and that they know how to make changes and that they have the power to do [so]...” *Partner*

Strengthened inter-agency relationships forged through various program interventions play a “huge role” in supporting clients; for many, the process of cultivating trust between client and service provider is critical to clients feeling safe so they can more fully engage in program interventions. For example, clients working with Willow Place counsellors in community are reported to engage more with partners’ supports, and have a sense they are “worthy and valued,” and that someone “has their back.” Clients connected to one partner agency reportedly describe feeling “a part of the programming and services,” “part of the family,” and supported in recovery. An improved understanding of Willow Place among the local district police – as well as police-related victim services being delivered at Willow Place – has decreased fear to engage with the police system among clients.

Systems

The holistic approach embraced by Willow Place and partners is mirrored at a systems level; addressing the needs of the whole client demands that agencies work together – a “whole team” approach. Partnership and pursuing shared goals help to “streamline complex systems.” In addition to stronger inter-agency relationships, working together produces process adaptations and efficiencies. Working at a “higher level” with partners triggers system level thinking and “spin-off” opportunities.

“Our clients are everyone’s clients” *Staff*

Examples of streamlining include: adapting tools that reduce duplication for clients accessing multiple services; developing shared confidentiality agreements; shifting where and how services are delivered (e.g., police protection orders processed via Willow Place staff designates); and engaging Willow Place expertise so that partners can work more efficiently within their own walls (e.g., spend time with other clients, or engage those with less complex needs).

Inclusive

Since 2017, Willow Place’s harm-reduction clinical framework has welcomed clients who, as substance users, may not shelter with other organizations. Staff note Willow Place is better equipped to support clients – particularly complex cases – with the help of mental health and addictions partners. Partnerships support serving this broader definition of ‘client’. For example: engaging male perpetrators in a 17-week programming in partnership with Child and Family Services (CFS); serving all family members impacted by violence; and moving beyond the strict definition of intimate partner violence to provide services to survivors of abuse by family members (e.g., victims of sexualized violence).

“[Previously at Willow Place....]“If it’s not domestic violence we can’t talk about that.” *Staff*

“Thinking particularly about older male children...Willow Place is more open to having these children...making arrangements so they can feel safe and supported within the shelter environment.” *Partner*

Success Factors

Key findings:

- Knowledgeable staff and partners committed to trauma-informed care underpin current partnerships and coordinated service delivery.
- Willow Place leadership buy-in is critical to partnership work - resourcing staff positions to work in the community, supporting professional development that expands staff competencies, resourcing a broad range of programming, creating a work culture that encourages looking outward to strengthen services, and internal processes that support working in partnership.
- Resources and capacity – including attention to fund development and skilled, trained staff passionate and comfortable working with complex cases – have been essential to engaging Partners and serving clients with diverse needs.
- Ongoing internal and external communication supports information exchange and learning, and supports ongoing collaboration between partners and Willow Place staff.

Trauma-informed care

Staff and partners are knowledgeable and committed to trauma-informed care. This underpins current partnerships and coordinated delivery of service. Understanding a woman's history can help those working with women and families impacted by violence to apply judgement when identifying and providing individualized, appropriate supports.

“Trauma-informed care and pairing that with harm reduction...makes us better people, workers, counsellors.” *Staff*

“I feel like it should be a way of working for other shelters. There's the medical model of healing and diagnostics – and expectation of healing being a linear process. That's not a reality. And it's not enough to have just a place to live (food, necessities). There needs to be more humanity in the space; WP does a really good offering that humanity...” *Partner*

Leadership

Willow Place leadership buy-in is critical to working in partnership. This includes encouraging staff to dedicate time building organizational relationships (including sitting with inter-agency groups), resourcing staff positions to work at community sites, and promoting a work culture and processes that embrace a partnership approach (e.g., opportunities for staff to lean on and learn from each other). As a sector, partners note there are opportunities for new, young and diverse voices who can look forward with “new eyes” and vision.

“It has to come from the top down – [Executive Director] has to have the skills and ability to manage change to make this happen.” *Staff*

Capacity

As a large shelter, Willow Place has staff with “overlap” and “built in support” that may not be available at smaller shelters; this also makes the shelter less vulnerable to partnership initiatives losing momentum when staff depart. Willow Place allocates resources to support a holistic approach to client care, including additional programming and a position dedicated to outreach and fund development. Shelters in rural or remote areas may not have access or proximity to a similar range of additional services.

Working with complex cases – and a broader client definition, such as male perpetrator, or sexual violence survivors – requires staff that the competencies and passion to work with diverse populations. This includes education and training in mental health, addictions and generational trauma. The ability to recruit and retain staff has been critical, as has a commitment to staff development and wellbeing (e.g., vicarious trauma).

Communication

Staff say Willow Place is more “valuable” when they are educated about other agencies and consistently collaborate; communication is a key to effective service (i.e., understanding where clients are at and what resources are needed). Internal communication within Willow Place also supports effectively working together.

“We have the ability but we need community.” *Staff*

Opportunities

Opportunities are drawn from respondents' ideas related to how and what Willow Place can strengthen to continue to work effectively in partnership.

Strengthen provider capacity

- Partners and staff can focus on individual stories and traumas to better understand clients' journeys from places of fear and pain, and destigmatize or normalize clients' experiences.
- Engage women with lived experience to delivery programming, helping to build trust with clients, and underscore the message they have not done anything "wrong."
- Establish standard trauma-informed training as a baseline competency for all who work with women and families experiencing violence.
- Ensure partners and staff can learn more about other modalities that are integrated within holistic programming (e.g., spiritual health).

"For everyone who does this work in this realm – contribute to learn about other modalities...and to bring these in." *Partner*

Increase access

- Connect women in shelter to external training opportunities – "helping women help themselves."
- Provide supports such as child care to facilitate client engagement in programming.
- Enhance visibility of Willow Place (while maintaining confidentiality).
- Identify potential services needed that partners can provide (e.g., prescription refills, safety planning).
- Address barriers of appointment-based services.

"Open more facilities where women can do on the job training, and get jobs." *Partner*

Become more inclusive

- Play an active role to identify systemic barriers (e.g., poverty, race) for clients, staff, and partners.
- Promote representation of indigenous and minority women.
- Adopt a decolonizing lens, engage more voices and embark on tough conversations about who holds power at decision-making tables.
- In the spirit of inclusivity, continue to build trust among partners pursuing shared goals.

Look beyond shelters

- A recognized sector leader, Willow Place can share stories of moving toward a holistic approach, and the work to shift the organization's mentality and culture.
- Continue to bring together partners who support women and families, identify and fill gaps in service, and improve the efficiencies for potential funders.
- “Look beyond” the shelter as the centre of the sector serving women and families facing violence – as well as others perpetrating or impacted by violence.

“Look beyond shelters as the centre of the sector, bring in other players.” *Partner*

Enhance resources

- Explore means to address financial and human shortfalls which hamper shelters and negatively impact a woman's ability to access resources (e.g., the financial gap between per diems received from various sector partners versus actual cost of a day of client care, deficit of front-line workers).
- Limited meeting and confidential spaces at Willow Place hamper staff-client interactions.
- A redistribution of supervisory evening shifts among leadership team members may share responsibilities that come with overseeing night shift work loads.

Conclusions

Since 2017, Willow Place has developed partnerships across services and sectors, enhancing the range and diversity of services for potential and current clients. As a result, more clients can access services when and where it makes sense.

Implementation

Willow Place partners and staff are motivated by personal experiences and share organizational values and perspectives related to a holistic, trauma-informed and harm reduction approach. A harm-reduction approach and a broader client definition means more clients are welcomed and served at Willow Place and in community.

Access and quality

Partners and staff make changes that directly and immediately enhance client experience, including adapting policies and processes, piloting creative solutions and exploring ways to streamline services and systems. Partnership extends the reach of client supports, and ensures clients can access help longer, where and when needed.

Success factors

A more inclusive definition of client as well as formalized partnerships contribute to stronger inter-agency communication and collaboration and enhanced trust and relationships. As a large shelter, Willow Place can implement partnership initiatives over a longer term, and is less vulnerable to losing momentum upon staff turnover. Working with an inclusive client definition relies on Willow Place staff who are familiar, skilled and passionate to work with diverse populations, and are equipped with relevant education and training.

Impact

The resulting client impact is enhanced access and quality services that contribute to client safety and wellbeing, environments (in shelter and in community) where trust and social connection are forged, and reports of strengthened client self-worth and readiness to self-advocate. The broad range of supports promote client wellbeing, and nurtures trust and feelings of safety – encouraging program engagement and healing. As Willow Place and partners work together to address client need holistically, complex systems are streamlined and efficiencies adopted that contribute to enhanced client service.

Opportunities exist moving forward. Partners and staff can focus on understanding clients' journeys from places of fear and pain, and destigmatize or normalize clients' experiences. Additional supports, such as job training, can help clients move into the next stage of their lives. Enhanced representation of Indigenous and minority women at decision-making tables can engage more voices, moving toward adopting a decolonizing lens that shifts power. Ensuring adequate financial and capital (i.e., space) resources are in place to maintain partnerships and deliver a trauma-informed, holistic model is an ongoing concern.

Recommendations

Continue to meet client need through partnerships

Continuing current and exploring new partnerships is integral to delivering a holistic model of support, ensuring clients are connected to services, systems are better integrated and barriers are reduced so clients receive support where and when they need.

- Maintain partnerships that meet client need and continue connecting clients to resources with minimal or no barriers.
- Explore partnerships to address unmet needs, further broadening the circle of providers serving clients (e.g., job training partners).
- Continue to deliver services across a range of modalities and promote a holistic healing approach.
- Connect clients with partners that have lived experience.
- Find ways to further remove barriers to program participation and streamline access to resources (e.g., connecting clients to counselling without appointments).
- Identify and develop sustainable funding for partnership programs.

Strengthen provider capacity to serve clients in partnership

- Delivering a trauma-informed and harm reduction approach relies on collaborative partnerships, skilled Willow Place staff and partners who are passionate to work with diverse populations, and timely information sharing. Ensure adequate Willow Place resources (financial, human, capital) to continue to work in partnership and serve diverse populations.
- Maintain current promotion of a culture of partnership within Willow Place through organizational policies and practices (e.g., equip staff with relevant education and training).
- Promote standard trauma-informed training as a baseline competency for all who work with women and families experiencing violence.
- Identify and promote opportunities for training (formal and informal) for Willow Place and partners.
- Maintain and promote communication among partners, encouraging opportunities for knowledge sharing as well as transparent, collaborative use of information.

Diversify voices to strengthen client service

To further strengthen client service, incorporate diverse voices in partnership program development and implementation, and find ways for Willow Place staff and leadership to promote inclusion and decolonization when working internally and with partners.

- Establish Lived Expertise Advisory Committee; incorporate clients' experiences to inform operational decisions of programs and services.
- Build Willow Place capacity to promote inclusion and decolonization of services (e.g., recruit for board and staff diversity to reflect populations served)
- Continuously identify and work to change systemic barriers (e.g., poverty, race) for Willow Place clients, staff and partners.

Evaluate and share learnings of innovative partnership model

Recognized as a leader and innovator serving women and families facing violence, and committed to evaluation and continuous learning, Willow Place can promote a partnership approach that helps to transform the system serving those in need.

- Continue to monitor and evaluate partnership programs, actively incorporating voices of Willow Place clients, staff and partners.
- Explore academic partnerships to examine Willow Place as a case study (past work and ongoing).
- Adapt evaluation and monitoring findings to share the history, development and business case of the partnership model.
- Explore participation in national community of practice in homeless and domestic violence sectors.
- Identify mechanisms to influence provincial policy regarding system transformation.

Appendix A – Program Evaluation Framework

Evaluation area	Indicators	Data source(s)	Method(s)	Collector	Notes
PROCESS					
Are we working with partners in the way that we planned?	# clients reached in outreach setting / through partnership	Admin	Data review	WP	Focus on expanding client base and / or type. Description of services provided via partners
	#, & description of partnerships	Admin	Data review	WP	Note sector, length of engagement, alignment with Strategy 2.0 Shifts
	Description of need / drivers for involvement	Partners	Interview	HiC	How is WP addressing service and system gaps?
	Satisfaction with partnership approach	Staff/Mgmt	Focus group	HiC	Confirm working model with respondents Staff feel equipped; WP environment supports holistic model
		Partners	Interview	HiC	Describe WP role in the service system. How does this help your work?
OUTCOMES					
How have partnerships with Willow Place improved access and quality of services?	Description of quality (trauma-informed, Harm Reduction) service	Staff/Mgmt, Partners	Focus group, Interview	HiC	Are clients/families better served? How? What is working well? What has changed? Use Shelter 2.0 frame to probe
	Description of decreased barriers to resources	Staff/Mgmt, Partners	Focus group, Interview	HiC	
	Description of innovative practices working with/in WP	Staff/Mgmt, Partners	Focus group, Interview	HiC	Probe: changes to process, systems, policy, networks, non-siloed approach, efficiency (resources)
How can these initiatives support an innovative and holistic way of working for shelters / domestic violence services?	Description of current / required success factors	Staff/Mgmt, Partners	Focus group, Interview	HiC	What makes engagement possible? Identify project stage (e.g., pre, delivery) Input for recommendation development

Appendix B – Partnership Initiatives

Partnership Initiative Partners	Description	# Clients reached	Start	Finish	Stage
Shelter as Innovation Lab Multiple academic community partners	Willow Place has created a working environment where change, innovation and challenge based on excellence in service delivery is embraced. Some recent examples include on-site academic research examining resiliency modalities with children who are witnesses to domestic violence, and integrating Expressive and Art Therapy and Yoga Practices into the therapeutic environment	140	April 2016	TBD	In Progress
Indigenous cultural services Elder & Indigenous Social Worker	Counselling, ceremony, drumming, Indigenous crafts and sharing circle weekly	858	April 2019	Aug 2020	In Progress
STAR beds (Short Term Addiction Recovery) Klinic Community Health Centre and Mobile Wellness Management Services	Serving at-risk clients who are on waiting list for residential addiction treatment	8	April 2019	Aug 2020	In Progress
Perching services for Interpersonal violence counselling Winnipeg Downtown Access Centre and Salvation Army	Outreach/mobile DV counselling services are currently available at, providing a model for further expansion	37	April 2019	Aug 2020	In Progress
Caring Dads Child and Family Services	Working with male parents who use abuse or are at risk of using abuse	42	Sept 2018	TBD	In Progress
Wrap around Support in independent housing project Wabung & Ikwe Widdjiitiwin	Jointly seeking funding to provide up to two years of wrap around housing services for those in independent housing	0	Oct 2020	TBD	In Development
Housing support & education Wabung Abinoonjiig	On-site biweekly housing support and education regarding successful tenancy at the shelter. This will lead to connecting women to a more intensive program in the community, offering among other things, practical home maintenance how tos	18	Nov 2019	TBD	In Progress

On-site Primary Health Care Clinic Women's Health Clinic	On-site biweekly primary health care services (examinations, consults, prescriptions) with attending nurse practitioner or physician	0	June 2020	TBD	In Progress
Disability Services Centralized Services for Adults	Developing a coordinated case planning and support model for women with disabilities who are not safe in their current living situation	0	Unknown	TBD	In Development
Risk Assessment - Sexual Assault Nurse Examiner Program Health Sciences Centre	Adopted common tool	0	Unknown	TBD	In Development