

**APPENDIX – OVERVIEW OF THE 2010/11 AND 2011/12 ANNUAL REPORTS  
OF THE CAS/VAW COLLABORATION AGREEMENT COMMITTEES**

<b>Region</b>	<b>Concrete Achievements and Ongoing Best Practices (Questions 1 and 3 in 2010/11 Report Question 1 in 2011/12 Report)</b>	<b>Current or Future Improvements (Question 2 in 2010/11 Report Question 3 in 2011/12 Report)</b>	<b>Challenges (Question 4 in 2010/11 Report Question 2 in 2011/12 Report)</b>	<b>The New Template (Question 5 in 2010/11 Report)</b>
<b>Central East</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Working groups that explore how to provide services for francophone women and how to teach parents or caregivers safe sleeping practices for infants.</li> <li>• Staff touring the premises or attending meetings in the other sector's agencies.</li> <li>• Sharing staff who have particular skills, such as bilingualism or American Sign Language</li> <li>• Including francophone and Aboriginal VAW agencies in the collaboration agreement.</li> <li>• CAS participation in community committees/tables, including a Domestic Violence Community Coordinating Committee (DV3C) or Durham Region's Intimate-relationship Violence Empowerment Network (D.R.I.V.E.N.).</li> <li>• Opening a CAS file in the perpetrator's name instead of the victim's.</li> <li>• Public outreach events that keep the community and agencies informed of domestic violence and available services.</li> <li>• Ongoing regular meetings of the CAS/VAW committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Commitments to joint training and curriculum development.</li> <li>• Reviewing and updating the collaboration agreements and information sharing protocols.</li> <li>• Development of a high risk committee.</li> <li>• Staff from one sector's agency designated to the other.</li> <li>• Possible CAS/VAW co-facilitation of the Child Witness Program.</li> <li>• Development of a decision tree for the points of intersection, including how protocols can be tailored to Aboriginal needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to involve Aboriginal agencies in reviewing protocols.</li> <li>• Meeting the needs of men (perpetrators, male victims, same-sex victims).</li> <li>• Need for family courts to better understand child safety needs in determining perpetrators' access to children or in custody disputes.</li> <li>• The need for training on the collaborative agreement for new staff.</li> <li>• Limited staff and funding resources.</li> <li>• Additional resources needed for francophone and Aboriginal services.</li> <li>• CAS amalgamation has taken some focus away from community initiatives, but overall relationship between sectors has not suffered.</li> <li>• No formal mechanism for reviewing high risk cases with police unless charges have been laid.</li> <li>• Some Aboriginal women have concerns that members of their small communities will find out that they have sought services.</li> </ul>	<ul style="list-style-type: none"> <li>• Template is more user friendly.</li> <li>• Ability to provide a narrative response is welcome.</li> <li>• Would like to see a section to record what we would do if additional support/funding become available.</li> <li>• Template is much easier to complete.</li> </ul>
<b>Central West</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Regular joint meetings to explore best practices, address collaboration issues, foster information sharing.</li> <li>• Development of a quick reference guide on the collaborative agreement for VAW and CAS staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to joint training and curriculum development.</li> <li>• Exploring opening files in the perpetrator's name instead of the victim's.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding and staff resources, including staff turnover.</li> <li>• VAW sector misunderstanding the mandate and role of CAS.</li> <li>• The current collaboration agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Template allows for more information.</li> <li>• Template facilitated a richer</li> </ul>

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	<ul style="list-style-type: none"> <li>• Newly created Family Justice Centre (Safe Centre of Peel – SCOP), which links legal, health, CAS, VAW sectors in service provision.</li> <li>• Participation in High Risk Committees.</li> <li>• The best practices guidelines of the Safer Families Program, a joint service response focusing both on immediate safety and intervention, is based on the collaboration agreement.</li> <li>• Organizing regional conferences and speaker events that address concerns relevant to both sectors.</li> <li>• Job shadowing; staff attend other agencies' staff meetings.</li> <li>• Having a designated VAW contact at CAS to assist with information sharing and case management.</li> <li>• Development of conflict resolution guidelines to address concerns that emerge between the two sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved services for men.</li> <li>• Informal meetings with CAS, VAW staff and families to discuss the families' needs.</li> <li>• A VAW front-line staff person on CAS teams.</li> </ul>	<p>needs to set clearer outcomes for how collaboration impacts families.</p> <ul style="list-style-type: none"> <li>• One High Risk Committee includes only justice partners. VAW sector is not represented and CAS is only invited for some cases.</li> <li>• Currently Partner Abuse Response (PAR) program requires participants to be criminally charged, limiting access to men who could benefit.</li> <li>• Demographic and regional diversity present challenges to staff.</li> </ul>	<p>discussion for the Collaborative Committee.</p> <ul style="list-style-type: none"> <li>• The format is clear and concise.</li> </ul>
<b>Eastern</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Joint case conferencing and safety planning.</li> <li>• Ongoing joint meetings.</li> <li>• Joint participation in public outreach events that raise local community awareness of domestic violence.</li> <li>• Designated workers in each other's agencies.</li> <li>• A francophone case coordinator links between VAW community services to women and children connected to CAS.</li> <li>• Co-facilitation of Child Witness, Caring Dads and PAR programs.</li> <li>• Tours of each others' agencies.</li> <li>• Critical Connections handbook is part of new staff orientation and ongoing learning in both sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular discussions of the collaboration agreements and stakeholder consultation report.</li> <li>• Presentations by the VAW sector could be offered to the CAS staff.</li> <li>• Potentially opening files under perpetrator's name rather than victim's.</li> <li>• Commitment to hold further joint meetings of CAS/VAW staff focused on learning about mutual roles and responsibilities.</li> <li>• Examining an Aboriginal approach to alternative dispute resolution and service delivery in First Nations.</li> </ul>	<ul style="list-style-type: none"> <li>• Need more training on how to work with male abusers.</li> <li>• Need for services for male abusers and to address mental health services.</li> <li>• Staff turnover.</li> <li>• Some lack of consistent approaches to shared clients.</li> <li>• Currently PAR program requires participants to be criminally charged, limiting access to men who could benefit.</li> <li>• Lack of coordination between family court and criminal court systems.</li> <li>• Staff resources and turnover.</li> <li>• Suggestion for a province-wide</li> </ul>	<ul style="list-style-type: none"> <li>• Easier to understand and complete.</li> <li>• Suggestion for MCSS to require interim reports that draw attention to innovative practices.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Commitment to hold more case conferences.</li> <li>• A focus group with the CAS and VAW agencies was held to identify problems; suggestions for improving relations to be implemented in the coming months.</li> </ul>	<ul style="list-style-type: none"> <li>• collaborative agreement to manage cases that involve CAS clients from outside the region or in dealing with organizations that are not part of the local agreement.</li> <li>• Limited staff capacity in rural areas to handle clients across a region.</li> </ul>	
<b>Hamilton/ Niagara</b>	<ul style="list-style-type: none"> <li>• Joint case conferencing and safety planning.</li> <li>• Joint training and curriculum development.</li> <li>• Protocols/amendments to the collaboration agreements that reference collaboration with Aboriginal and francophone communities.</li> <li>• A checklist for staff which highlights critical aspects of the agreement and designated contacts at each agency.</li> <li>• Having a designated domestic violence advocate and Aboriginal advocate within the CAS to assist with case management and providing culturally-appropriate services.</li> </ul>	<ul style="list-style-type: none"> <li>• CAS participation in community committees, including DV3Cs.</li> <li>• Adding more intersection points to the agreement.</li> <li>• Strategizing how to connect Aboriginal community providers with child welfare services.</li> <li>• Collaboration agreement to be modified to an executive summary that is more user friendly.</li> <li>• Adding service descriptions to collaboration agreement to ensure staff of both sectors know of the available services.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration needed earlier for women who are incarcerated and released to help them stay in contact with their children.</li> <li>• Lack of clarity about the processes for sharing information about cases.</li> <li>• There are discrepancies in how the sectors relate once a case is closed.</li> <li>• Need for greater knowledge of how to address the needs of Aboriginal communities, mental health, newcomer, francophone, Lesbian, Gay, Bisexual and Transsexual (LGBT) women.</li> <li>• Staff turn-over.</li> <li>• High caseloads.</li> <li>• Need better coordination between Family Court and Criminal Court systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Format is more focused and helps capture the successes and challenges more succinctly.</li> </ul>
<b>Northern</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Joint case conferencing and safety planning.</li> <li>• CAS encourages family members using its services to</li> </ul>	<ul style="list-style-type: none"> <li>• Developing domestic violence public awareness campaigns in each sectors' communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Suggestion for CAS to be accountable for a "duty to refer" individuals to VAW agency when domestic violence is</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to provide anecdotal information rather</li> </ul>

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	<p>participate in VAW services.</p> <ul style="list-style-type: none"> <li>• Doing presentations on relevant issues at each others' agencies.</li> <li>• Ongoing formal and informal meetings between CAS/VAW staff, including meetings focused on high risk cases; reviewing the agreement; or best practices.</li> <li>• Sharing workers across agencies; offering tours of each agency to new staff.</li> <li>• Some staff work in one sector and volunteer in the other.</li> <li>• Creation of a high risk committee.</li> <li>• CAS/VAW Committee co-chairs travel within the region and facilitate face-to-face meetings between the two sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Business cards with inspirational sayings on one side and shelter phone number embedded in a bar code on the other side.</li> <li>• Commitment from both agencies to provide on-going in-service training to each agency on the roles and responsibilities.</li> </ul>	<p>identified in CAS file.</p> <ul style="list-style-type: none"> <li>• Need for family court system to better understand child safety needs in determining perpetrators' access to children or in custody disputes.</li> <li>• Lack of funding resources.</li> <li>• Lack of common understanding of terms such as "service plan" or on counselling goals for women hinders collaboration on the actual service plan.</li> <li>• Need to involve Ministry of Attorney General as a government lead.</li> <li>• Limited information sharing.</li> </ul>	<p>than just numeric data.</p> <ul style="list-style-type: none"> <li>• Being able to tell a story improves accuracy of what is happening in communities.</li> </ul>
<b>North East</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Participation in D.A.R.T. meetings.</li> <li>• Joint case conferencing.</li> <li>• Consultations by phone to make action plans.</li> <li>• Staff attending other agencies' staff meetings.</li> <li>• A staff member at each agency acts as liaison who can address difficulties around collaboration.</li> <li>• A common form setting out roles of each organization and the expectations placed on the client. The three parties sign the form.</li> <li>• Formation of a "front-line" subcommittee to improve communication between the agencies.</li> <li>• Development of service protocols that outline agencies' mutual responsibilities and aims at improving collaboration with sectors outside CAS and VAW.</li> <li>• Sharing documents that reflect each agency's organizational</li> </ul>	<ul style="list-style-type: none"> <li>• On-going training on roles/responsibilities, Aboriginal service, and building collaboration.</li> <li>• Commitment for agencies to collaborate on developing service plans.</li> <li>• Development of protocols that include agencies/sectors outside of CAS/VAW.</li> <li>• CAS to consider opening file in abuser's name.</li> <li>• CAS director sits on the board of VAW agency.</li> <li>• Development of a joint staff committee to meet quarterly and discuss/address issues around</li> </ul>	<ul style="list-style-type: none"> <li>• Other ministries should place expectations of collaboration on their agencies, given the need to involve all sectors in supporting women and children.</li> <li>• Training for new staff on agreement.</li> <li>• Legal personnel (judges, lawyers) lack understanding of violence against women issues.</li> <li>• High staff turnover.</li> <li>• Costs and difficulty of visiting rural communities (accessible only by air 10 months a year).</li> <li>• Suggest broader agreement to include organizations that are not part of the local agreement or who are not CAS</li> </ul>	<ul style="list-style-type: none"> <li>• Allows for clearer explanations of specific situations.</li> <li>• Supports accountability by having us cite examples.</li> <li>• Supports greater reflection.</li> <li>• It increased our analysis of the system, not limited to CAS/VAW organizations.</li> </ul>

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	<p>structure, staff, services.</p> <ul style="list-style-type: none"> <li>• Creation of a joint safety plan committee.</li> <li>• Co-facilitation of the Child Witness Program</li> </ul>	<p>collaboration.</p> <ul style="list-style-type: none"> <li>• Staff job shadowing across agencies; new staff tours of each other's agency.</li> </ul>	<p>or VAW.</p> <ul style="list-style-type: none"> <li>• CAS does not refer to Aboriginal programs when needed.</li> <li>• Some CAS agencies not responsive to calls/information requests from VAW agencies.</li> </ul>	
<b>South East</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Domestic violence protocol that supports collaboration and provides a framework for learning opportunities.</li> <li>• Standardized questions asked with any call that comes through the CAS intake line with staff trained to identify woman abuse.</li> <li>• Co-facilitating the Child Witness Program.</li> <li>• Joint case conferencing, safety planning and VAW agency attending CAS investigations that may involve domestic violence.</li> <li>• New CAS staff touring the VAW agency.</li> <li>• Alternatives for Women has included a question on their intake form for women to self identify a preference for services in a language other than English.</li> <li>• CAS participation in DV3Cs.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing the current collaborative agreement.</li> <li>• Developing a formal plan of action to improve collaboration, with accountability mechanisms.</li> <li>• Pursuing further discussion on abuser accountability.</li> <li>• Regular meetings between the two committee co-chairs.</li> <li>• Sitting on the boards of each others' agencies.</li> <li>• Reviewing collaboration agreement.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turnover.</li> <li>• Concerns over CAS amalgamation, particularly its effect on staffing.</li> <li>• Need for joint training on the agreement.</li> <li>• Other systems such as the legal system (lead by MAG) should be at the table.</li> <li>• Challenges related to the process of infants' placement.</li> <li>• Funding resources.</li> <li>• Need a designated liaison worker from both CAS/VAW.</li> <li>• Need for staff-exchanges/activities like tours of each others' agencies; job shadowing.</li> <li>• Limited information sharing when clients are shared.</li> </ul>	<ul style="list-style-type: none"> <li>• The template starts from a premise that an issue exists when there is not.</li> <li>• Easier to report progress and problems.</li> <li>• Questions are clearer and promoted dialogue among agencies in both sectors.</li> <li>• Format is easier to follow.</li> </ul>
<b>South West</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Joint staff meetings/retreat to discuss challenges and identify ways of improving collaboration.</li> <li>• Ongoing or annual joint reviews of the collaboration agreement and protocols.</li> <li>• Creation of high risk committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a Memorandum of Understanding (MOU) between the agencies to address high risk child protection and challenges around information sharing.</li> <li>• Possibly attending each other's</li> </ul>	<ul style="list-style-type: none"> <li>• Limited information sharing with shared clients.</li> <li>• CAS misunderstanding of the roles of VAW agencies.</li> <li>• Concerns over CAS amalgamation.</li> <li>• Funding resources for training,</li> </ul>	<ul style="list-style-type: none"> <li>• Easier to expand on successes and challenges.</li> <li>• The questions are appropriate but the formatting is</li> </ul>

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	<ul style="list-style-type: none"> <li>• Development of policies and joint protocols to serve francophone and non-English speaking individuals.</li> <li>• Sharing student interns; new CAS staff tours of VAW agency; designated VAW worker at CAS to help women accessing CAS services.</li> <li>• CAS participation in community committees, including DV3Cs.</li> <li>• An Aboriginal representative is involved in service planning at both agencies on all Aboriginal cases.</li> <li>• VAW and CAS representatives continue to discuss their working relationship, practices around information sharing; providing services to abusers while protecting women/children safety.</li> <li>• Joint case conferencing.</li> </ul>	<p>staff meetings and visit each others' communities.</p> <ul style="list-style-type: none"> <li>• Regular joint staff meetings.</li> <li>• Development of future joint training.</li> <li>• Commitment to implement case consultations and broader collaboration through a High Risk committee.</li> <li>• Commitment to revise collaborative agreement and related protocols.</li> <li>• One CAS agency undergoing an organizational change that will address challenges of information sharing with VAW.</li> </ul>	<p>particularly around rural needs; mental health and addictions; and cultural competency.</p> <ul style="list-style-type: none"> <li>• Need resources to provide specialized services to rural/farm women or to women with developmental disabilities.</li> <li>• Need process for working with women with no children in high risk situations.</li> <li>• Training for CAS on domestic abuse; legal/custody issues.</li> <li>• Knowledge of what culturally appropriate services are available.</li> <li>• High staff turnover.</li> <li>• Different philosophy and mandates of each sector.</li> <li>• Some CAS agencies not responsive to calls/information requests from VAW agencies.</li> </ul>	<p>presenting some problems.</p> <ul style="list-style-type: none"> <li>• This template allows for more concrete and specific information.</li> </ul>
<b>Toronto</b>	<ul style="list-style-type: none"> <li>• Joint training and curriculum development.</li> <li>• Staff making presentations at other sector's agencies.</li> <li>• Attending each others' staff meetings; job shadowing.</li> <li>• Joint case consultations.</li> <li>• Communication protocol to facilitate joint case consultation.</li> <li>• VAW staff accompanies CAS worker to the initial investigation interview if family violence is reported.</li> <li>• Each sector participates in court advisory committee, high risk committee and the police family violence unit for information sharing and networking.</li> <li>• Forum held in 2011 to discuss concerns and strategies for</li> </ul>	<ul style="list-style-type: none"> <li>• Re-establishment of CAS/VAW Collaboration Advisory Committee that includes representation from Aboriginal and francophone agencies.</li> <li>• Suggestion that a consult with the on-call woman abuse worker be done in Toronto CAS investigations involving women abuse.</li> <li>• Joint training.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration initiatives appear to lack buy-in from CAS.</li> <li>• Demographic diversity.</li> <li>• Limited information on CAS staff roles available to VAW sector.</li> <li>• Need training for CAS staff on collaborative agreement.</li> <li>• Funding for collaboration activities.</li> <li>• Workers in both sectors find it challenging to fully understand each others' roles, philosophies and</li> </ul>	<ul style="list-style-type: none"> <li>• Simple to complete and straight forward.</li> </ul>

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	<p>working more collaboratively.</p> <ul style="list-style-type: none"> <li>• CAS presenting and attending meetings of the VAW Shelter Network Committee.</li> <li>• One agency that has both CAS and VAW workers developed “mixed practice teams” operating under a multidisciplinary framework.</li> <li>• CAS Toronto developed a second domestic violence intake team.</li> </ul>	<ul style="list-style-type: none"> <li>• A CAS-VAW Coordinator to be hired to assist in implementing a work plan to strengthen collaboration.</li> <li>• Another full day event where all signatories to the agreement can network, discuss progress, and identify next steps for collaboration.</li> <li>• Possible creation of an online resource.</li> <li>• Pilot project of VAW staff being housed in local child welfare agency.</li> </ul>	<p>protocols. This is partially due to the size and complexity of both the Toronto CAS and the VAW sector.</p>	