

PAVILION WOMEN'S CENTRE SERVICE DELIVERY MANUAL

TABLE OF CONTENTS

1. Client Complaints

- Informal 4
- Formal 5
- Client Abuse 7

2. Client Services

- Advocacy 10
- Legal advice certificates 12
- Client Accompaniment 13
- Client Requested Referrals 16
- Duty to Report Referrals 17
- Seeing Clients Offsite 19

3. Recordkeeping and Confidentiality

- Informing Clients 21
- Client Access 22

4. Crisis Intervention

- Call Tracing 24
- Danger to Caller 25
- Danger to self or others 26
- Intoxication 28
- Mental Health 29
- Red Alert List 30
- High Risk Protocol 31
- Missing Person's Reports 32

5. Health and Safety

- Medication 34
- Fire Plan 35
- Centre Break-In 36
- Incident Reports 37

6. Non-discrimination and accessibility

- Eligible 39
- Intake 40
- Client Code of Conduct 41
- Client Evaluation 42
- Denying or Terminating Services 43
- Interpretation and Communication 44
- Transwomen 45

7. Programs and Services

- Program Descriptions 47

8. Residential Services

- Children 49
- Shelter Visitors 51
- Court Documents 52
- Telephone use 54
- Laundry Facilities 55
- Smoking 56
- Room and Personal Searches 57
- Resident Plan of Action 60
- Warnings 61
- Extending a Woman's Stay 63
- Voluntary Departures 65
- Asking a Woman to Leave 66

CLIENT COMPLAINTS

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Informal
SECTION: Client Complaints

Purpose: To support clients who wish to make an informal complaint about the services they have received or about a specific staff person or volunteer at the Centre by providing an accessible, non-threatening procedure.

Procedure: All those associated with the Centre are encouraged to resolve differences, complaints and conflicts using informal methods, wherever this is possible.

The Centre acknowledges that the significant power differential between clients and staff/volunteers will make it especially challenging for clients to bring a formal complaint forward. All staff and volunteers are expected to be mindful of this reality and to provide clients who wish to make a complaint with full access to information and support.

Clients are encouraged to and will be supported in determining their own informal complaint process, which will include some form of communication with the involved staff person(s).

Staff support may include such options as supporting the client in writing a letter to the staff/volunteer or having a manager sit in on a meeting.

The client may bring a support person with her, but for confidentiality reasons, this cannot be another staff person or client.

Follow-up to the complaint will be as the client wishes, including whether or not she is informed of the outcomes.

All necessary interpretation and translation needed for Francophone clients who wish to pursue a complaint shall be provided by the Centre at the Centre's expense.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Formal
SECTION: Client Complaints

Purpose: To support clients who wish to make a formal complaint about the services they have received or about a specific staff person or volunteer at Pavilion Women's Centre by providing an accessible, non-threatening procedure.

Procedure: All those associated with the Centre are encouraged to resolve differences, complaints and conflicts using informal methods, wherever this is possible. Where this informal process is not successful or where the client does not wish to engage in it, the agency provides a formal complaint procedure. Normally, this formal complaint procedure would begin following an unsuccessful attempt to use the informal procedure.

Step One: Discussion with Program Supervisor

The client will contact the Program Supervisor in person or in writing to tell her the informal procedure was unsuccessful or was not appropriate for her and to start a formal complaint. The Program Supervisor will attempt to resolve the issue over the telephone and will speak with the staff person to see what steps she has taken to resolve the issue.

If this does not resolve the issue, the complaint must be put into writing. The client can prepare a written complaint on her own or the Program Supervisor can write it and the client sign it after reading it or having it read to her.

The Program Supervisor will arrange to meet with the client and any involved staff. The client may bring a support person with her, as long as it is not a staff person or another client, in order to maintain appropriate confidentiality.

If a successful resolution is reached, the outcome will be documented in writing and provided to the client and the involved staff.

If no resolution is reached, the matter will proceed to the Executive Director.

Step Two: Discussion with Executive Director

The client will advise the Executive Director that she wishes to meet with her to discuss her complaint. Prior to the meeting, the Executive Director will read all the related written material and meet with the Program Supervisor to find out what steps have already been taken.

The client may bring a support person with her, as long as it is not a staff person or another client, in order to maintain appropriate confidentiality.
If a successful resolution is reached, the outcome will be documented in writing and provided to the client and involved staff.

There are no further internal steps available if the client remains unsatisfied with the outcome of her complaint.

Client complaints shall be handled in confidence as follows:

- ⌘ anyone named in the complaint shall receive all the details relating to the complaint and its investigation
- ⌘ detailed information about specific outcomes and/or actions taken may not be shared with all parties (for example, if a staff person is to be disciplined as a result of the complaint, the service user may not be provided with the specific details but may simply be told that disciplinary action is being taken)
- ⌘ detailed and identifying information shall not be shared throughout the organization; rather staff and Board members will receive general information about the complaint, the investigation and the outcomes.

All necessary interpretation and translation needed for Francophone clients who wish to pursue a complaint shall be provided by the Centre at the Centre's expense.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Client Abuse
SECTION: Client Complaints

Purpose: To ensure clients have access to an appropriate response should they experience abuse during the time they are receiving services from Pavilion Women's Centre.

Procedure: Distinct procedures exist with respect to abuse of child clients and of adult clients

Children: The response to alleged or suspected child abuse shall be in compliance with the *Child and Family Services Act*:

- ⌘ the Executive Director has responsibility for ensuring that all employees comply with the legislation as well as with internal procedures
- ⌘ all such incidents shall be reported to North Eastern Ontario Family and Children's Services
- ⌘ the staff making the report shall advise her supervisor immediately when such a report is made
- ⌘ all information relating to the incident and the steps taken shall be documented in the child's file and in the appropriate Serious Occurrence Report form

Adult Clients: It is mandatory for all staff to report any incident of adult client abuse by another employee, a volunteer or a student placement to the Executive Director immediately:

- ⌘ the Executive Director is responsible for ensuring that the incident is investigated swiftly, in order to ensure client safety and to protect staff from potential false allegations
- ⌘ when necessary to protect the safety of a service user or the integrity of the Centre, the staff person, volunteer or student placement may be removed from client contact and/or, in the case of staff, placed on leave with pay
- ⌘ the Executive Director shall complete an informal investigation as set out below
- ⌘ upon completion of the investigation, the Executive Director shall prepare a written report setting out her conclusions and recommendations
- ⌘ her recommendations may include disciplinary action against a staff person consistent with the agency discipline policy and procedures, termination of a volunteer's relationship with the Centre, termination of a student placement (including a report to the student's academic supervisor) or, where the allegation is found to be malicious and false, termination of service delivery to the client
- ⌘ if the recommended action involves disciplinary action against an employee, the employee has the right to use the Centre's grievance policy and procedures

- ✂ the Executive Director shall present her report to the Board of Directors, either for information or for final decision, depending on the circumstances and the seriousness of the allegation and proposed actions
- ✂ if any party is dissatisfied with the Executive Director's report, she may request that a formal investigation be undertaken (see below) by providing a written request to the President of the Board of Directors

Informal Investigation:

The Executive Director shall:

- ✂ interview the client to obtain as many details as possible of the alleged abuse
- ✂ interview the staff person, volunteer or student to advise her of the allegation and obtain her report of the incident
- ✂ interview anyone else who may have knowledge of the incident
- ✂ determine whether the incident constitutes abuse according to the policies and procedures of Pavilion Women's Centre
- ✂ complete the initial investigation and prepare the report within 48 hours of the incident being reported to her

Formal Investigation:

A Formal Investigation Committee shall be struck to consist of at least three members of the Board of Directors, appointed by the President. This committee shall:

- ✂ thoroughly investigate the incident, reviewing all documentation gathered in the informal investigation
- ✂ meet with all involved parties and witnesses, if necessary
- ✂ obtain written reports of the incident from all involved parties and witnesses, if necessary
- ✂ prepare a report for the Board of Directors setting out its conclusions and recommendations
- ✂ the recommendations may include disciplinary action against a staff person consistent with the agency discipline policy and procedures, termination of a volunteer's relationship with the Centre, termination of a student placement (including a report to the student's academic supervisor) or, where the allegation is found to be malicious and false, termination of service delivery to the client
- ✂ if the committee feels that the Executive Director was negligent or biased in her conduct during the informal investigation, it may recommend disciplinary action against her
- ✂ if the recommended action involves disciplinary action against an employee, the employee has the right to use the Centre's grievance policy and procedures
- ✂ the committee must complete its investigation and report within 7 days of receiving the request for a formal investigation

CLIENT SERVICES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Advocacy
SECTION: Client Services

Purpose: To support appropriate and effective advocacy by staff and volunteers on behalf of clients and to ensure client confidentiality is maintained at all times.

Procedure: One of the roles of Pavilion Women's Centre staff and volunteers is to provide one-on-one advocacy on behalf of clients, at the client's request.

When a client requests advocacy services, she will determine what advocacy she is requesting. Staff shall not take on any new advocacy without explicit direction by the client, who must approve each step.

Advocacy involving disclosure of personal information about the client will only take place with the specific consent of the client. Verbal consents must be documented, including details about the request, the date and the staff person's name. Written consent is preferred, including details about the request, the date and the staff person's name.

At all times, advocacy will be conducted in a way that is respectful of and focused on the needs and best interests of the client as defined in conjunction with the client who has requested it. The client will be consulted before any new advocacy initiative is undertaken.

Advocacy can include, but is not necessarily limited to, communication with:

- ♀ other service providers
- ♀ lawyers
- ♀ doctors and other health care providers
- ♀ schools and businesses
- ♀ religious leaders
- ♀ housing officials
- ♀ Ontario Works staff

Advocacy can take the form of:

- ♀ letter writing
- ♀ emails
- ♀ telephone discussions
- ♀ in-person meetings, including consultations and case management meetings
- ♀ any other approach that is appropriate and is agreed to by the client.

Crisis Line Requests

Advocacy is available for clients of all the agency's programs except the crisis line, because callers have the right not to identify themselves. If a caller to the crisis line seeks advocacy, staff and volunteers shall:

- ⌘ determine that she is appropriate for the agency's services
- ⌘ provide her with information about the agency's programs and offer to refer her so she can receive advocacy and other support.

If the caller requests a letter confirming she has used the crisis line, she shall be informed that the Centre cannot provide this letter due to the nature of the crisis line service.

If a third party, such as another agency, contacts the Centre to verify an individual's use of the crisis line, the staff/volunteer receiving the request shall inform the agency that, due to the nature of the crisis line service, such verification cannot be provided.

Recordkeeping

Copies of all written advocacy shall be kept in the client's file. Other kinds of advocacy will be noted in the client's file, with the notation limited to the nature of the advocacy, the general focus or purpose, and either outcomes or next steps.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Legal advice certificates
SECTION: Client Services

Purpose: To provide clients with legal advice forms as appropriate.

Procedure: Legal Aid Ontario provides Family Violence Authorization forms to enable women to receive up to 4 hours of legal advice at no cost:

- ♀ all clients of Pavilion Women's Centre are eligible to receive a form
- ♀ staff shall make all clients aware of the legal advice forms
- ♀ when a caller to the crisis line requests service from the Centre, the staff or volunteer shall refer her to the appropriate agency program, which will have responsibility for discussing the legal advice form with the client
- ♀ staff dealing with a crisis line caller who is not requesting service from the Centre, but who may require legal advice, will review the eligibility test with her. If she is eligible for the advice certificate, the staff will refer her to the appropriate program for assistance with the form

When a client requests a form, the staff person receiving the request shall:

- ♀ provide the full name of the client on the form
- ♀ provide the client with a list of the lawyers who accept the forms

The program shall keep a record of the women who have received this form and how many forms each woman has received.

Women shall be given only one form at a time. Staff shall consult with their Program Manager if there are additional needs.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Client Accompaniment
SECTION: Client Services

Purpose: To set out the procedures to support clients who require staff or volunteer accompaniment to appointments.

Procedure: Staff and volunteers at Pavilion Women's Centre provide client accompaniment whenever reasonably possible.

Types of accompaniment

Women using the services of the Centre may request accompaniment to appointments including, but not limited to, doctor, hospital, police, court or court services, lawyer, housing, children's aid society.

Immediate Need

Where there are immediate safety or injury concerns, the staff person or volunteer receiving the request shall:

- ♀ determine who the woman is, where she wants to be met (if her request is phoned in) and the nature of the occurrence (ie physical or sexual assault, child abuse)
- ♀ tell the woman what time a support person can meet her
- ♀ find the appropriate person to accompany her
- ♀ if necessary, find relief staff to replace the staff on the accompaniment or to complete the accompaniment
- ♀ where possible and appropriate, link the woman to another service for accompaniment

When the request for accompaniment comes after hours:

- ♀ staff are responsible for providing the accompaniment
- ♀ if the shelter is extremely busy or there are safety concerns, a relief worker may be called in to provide coverage for the staff person providing the accompaniment
- ♀ where possible and appropriate, staff shall make every effort to link the woman to another service for accompaniment

Non-immediate Need

For accompaniment requests to the crisis line where there are no immediate safety or injury concerns, the person making the request shall be referred to the appropriate program area for accompaniment. If staffing permits, accompaniment may be provided on short notice, even if it is not to the police or hospital.

Role for Staff or Volunteer:

The primary role when accompanying clients to appointments is to act as a support to the woman. From time to time, the role will also encompass advocacy. It is important to be clear about the difference between the two roles:

- ♀ the support role requires the staff person or volunteer to respect the wishes and directions of the client, who may wish her to provide transportation, assist her in finding the location of her appointment, take notes, remind her of questions she wants to ask or simply sit with her
- ♀ the advocacy role requires the staff person or volunteer to speak with/on behalf of the client, following the instructions of the client.

When accompanying a client, the staff person or volunteer shall:

- ♀ only meet with others with the client present
- ♀ identify herself and her role when asked to do so
- ♀ be prepared to leave the client or wait in a waiting room, if the client asks her to do so
- ♀ at all times, take her direction from the client, expressing her opinion only if the client has asked her to
- ♀ not engage in advocacy unless specifically asked to do so by the client
- ♀ not speak “for” the client
- ♀ be prepared to take notes and support the client in refreshing her memory about questions she wants to ask
- ♀ be able to sit quietly with the client if that is what the client wants
- ♀ be ready and able to offer the client emotional support and referrals for other services if that would be helpful

Safety during Client Accompaniment

While staff and volunteers have a role in accompanying clients to appointments, they also must ensure the safety of clients and themselves. Before arranging an accompaniment, staff and volunteers shall:

- ♀ assess any safety implications for either the woman or the staff/volunteer, such as the presence or potential presence of the abuser
- ♀ discuss the request with a supervisor if there are any potential risks
- ♀ where at all possible, put measures in place to minimize the risks and then proceed with the accompaniment, advising the client of the safety concerns, the measures put in place and any required actions on the part of the woman
- ♀ where there are no measures that can be put in place to minimize risk, advise the woman that it is not possible to accompany her, with the reasons for this decision, and discuss other options with her
- ♀ use their own car or public transit/taxi for transportation.

It is acknowledged that often risk assessment will have to be undertaken at the moment, and the level of risk will depend on a wide array of variables. However, there are some situations in which staff and volunteers will never accompany a woman, including:

- ⌘ to a one-on-one meeting with her abuser
- ⌘ into her home unless pre-approved by her manager
- ⌘ into any situation that involves illegal activity on the part of anyone (eg. a drug deal)
- ⌘ into a woman's car.

PAVILION FAMILY SERVICES

SERVICE DELIVERY MANUAL

TITLE: Client Requested Referrals
SECTION: Client Services

Purpose: To ensure that referrals to and from other agencies and services are made appropriately and in a manner that respects the safety, privacy and autonomy of Pavilion Women's Centre clients.

Procedure: Staff have a responsibility to be well informed and to keep up to date about services provided by other agencies in the region and other areas as needed. Staff are expected to know where relevant information about other agencies is kept within the Centre.

When making referrals to other agencies, staff shall:

- ♀ provide clients with as much information – verbally and/or in writing -- as appropriate about services and resources provided by other agencies
- ♀ suggest referrals where appropriate
- ♀ support women's requests for referrals by making the referral in a professional and timely manner
- ♀ ensure that the agency's confidentiality policy and procedures are followed at all times
- ♀ note any referrals made and follow up action, if any, in the client's file.

When a client is referred to the Centre from another agency, staff shall:

- ♀ offer to meet with the client and the referring agency person
- ♀ ensure that the agency's confidentiality policy and procedures are followed at all times, but especially in any follow up communication with the referring agency
- ♀ note any relevant information related to the referral in the woman's file.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Duty to Report Referrals
SECTION: Client Services

Purpose: To support the agency's legal responsibilities with respect to the duty to report in instances of suspected child abuse and where there is reason to believe a client is at imminent risk of causing physical harm to herself or another.

Procedure: Suspected Child Abuse: Where a staff person suspects physical, sexual and/or emotional abuse of a child, she shall:

- ♀ encourage the child's mother to call North Eastern Ontario Family and Children's Services.
- ♀ if the woman declines to make the call, the staff shall inform her of the legal obligation to report the concerns to an intake worker or, if the call is made outside office hours, to the after-hours worker at North Eastern Ontario Family and Children's Services
- ♀ call North Eastern Ontario Family and Children's Services and report the concerns
- ♀ describe the incident(s) clearly, providing all relevant details
- ♀ assure the mother that she will continue to receive support and, as requested, advocacy from the centre
- ♀ inform her supervisor
- ♀ document all relevant information in the appropriate files (the woman's, the child's and the North Eastern Ontario Family and Children's Services Report Form).

Where a staff person is unsure about whether or not the situation warrants reporting, she can call North Eastern Ontario Family and Children's Services to discuss it without providing any names.

Imminent Harm to Self or Others: Staff shall assess whether or not a client is at imminent risk of causing harm to herself or to others by considering the following questions:

- ♀ has the woman stated directly that she is about to harm herself or someone else?
- ♀ does she appear to have the means to cause that harm?
- ♀ does she have a coherent, logical plan?
- ♀ has she begun to carry out her plan?
- ♀ have there been such attempts in the past?
- ♀ has the woman recently experienced a traumatic event?

If the staff person concludes that the client is at imminent risk of causing harm to herself or others, she shall:

- ♀ encourage the woman to seek appropriate assistance or intervention
- ♀ if the woman declines to do so, contact the appropriate police force for assistance
- ♀ continue to offer the woman support while waiting for the arrival of the police
- ♀ cooperate with the police in a manner that respects the client's right to confidentiality and privacy
- ♀ take whatever steps may be necessary to ensure the safety of other clients
- ♀ inform her supervisor
- ♀ document all relevant information in the appropriate files (client file, staff log, red alert list).

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Seeing Clients Offsite
SECTION: Client Services

Purpose: To support the delivery of services to non-residential clients of Pavilion Women's Centre.

Procedure: When doing work in the community, staff:

- ♀ shall keep their own safety in mind at all times
- ♀ may meet with women at a hospital, another agency, a coffee shop, a park or other appropriate community space, as the client's needs dictate and as safety permits
- ♀ shall not meet with women in their homes

For safety reasons, when possible, taxis or other community agency services will be used to transport clients. In situations where a Centre staff member or volunteer must transport a client:

- ♀ she will pick up and/or drop off the client at a location that is safe for the staff person/volunteer
- ♀ she will not enter the client's home

When working offsite, staff shall:

- ♀ leave information in the office about their whereabouts and their expected time of return
- ♀ carry a cell phone
- ♀ if meeting a client at another agency, confirm with the other agency worker whether the woman's abuser is expected to be there and consult with the Centre's Executive Director
- ♀ leave the meeting if the abuser is present without prior notice
- ♀ complete safety planning in consultation with the Executive Director before going to a meeting with a client

All exceptions to this procedure must be discussed with the Executive Director.

RECORDKEEPING AND CONFIDENTIALITY

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Informing Clients
SECTION: Recordkeeping and Confidentiality

Purpose: To ensure that clients understand as fully as possible the nature of the Centre's approach to recordkeeping and confidentiality, the limits to confidentiality and the ways in which the client can request the release of her own information.

Procedure: When a client comes to any of the agency's programs for support or service, she will be informed about all confidentiality commitments made by the agency to her and about her responsibility for maintaining the privacy of other clients. Women will be:

- ♀ given a copy of all relevant policies and procedures, which will be explained by a staff person, if it is safe for her to have them in her possession
- ♀ asked to sign a Statement of Confidentiality, which will be kept in her file

Women participating in groups will be given verbal information about confidentiality and asked to make a verbal agreement to respect confidentiality.

More specifically, before the woman signs the Statement of Confidentiality, staff will inform her:

- ♀ that she has the right to decide what she wants to discuss with her counselor
- ♀ of the agency's approach to recordkeeping and the reasons for this approach
- ♀ of the circumstances under which the agency could not maintain confidentiality of records
- ♀ of the steps the agency will take to protect a client's file in the event of a subpoena or application for production.

Depending on the circumstances of the woman and her entry into one of agency's programs, the explanation of the agency's approach to recordkeeping and confidentiality may be spread over more than one conversation.

In all cases, the urgency of safety will take priority.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Client Access
SECTION: Recordkeeping and Confidentiality

Purpose: To enable residents are to have access to their files in a manner that supports Pavilion Women's Centre's philosophy of supportive intervention and advocacy as well as the agency's legal obligations with respect to confidentiality and disclosure.

Procedure: Women may have access to their files by making a verbal request to staff, who will respond in a timely manner:

- ♀ files must be reviewed with a designated staff member present
- ♀ designated staff are the counselors from the program with which the woman is involved or, in some circumstances, program managers or the Executive Director
- ♀ the staff person will review the file before providing it to the woman
- ♀ the woman will be provided with a quiet and private location to review her file with the designated staff
- ♀ only the woman and the designated staff person will be present, unless the woman requires an interpreter
- ♀ the staff person will remain with the resident the whole time she has her file to answer any questions the woman may have and/or to support her
- ♀ once the woman has read the file, she will return it to the staff person who will return it to its secure location
- ♀ the woman may not alter, duplicate, destroy or take any documentation from her file
- ♀ the woman may request copies of the contents of her file, which will be provided to her within fifteen (15) days
- ♀ staff will note the date of a woman's request and of compliance in her file
- ♀ urgent requests to view the file will be met as soon as possible, but in any event within seven (7) days
- ♀ if she has a complaint about the content of her file, she may use the client complaint procedure

Children's Files:

- ♀ children 12 years and older may access their files using the same procedure as set out above
- ♀ if the mother of a child 12 and over wishes to view the child's file, the child must provide written consent

CRISIS INTERVENTION

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Call Tracing
SECTION: Crisis Intervention

Purpose: To support appropriate interventions when a caller is a threat to others, is being physically assaulted herself or if she is a serious threat to herself/her own safety.

Procedure: If it is necessary to trace a call because the caller is a threat to others, is being physically assaulted herself or is a serious threat to herself/her own safety and will not provide her name and location, the staff/volunteer shall:

- ♀ encourage the caller to provide identifying information throughout the call
- ♀ determine the immediacy, seriousness and credibility of the threat
- ♀ if the threat is serious and imminent and if the caller will not provide identifying information, the staff person shall undertake tracing the call, following the instructions provided below.

To trace a call:

- ♀ end the call with the woman or, if possible, use a separate phone line to trace the call, while keeping her on the line and continuing to talk to and support her
- ♀ press * 57 on the telephone, if it is touch tone or dial 1157 if it is a rotary phone
- ♀ a voice message will inform you whether the call has been traced successfully
- ♀ call the police to tell them you have had a call traced so they can call Northern Telecom to have the traced number released.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Danger to Caller
SECTION: Crisis Intervention

Purpose: To intervene appropriately when a crisis line caller or her children are facing imminent physical danger.

Procedure: The staff/volunteer shall ascertain the risk of imminent harm by considering the following questions:

- ♀ has the caller stated that there is imminent risk?
- ♀ is the abuser with the caller?
- ♀ can threats or sounds of physical violence be heard?
- ♀ can the caller provide any other explanation for those sounds?
- ♀ does the caller say an assault is underway?
- ♀ has the abuser threatened to harm the caller?
- ♀ does the abuser have a weapon or have access to a weapon?
- ♀ if so, what is the weapon?
- ♀ has the abuser caused serious physical harm to the caller before?
- ♀ what are the details about that?

If it appears the caller is at risk of imminent physical harm:

- ♀ ask the caller if she would like you to call the police
- ♀ if she says she would, attempt to obtain her name, location and telephone number and have a co-worker contact the police for an immediate response
- ♀ if she is unable to provide you with the information you use (perhaps because the abuser is too close by), but she has consented to you contacting the police, notify a co-worker to have the call traced
- ♀ if it appears to you that the caller is being assaulted during the call and she is unable to respond to your questions, notify a co-worker to have the call traced
- ♀ if there are children present and at risk of harm of any nature, follow the Duty to Report procedure in this Manual. Make every attempt to inform the caller of the agency's legal obligation to report any harm to children
- ♀ in all of these situations, keep the caller on the line for as long as possible, and offer her appropriate safety planning support.

Note: In some cases, the abuser may be in such close proximity to the caller that she cannot answer critical questions. In this circumstance, the staff/volunteer must find an indirect way to get the information needed to allow an intervention. For example, the staff/volunteer could say: "I know the person who is hurting you is near and you can't answer yes, so if you want me to call the police, just say FINE to me now. If you do not want me to call the police, then don't say anything."

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Danger to self or others
SECTION: Crisis intervention

Purpose: To intervene and/or support clients who present a serious threat to their own safety or the safety of others.

Procedure: Different procedures are appropriate under different circumstances.

When a client is a threat to others, the safety of others is the paramount concern and rules of confidentiality may be breached where necessary.

In-person threat to self or others: When a client is physically present at one of the Centre's programs and she is threatening to harm herself or others, staff shall follow the Duty to Report procedure in this Manual.

Crisis line threat to harm self: When a client on the crisis line threatens to harm herself or indicates that she is considering suicide, the staff/volunteer shall:

- ♀ attempt to diffuse the immediate crisis that has led the caller to consider or attempt suicide
- ♀ ask the caller if she wants an ambulance to be called

If she says yes, then do so, while remaining on the line with the caller. Keep her informed about what you are doing and when she can expect the ambulance to arrive.

If she says no, continue with the call and assess the level of risk by considering the following questions:

- ♀ has she stated that she is going to kill herself?
- ♀ does she have a realistic plan?
- ♀ does she have the means to carry out her plan?
- ♀ has she begun to carry out her plan?
- ♀ has she made suicide attempts in the past?
- ♀ has she recently suffered a traumatic event?

Continue offering the woman support and options for as long as she wishes to talk, asking her from time to time whether she wants you to call an ambulance.

If there is a serious threat of imminent action/harm or if an act of harm is already underway, attempt to obtain the caller's full name and location, then notify a co-worker to contact the police for an immediate response and remain on the line with the caller.

If she will not provide her name and location, notify a co-worker to trace the call and keep the caller on the line for as long as possible.

After the police have been notified, inform the Executive Director and complete an incident report, placing copies in the Executive Director's mailbox.

If the threat is not serious or immediate, continue the call and offer the caller information about appropriate resources and services.

Crisis line threat to harm others: When a client on the crisis line threatens to cause serious physical harm to another person, the staff/volunteer shall:

- ⌘ assess the immediacy and seriousness of the threat by considering the following questions
 - is the caller using a threat of homicide as a way to vent anger or is it a sincere threat?
 - is the caller stating a specific intention (ie to kill someone, to hit them, etc.)?
 - does the caller have a plan?
 - does the caller have the means to carry out the plan?
 - does the caller sound angry, enraged, out of control, determined, sad?
 - is the potential victim in the near vicinity?
 - is the potential victim a vulnerable person (eg a child) or does s/he have some capacity to protect her/himself or to get her/himself to a place of safety?
- ⌘ if there is a serious threat of imminent action/harm or if an act of harm is already underway, attempt to obtain the caller's full name and location, then notify a co-worker to contact the police for an immediate response and remain on the line with the caller
- ⌘ if the caller will not provide her name and location, notify a co-worker to trace the call and keep the caller on the line for as long as possible
- ⌘ after the police have been notified, inform the Executive Director and complete an incident report, placing a copy in the Executive Director's mailbox
- ⌘ if the threat is not serious or immediate, continue the call and offer the caller information about appropriate resources and services.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Intoxication
SECTION: Crisis intervention

Purpose: To support women who are in crisis because of serious intoxication (either alcohol or drug induced).

Procedure: This procedure is for situations where women are in serious crisis caused by drug or alcohol intoxication. All other situations related to intoxication will be dealt with under procedures related to providing or denying services to intoxicated clients, which can be found elsewhere in this Manual.

Where a client is intoxicated to the crisis point, the staff/volunteer shall:

- ♀ assess the nature of the crisis
- ♀ if the woman is at risk of harming herself or others, either intentionally or unintentionally, refer to the Duty to Report Procedure in this Manual
- ♀ if the woman is not able to care for herself because of her intoxication, ensure she is not left alone until this situation passes
- ♀ if needed, call on other staff/volunteers to assist with the client or with other service users or, if necessary, call 911 for assistance
- ♀ to the extent possible, provide privacy to the client.

Staff/volunteer shall continue to offer the client ongoing support and options while implementing the necessary and appropriate procedures.

Where the client is a crisis line caller, the staff/volunteer shall:

- ♀ attempt to assess the nature and extent of her intoxication and crisis
- ♀ offer her support and options
- ♀ attempt to find out whether there are children in her care and, if so, whether they are at risk of harm
- ♀ if they are, follow the Duty to Report procedure in this Manual.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Mental Health
SECTION: Crisis intervention

Purpose: To support women with serious mental health issues in accessing appropriate services.

Procedure: When a woman using Pavilion Women's Centre services or programs exhibits serious mental health issues, staff shall:

- ⓧ discuss the concerns with her
- ⓧ encourage her to admit herself to the appropriate hospital for an assessment and possible treatment
- ⓧ if she declines to do so, and there are concerns for the safety and wellbeing of the woman or other service users or staff, send her to the appropriate area hospital –Englehart and District Hospital, Kirkland Lake Hospital or Timiskaming General Hospital -- for assessment and possible treatment.

The Centre staff/volunteer dealing with the woman during this process shall:

- ⓧ ensure she is as informed as possible of the steps being taken and why
- ⓧ continue to offer her support, including accompaniment and advocacy if needed and requested, throughout the assessment and referral experience
- ⓧ take steps to ensure the safety of the client and others if necessary
- ⓧ inform her supervisor
- ⓧ note relevant information in the appropriate files.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Red Alert List
SECTION: Crisis Intervention

Purpose: To ensure the safety of shelter residents, staff and volunteers.

Procedure: The Red Alert List shall be used to set a period of time during which a woman is not permitted to use the shelter because of behaviour/activities that posed a safety risk to others when she was a resident. Maintaining the Red Alert List is the responsibility of the Executive Director:

- ♀ women are placed on the Red Alert list temporarily when they have been asked to leave the shelter
- ♀ women who are placed on the List will be discussed at the next shelter meeting. Staff can also make recommendations to the Executive Director
- ♀ when a name is placed on the list, the reason(s) will be provided and the date entered
- ♀ staff will be informed of the decision and reasons
- ♀ if the woman is placed on the list and calls to access shelter services, staff will discuss the limitations of her access to the shelter services
- ♀ women on the list who contact the crisis line because of safety concerns will be provided with resources and referrals available in the community
- ♀ names remain on the list for six months, at which time they are reviewed by the Executive Director
- ♀ the Red Alert List shall be kept in the crisis line office
- ♀ information on the Red Alert List is confidential and will only be given to other agencies if the woman has signed a release of information form.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: High Risk Protocol
SECTION: Crisis Intervention

Purpose: To ensure that clients of the Centre who have high-risk safety issues are offered maximum protection.

Procedure: All new clients will be required to complete a high-risk assessment form.

The case will be flagged as “high risk” where the client indicates that:

- ♀ her partner has access to weapons
- ♀ there are existing court orders prohibiting his contact with her, or
- ♀ the partner has issued threats

Police involvement will be sought for all cases flagged as high risk, regardless of the wishes of the client, unless she agrees to leave the premises and not seek services from the agency.

Once a case has been identified as high risk:

- ♀ the Centre's Intake Worker shall contact North Bay Communications Centre (1-888-310-1122) to have an incident report created for police information
- ♀ the Centre will fax the High Risk Form to the Timiskaming Detachment at 705-647-9266, with or without the consent of the resident as noted above
- ♀ the resident will be kept informed of all steps being taken

If the resident needs to return to her home for any reason, a date and time will be arranged when the police can accompany her. The Centre has responsibility for providing her with transportation to and from her home.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Missing Person's Reports
SECTION: Crisis Intervention

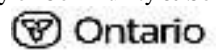
Purpose: To ensure the safety of women who go missing from the shelter.

Procedure: Women are informed at intake that a missing person's report will be filed with the police if they do not return to or contact the shelter within 24 hours of their scheduled return time and if the shelter has been unable to find them:

- ♀ during regular office hours, staff shall notify the Executive Director that a woman is missing. Outside regular hours, the on-call staff person shall be notified
- ♀ in consultation, staff shall decide whether to call the person named in the resident's file as an emergency contact or to follow up with other information provided by the resident prior to her departure
- ♀ if neither of these efforts lead to information about the resident's whereabouts, the staff shall file a missing person's report with the police
- ♀ staff shall give the police the woman's name, information about where she said she was going and any other relevant information (for example, information about the abuser)
- ♀ staff shall request that the police inform the shelter of the resident's status
- ♀ if the woman calls in to the shelter but does not return after a missing person's report has been filed, staff shall ask the police to suspend but not cancel the missing person's report until the woman either returns to the shelter or goes missing again
- ♀ staff shall complete a Serious Occurrence Report and provide it to the Executive Director who will fax it to the Ministry of Community and Social Services.

HEALTH AND SAFETY

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Medication
SECTION: Health and Safety

Purpose: To ensure that medication is stored in a manner than ensure the safety of all residents and that residents have access to their medication in a controlled, but not medically supervised, setting.

Procedure: Women are solely responsible for the appropriate use of their medication:

- ♀ all medication shall be stored in the locked medication cabinet or, when required, in the staff refrigerator in a plastic container marked with the client's name
- ♀ medication shall be taken in the staff lobby
- ♀ in order to respect client privacy, no other residents shall be in the lobby while one woman is taking her medication
- ♀ staff shall advise women of the importance of taking their medication as instructed on the container or by their physician
- ♀ staff shall be present while residents take their medication, but are not providing medical supervision
- ♀ a medication sheet shall be kept for each resident who is taking medication. Each time a resident takes medication, she will list what she has taken and place her initials beside the entry. The staff person who is present will also initial the entry to confirm that she was present
- ♀ if a child is taking medication, the sheet shall be initialed by the mother and a staff person
- ♀ if there is any concern for the well-being of a client related to medication, staff shall call the Poison Control Centre at 1-800-268-9017 for support and assistance
- ♀ if a staff member believes a resident is not taking her medication appropriately, she shall discuss her concerns with the resident, offer support in making a plan and note this in the woman's file
- ♀ staff may, as needed, purchase non-prescription medication that may be required by clients. Staff will explore other options prior to making such a purchase. Any such medication shall be kept locked in the staff office
- ♀ women's medications are returned to them upon discharge. If a woman leaves medications behind, staff shall dispose of it at the pharmacy within 48 hours of her departure.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Fire Plan
SECTION: Health and Safety

Purpose: To ensure that residents and staff are safe in the event of:

- a) a fire on the premises of Pavilion Women's Centre and
- b) are aware of the procedure in the event the fire alarm is triggered with a False Alarm.

Procedure: Staff are responsible for initiating the response to a fire:

- ♀ Staff shall be trained in the use of fire extinguishers and smoke detectors during their initial orientation
- ♀ Staff shall be given initial and ongoing training in evacuation procedures
- ♀ Fire drills shall be held bi-monthly

In the case of a fire, staff shall:

- ♀ Assess the seriousness of the fire
- ♀ If the fire is minor, use the fire extinguisher to put it out
- ♀ If it is determined that the fire is serious enough to warrant evacuating the shelter, sound the fire alarm
- ♀ Call the fire department
- ♀ If it is safe to do so, check each room for occupants and ensure windows and doors are closed
- ♀ Do a headcount in the designated assembly area outside the building and keep all residents there
- ♀ Contact the Executive Director
- ♀ Once the fire department has extinguished the fire and approved re-entry, return residents to the shelter
- ♀ Ensure all residents have returned safely to the shelter
- ♀ Reactivate the smoke detectors and fire alarm
- ♀ Complete serious occurrence report

The Fire Safety Plan, including a map of all exit routes, shall be posted in each room as well as in all public and common areas in the Centre.

If the fire causes damage so severe that residents cannot return to the building, the Executive Director shall make arrangements for emergency secure accommodation for them.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Centre Break-In
SECTION: Health and Safety

Purpose: To ensure the safety of Pavilion Women's Centre residents and staff in the event of a break-in.

Procedure: If there is a break-in, attempted break-in or a visitor who refuses to leave and who could create a safety issue for residents or staff, staff shall:

- ♀ call 911 for an emergency police response
- ♀ not talk to the visitor or intruder
- ♀ take whatever steps are appropriate in the circumstances to keep residents safe (For example, if the intruder is outside the building, gather residents together in a common area inside the building. If he is in the building, and if it is safe to do so, gather the residents in a room that can be locked.)
- ♀ follow the instructions of the police once they arrive
- ♀ provide support to residents if they have a reaction to the incident
- ♀ once the intruder or visitor has been removed from the premises and the police have left, discuss the incident with the residents
- ♀ report the incident to the Executive Director
- ♀ complete a Serious Occurrence Report

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Incident Reports
SECTION: Health and Safety

Purpose: To ensure proper reports are completed following incidents involving safety issues at the Centre.

Procedure: Different kinds of reports are required depending on the severity of the incident.

Accident Reports:

Any minor falls, cuts, scrapes or similar minor injuries shall be reported in an Accident Report within 24 hours of the accident/injury and provided to the Executive Director. A copy of the report shall also be placed in the service user's file.

Health and Safety Reports:

Any minor building maintenance concerns (for example, leaks, burned out lights, etc.) shall be noted in a Building Maintenance Report and given to the staff person responsible for building maintenance, with a copy provided to the Executive Director.

Incident Reports:

An Incident Report shall be written within 24 hours of any serious occurrence on agency property or involving agency clients and/or staff/volunteers.

For the purposes of this policy, a serious occurrence is defined as:

- ⓧ death of a service user
- ⓧ serious injury of a service user
- ⓧ alleged abuse/mistreatment of a service user
- ⓧ missing client
- ⓧ complaint about service standard
- ⓧ complaint made by or about client
- ⓧ other serious events involving a client

The Incident Report shall be prepared by the staff who was/were involved in the serious occurrence and be provided to the Executive Director, who is responsible for providing it to the Ministry of Community and Social Services, in compliance with the Ministry criteria.

NON-DISCRIMINATION AND ACCESSIBILITY

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Eligibility

SECTION: Non-discrimination and accessibility

Purpose: To ensure that eligible women and their children receive access to the services of Pavilion Women's Centre.

Procedure: In order to receive services from the centre, a woman must:

- ♀ be at least 16 years of age
- ♀ have experienced abuse/violence – physical, emotional, financial, verbal or sexual
- ♀ reside in the Timiskaming Region
- ♀ be willing to work within the mandate of Pavilion Women's Centre

Consideration can be made, in consultation with the Executive Director, for young women under 16 years of age and for individuals living outside the catchment area.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Intake

SECTION: Non-discrimination and accessibility

Purpose: To ensure that all women whose needs meet the mandate of Pavilion Women's Centre have equitable access to the appropriate services and programs.

Procedure: Intake to all the agency's services shall be done by staff who shall:

- ⌘ determine that a woman meets the mandate of the agency
- ⌘ assess her situation to determine which program is appropriate for her
- ⌘ provide her with the information she needs to access the appropriate program

If a staff member determines a woman is not appropriate for the Centre's services or programs, she shall make every effort to refer her to the appropriate agency.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Client Code of Conduct
SECTION: Non-discrimination and accessibility

Purpose: To ensure that women using the services of Pavilion Women's Centre follow the mandate and expectations of the organization.

Procedure: Clients shall behave in a manner that ensures the safety and privacy of all other clients as well as of the shelter itself.

Confidentiality: Residents are required to sign an Oath of Confidentiality upon being admitted to the shelter and to follow that oath at all times. Breaches can result in severe consequences, including being asked to leave.

In particular, clients shall maintain confidentiality with respect to:

- ♀ the location of the shelter
- ♀ all other service users

Relationships with Other Clients, Staff and Volunteers: Clients shall not

- ♀ engage in or threaten physical or sexual abuse/assault of another client, staff or volunteer
- ♀ direct verbal attacks at others
- ♀ engage in racist, homophobic, transphobic or other discriminatory remarks or behaviours
- ♀ breach the confidentiality of any client, staff member or volunteer, whether the information about the person becomes known to them before or while receiving services

When confidentiality is breached, staff shall consult with the Executive Director to discuss the appropriate course of action.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Client Evaluation

SECTION: Non-discrimination and accessibility

Purpose: To provide a system for clients to provide evaluations of their experiences with Pavilion Women's Centre.

Procedure: All clients of the Centre's programs and services shall be offered the opportunity to participate in an evaluation of their experiences with the agency through:

- ⌘ ongoing informal verbal or written feedback and/or
- ⌘ the formal performance management evaluation process established by MCSS.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Denying or Terminating Services
SECTION: Non-discrimination and accessibility

Purpose: To ensure that services can be denied to women whose behaviour would interfere with safety or with effective service delivery.

Procedure: Women may participate in Pavilion Women's Centre services and programs as long as they meet the agency's mandate and their behaviour does not jeopardize the safety of any clients, staff or volunteers.

Denying Services:

- ⓧ if a woman's behaviour is threatening, violent, abusive or intimidating to staff, volunteers or other clients, staff shall advise her that this is not an appropriate time for her to be accessing services, try to ensure she can go to a safe place and encourage her to return when she is able to behave appropriately
- ⓧ whenever possible, staff shall have a follow-up conversation with the client to review the situation and plan for future crisis
- ⓧ if a woman's behaviour is interfering with her own or anyone else's ability to benefit from the services or programs, staff shall ask her to leave the service or program until she is able to behave in an appropriate manner
- ⓧ staff shall not ask women whether or not they are intoxicated as a means to decide whether or not to allow them access to services, but shall make this decision based on the woman's behaviour
- ⓧ whenever services are denied because of a woman's behaviour, staff shall take all reasonable steps to ensure the woman has another safe place to go

Terminating Service: The Executive Director shall determine whether a client will have her access to service terminated.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Interpretation and Communication
SECTION: Non-discrimination and accessibility

Purpose: To ensure that women who use the services of Pavilion Women's Centre have access to appropriate interpretation.

Procedure: To support effective communication, staff shall:

- ⌘ not make assumptions about a client's use of or level of understanding, written or spoken, of English or French
- ⌘ be aware that communicating in a second language is more difficult in times of stress or crisis
- ⌘ be aware of the interpretation needs of clients who are Deaf or Hard of Hearing
- ⌘ be aware of the communications needs of women who are blind or visually impaired, especially in terms of the use of written materials and resources
- ⌘ be aware of the communication needs of clients who have literacy or comprehension issues
- ⌘ avoid using family members or other participants for interpretation, except in extreme emergencies
- ⌘ allow extra time for sessions that involve interpreters
- ⌘ discuss confidentiality with the interpreter and have the interpreter sign the Oath of Confidentiality in the presence of the client
- ⌘ provide the interpreter with any necessary background information
- ⌘ speak slowly and clearly to assist the interpreter
- ⌘ talk directly to the client and not to the interpreter
- ⌘ validate the client's understanding by asking for brief summaries to make sure important ideas are not lost
- ⌘ always use clear, inclusive, accessible and respectful language
- ⌘ make every effort to find appropriate in-person interpretation services.

Staff are encouraged to use such provincial interpreter services as the Assaulted Women's Helpline, SOS Femmes, online computer language programs (but these may not provide the necessary accuracy) and Bell telephone services (for which there is a fee) as are appropriate in the circumstances.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Transwomen
SECTION: Non-discrimination and accessibility

Purpose: To support inclusive delivery of services to all individuals identifying as women.

Procedure: Transwomen who seek to use the services of the Centre shall in all ways be treated in the same manner as all potential clients of the agency.

Specifically:

- ♀ no different medical questions will be asked
- ♀ length and extent of a woman's transition will not be a consideration in her ability to access services
- ♀ physical appearance and/or characteristics will not be a consideration in her ability to access services
- ♀ a transwoman shall not be turned away or referred to another service unless she is requesting shelter service and the shelter is full or she is on the do not admit list for reasons other than her trans status
- ♀ information about a client's trans status shall be kept confidential by staff and volunteers. Any breach in this confidentiality will be grounds for discipline
- ♀ no staff person or volunteer may refuse to provide services to a woman because of her trans status. Any such refusal will be grounds for disciplinary proceedings.

All staff and volunteers will be provided with ongoing development on the needs, issues and realities of transwomen. Individually and in group, clients will be provided with awareness education.

PROGRAMS AND SERVICES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Program Descriptions
SECTION: Programs and Services

Purpose: To provide details about each of the programs offered by Pavilion Women's Centre.

Procedure: Pavilion Women's Centre offers the following programs:

Emergency Shelter: The shelter provides short-term emergency accommodation, safety planning, crisis support services, rights information, counseling and skills development and referrals to appropriate services for women and children in need, whether they are fleeing an abusive relationship or are in a housing or other crisis situation.

Crisis/Support Line: The Centre offers a 24-hour crisis line through its toll-free number for women or children who are in need of support or are experiencing a crisis. Staff can provide some counseling support, resource information and referrals.

Counselling Services (Outreach Program): The Centre offers individual and group outreach services to women in the community who are dealing with issues relating to violence/abuse or who require follow-up services after leaving the shelter. Outreach workers provide support counseling to women (16 years of age and older) who are dealing with housing, employment, education, social assistance and/or legal issues relating to abuse. This support includes safety planning, advocacy assistance, rights information, referrals, accompaniment to appointments and follow-up assistance.

Historical Abuse/Sexual Assault: This program provides individual and group counseling, support and referrals to survivors of sexual assault who are 16 years of age or older. It also provides community education about sexual assault.

Child Witnesses: The Centre provides support for children and mothers who enter the shelter, ongoing outreach support for children and the "***Changing Patterns***" Child Witness Group for children who have been exposed to violence against women. The program includes early intervention, assessment, safety planning, support group counseling, referral and short-term follow-up.

Public Education: The Centre offers public education activities within a variety of contexts, including International Women's Day, Sexual Assault Prevention Month, Domestic Violence Prevention Month, Take Back the Night and December 6th. The Centre also provides speakers for public events.

RESIDENTIAL SERVICES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Children
SECTION: Residential Services

Purpose: To ensure that children are properly cared for while they and their mothers are residents at Pavilion Women's Centre.

Procedure: Women who come to the shelter may bring their children up to the age of 18 with them.

Because of the unique environment of the shelter and needs of all residents, boys of adolescent age or older may accompany their mothers based on staff assessment and discretion and depending on the circumstances of the woman, her son and other shelter residents at the time.

Mothers have primary responsibility for their children at all times and are expected to ensure that their children follow the appropriate house rules and behave in a way that is respectful of other residents, staff and volunteers.

Children under the age of 16 years are to be under adult supervision at all times.

Supervision:

- ♀ mothers shall be informed at intake that they are responsible for the care and supervision of their children at all times and that the shelter is not responsible for the safety of their children
- ♀ mothers shall take their children with them wherever they go in the shelter
- ♀ children 4 years old and under must be with their mother in the same area at all times
- ♀ children between 5 and 12 must be on the same floor of the shelter as their mother. Mothers need to know whether their children are at all times and must check on them every 15 minutes
- ♀ children 12 and older may be in their own bedroom without an adult
- ♀ all children must be supervised while playing in the yard
- ♀ mothers shall be awake and out of bed anytime their children are awake
- ♀ staff shall contact management or on-call staff and then North Eastern Ontario Family and Children's Services if a mother leaves the shelter without her children and without making babysitting arrangements and filling out the babysitting form
- ♀ staff shall support women's parenting by discussing appropriate supervision when this is necessary

- ⌘ if a mother leaves her children unsupervised, staff shall discuss the seriousness of this with her and tell her that if this continues it may be necessary to report the situation to North Eastern Ontario Family and Children's Services
- ⌘ if the mother continues to leave her children unsupervised, staff shall tell her they are required to make a report to North Eastern Ontario Family and Children's Services . Staff will consult with the Executive Director to determine the best course of action

Babysitting: The Centre supports babysitting of residents' children as follows:

- ⌘ residents may have female friends or relatives babysit their children at the shelter, with the approval of staff
- ⌘ staff shall assist women in finding appropriate child care
- ⌘ in emergency situations, relief staff may be called in to assist with child care
- ⌘ staff may provide babysitting to support residents with their Plan of Action (eg so a woman can attend a lawyer's appointment, go to court, meet with housing, etc.)
- ⌘ such babysitting must be planned in advance and can only be provided if staff are available.

Outings with Children: Staff taking children on outings shall

- ⌘ have the mother sign an outing form, that includes details of the outing
- ⌘ place the form in the child's file
- ⌘ have a valid driver's licence and appropriate insurance, if the outing involves travel by car

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Shelter Visitors
SECTION: Residential Services

Purpose: To ensure the safety and confidentiality of residents, staff and the Centre.

Procedure: Everyone other than staff, volunteers, students, residents, women and children seeking admission to the shelter or ex-residents attending a drop-in or meeting with staff are considered visitors. The top priorities in allowing visitors access to the shelter are the safety and privacy of clients and staff:

All visitors to the Pavilion Women's Centre shall sign an oath of confidentiality and Pavilion Staff shall explain the purpose and importance of this document.

Visits shall take place in the outreach section of the shelter (the family room), the staff lobby area (the sunroom) or the community office (counselling room).

Visits shall not take place in the residential side of the shelter to ensure that the privacy, safety, wellbeing and comfort of residents is maintained.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Court Documents
SECTION: Residential Services

Purpose: To ensure that confidentiality of residents as well as legal obligations of Pavilion Women's Centre are maintained with respect to court orders, including warrants.

Procedure: Residents of the shelter may be served with court orders, subpoenas or other legal documents. Warrants may also be issued with respect to women or their children. Such documents pertaining to women who are not resident may also be served at the shelter:

- ♀ staff shall at all times act in a manner that protects the confidentiality and safety of residents to the extent permitted by law
- ♀ staff shall verify the identity of all police officers or other officials, whether they appear in person or by telephone, by asking for the individual's official identification and calling the police station (or other office) for confirmation
- ♀ if a court document is served to a resident who is in the building at the time, staff cannot obstruct the officer in his/her duties
- ♀ in this circumstance, staff shall advise the resident that the police or other official need to see her, provide a basic explanation of the document and what it means in terms of expectations of the woman (for example, that she must appear in court, hand her children to the North Eastern Ontario Family and Children's Services etc.) and ask her to behave in a manner that will be the least disruptive to other residents
- ♀ the client shall be offered the opportunity to meet with the official outside or in a private room inside the shelter to maximize her privacy
- ♀ if a document is served when the resident is not present in the building, staff shall inform the officer that the information that the police would like her to contact them will be passed on to the resident when she returns
- ♀ court documents are not accepted on someone else's behalf
- ♀ when the resident returns, staff shall inform her of the situation, explain the next steps as much as possible and provide her with the information she needs to contact the police
- ♀ staff shall assist the resident in understanding the consequences of different choices available to her, but shall not provide legal advice
- ♀ residents are free to make whatever choices they wish in these situations, but will be asked to be respectful of the impact of their choices on their children and on the safety and privacy of other residents, staff and volunteers

- ⌘ women will be informed in the intake process that staff may have to breach confidentiality in these circumstances
- ⌘ if the court document relates to a woman who is no longer a resident of the shelter, staff shall so advise the police
- ⌘ staff shall request that the police proceed in a manner that respects the safety and privacy of other shelter residents
- ⌘ staff shall inform the appropriate supervisor of the situation and the steps taken.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Telephone use
SECTION: Residential Services

Purpose: To enable residents to have reasonable access to the telephone.

Procedure: At the shelter, there are three telephone lines that are for the use of staff and residents:

- ⓧ residents may use the telephone for local calls
- ⓧ calls shall be made in a way that is respectful of the telephone needs of others
- ⓧ residents shall never answer the telephone
- ⓧ residents may make limited long distance calls to their personal support network or to support their Plan Of Action
- ⓧ staff shall take telephone messages for residents in a manner that maintains the resident's confidentiality.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Laundry Facilities
SECTION: Residential Services

Purpose: To enable appropriate and efficient use of the shelter laundry facilities by residents and staff.

Procedure: Residents may use the laundry facilities for their personal use. Staff are responsible for laundering the residents' linens upon discharge:

- ♀ residents may do laundry at anytime during the day but preferably not after 11 p.m.
- ♀ residents are asked to be considerate of the needs of other women who may need to do laundry
- ♀ laundry is not to be left in the washing machines or dryers and is to be taken back to the resident's room as soon as it is completed
- ♀ the shelter supplies non-brand name laundry soap and fabric softener sheets for the use of residents, which are not to be removed from the laundry room
- ♀ for health reasons, residents may purchase their own laundry soap and/or fabric softener, which is to be kept in their room. The shelter is not responsible for such products if they are left in the laundry room
- ♀ when residents are being discharged from the shelter, they are to bring their linens to the laundry room and begin the laundering process (ex. Put the bedding into the washer). Staff may need to complete these duties.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Smoking
SECTION: Residential Services

Purpose: To ensure that residents who smoke do so in a manner that is safe for themselves, does not jeopardize the health or safety of other shelter residents, staff or volunteers and is consistent with relevant provincial legislation and municipal bylaws.

Procedure: Designated smoking areas and times shall be adhered to for reasons of health and safety:

- ⓧ smoking is only permitted outside in accordance with local by-laws
- ⓧ a resident wishing to smoke shall be let in and out of the building by staff
- ⓧ a resident wishing to return to the building after smoking shall use the buzzer to let staff know she is ready to come inside
- ⓧ a resident found smoking in the shelter shall be given a verbal warning. If this occurs a second time, she shall be given a written warning. If she breaches this procedure again, she shall be asked to leave the shelter
- ⓧ Residents shall dispose of their cigarette butts in the provided container and assist as necessary to dispose of the waste
- ⓧ Pavilion Women's Centre staff may need to impose limits on how frequently residents go outside for the purpose of smoking. Reasons for the limitations may include but are not limited to: heating and cooling efficiency of the building, safety and security, RSW is busy with a crisis call, power outage and other reasons deemed appropriate by staff members that are in the best interest of the Centre
- ⓧ Non-smoking staff are not expected to handle waste from smoking (cigarette waste container or ashtrays)

Residents of the Pavilion Women's Centre will be provided information regarding smoking cessation programs available through the Temiskaming Health Unit as well as information about alternative healthy coping skills.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Room and Personal Searches
SECTION: Residential Services

Purpose: Searches may be conducted of residents and/or their rooms if this is necessary to ensure the safety of the shelter, other residents, staff and/or volunteers because it is believed a resident may have drugs, alcohol or weapons on her person or in her room.

Procedure: Staff may make a decision to conduct a search based on information provided by third persons, behaviour by the resident, information provided (or not provided) by the resident or prior knowledge that the resident is a current drug user:

- ♀ all decisions with respect to room or personal searches shall be made in consultation with the Executive Director
- ♀ where possible, the resident will be informed that staff has reason to believe that she has prohibited items on her person or in her room
- ♀ the resident would not be informed if this could create safety issues. For example, if it is suspected that a resident has a weapon then it may not be advisable to inform her that a room search is going to take place
- ♀ two shelter staff, one of whom shall be a direct service staff person, shall be present for and participate in the search
- ♀ staff shall use appropriate universal precaution techniques during all searches

Personal Searches: When staff have decided to conduct a personal search, the woman shall be brought into the office and asked for permission to conduct the search:

- ♀ a resident has the right to refuse a personal search. In this event, staff shall advise her that she will be immediately discharged from the shelter in order to protect the safety and security of other residents, staff and volunteers
- ♀ if the resident agrees to the search, staff shall inform her that there will be no physical touching or contact
- ♀ staff will ensure the search takes place in a space where privacy can be maintained. Two staff must be present at all times
- ♀ staff shall ask the woman to remove any outer clothing such as a jacket, sweater, hat and gloves and footwear. She shall empty the pockets, sleeves, hoods etc in all her clothing and place contents on desk and shake shoes and other garments over the desk to remove any hidden items
- ♀ staff shall inspect any items of clothing the woman has removed, looking for anything that might be taped to or otherwise concealed in the clothing
- ♀ if alcohol is found, staff shall take the resident to the washroom and supervise her flushing it down the toilet

- ⓧ if illegal drugs are found, they shall be placed in a secure location and the staff conducting the search shall contact the Executive Director for a decision about how to proceed

Room searches: When staff have made the decision to search a resident's room and it is appropriate to inform her prior to the search, she shall be brought into the office to be informed

- ⓧ the search shall include her baggage and personal belongings as well as washrooms in the area
- ⓧ the resident shall be told what is being searched for and given the opportunity to produce the item, provided she is escorted by staff
- ⓧ the room search shall be conducted even if the resident produces the item(s)
- ⓧ a resident has the right to refuse to consent to a room search. In this event, staff shall advise her that she will be immediately discharged from the shelter in order to protect the safety and security of other residents, staff and volunteers
- ⓧ the resident may be in the general vicinity, but without access to the contents of the room, while the search is conducted
- ⓧ staff shall use plastic garbage bags to contain items removed from the room
- ⓧ staff shall be respectful of the resident and her belongings. Items removed from each searched area (dresser, closet, baggage, etc.) shall be kept separately and carefully so as to minimize the possibility of damage and facilitate tidy return
- ⓧ prohibited items shall be kept in appropriate garbage bags for safekeeping until they can be disposed of
- ⓧ each area of the room shall be searched thoroughly and systematically
- ⓧ if alcohol is found, staff shall take the resident to the washroom and supervise her flushing it down the toilet
- ⓧ if illegal drugs are found, they shall be placed in a secure location and the staff conducting the search shall contact the Executive Director for a decision about how to proceed

Weapons: If a weapon that it would be dangerous or unwise to handle is found during a room search or a search of personal belongings, it is to be left in place. The search shall be suspended and the area sealed so the resident has no access to it. The resident shall be asked to come to the office while the police are called. Staff shall contact the police immediately and ask them to come to the shelter to remove the weapon.

If the police arrest the resident to charge her with respect to possession of the weapon, staff shall inform her that her belongings will be packed and stored until she can make arrangements to remove them safely.

Staff shall not touch or take possession of illegal drugs, alcohol or weapons except in the most extraordinary circumstances, in which case the Executive Director must be consulted.

Where appropriate and necessary, staff shall call a special “House Meeting” to advise other residents about what has happened, doing so in a manner that does not breach confidentiality.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Resident Plan of Action (Support Plans)

SECTION: Residential Services

Purpose: To support residents in achieving their goals and maintaining their expectations of their stay at Pavilion Women's Centre.

Procedure: Resident's Plan of Action (Support Plans) are put in place for all women accessing the services of the Pavilion Women's Centre. Resident Support Plans may be developed between a woman and staff at any time during her stay, preferably within the first 3-5 days

- ✂ the Plan of Action (Support Plan) Support Plan shall be documented in writing and a Goal Date will be set
- ✂ A Goal Date will determine the woman's anticipated length of residential stay
- ✂ the Plan of Action (Support Plan) shall be reviewed by the woman and staff on an ongoing basis, with revisions made as necessary as new information arises
- ✂ Shelter staff are responsible to follow up on resident's Plan of Action daily and to guide and assist her as necessary and appropriate
- ✂ Residents are required to actively participate and work on their Plan of Action

Special Circumstances Procedure:

- ✂ In a variety of situations, including housing, mental health, addictions, inappropriate behaviours/activities, not following House Guidelines, self-harming and Red Alert issues a more detailed and specific plan will be developed
- ✂ This agreement or contract will be developed and signed by the woman and the staff person as acknowledgement
- ✂ Ongoing monitoring and revisions to this agreement will be made as necessary
- ✂ the woman shall be given a copy and another shall be placed in her file
- ✂ the Supervisor and or Executive Director shall be informed of this agreement

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Warnings
SECTION: Residential Services

Purpose: To ensure the safety of the shelter, residents, staff and volunteers by providing residents with warnings/reminders for breaches of shelter safety.

Procedure: The criteria for giving a warning to a resident include:

- ⓧ actual or threatened physical or sexual abuse/assault of another resident, staff or volunteer
- ⓧ verbal attacks on another resident, staff or volunteer
- ⓧ racist, homophobic, transphobic or other discriminatory remarks
- ⓧ breaching another resident's confidentiality in any way
- ⓧ bringing a weapon, alcohol or illegal drug into the shelter
- ⓧ refusing to go to her room when asked to do so by staff because of being intoxicated or under the influence of any kind of illegal drug
- ⓧ smoking in the shelter

When staff feel it is necessary to provide a warning, a progressive procedure shall be followed:

- ⓧ staff will first have an official discussion with the woman about her behaviour and create a Resident Support Plan with her, which will focus on strategies she can put in place for herself and/or ways the shelter can assist and support her
- ⓧ this plan is documented in her case notes and any support actions are passed on to other staff at shift change
- ⓧ an official discussion must take place for each issue before a verbal warning can be given
- ⓧ if another breach occurs, a verbal warning can be given. This is documented in writing in the resident's file, and includes a new Resident Support Plan. Strategies are documented in her file and support actions are passed on to other staff at shift change
- ⓧ a written warning follows the verbal warning if another breach occurs
- ⓧ if breaches continue, the resident may be asked to leave the shelter
- ⓧ staff shall inform the Executive Director when verbal or written warnings are provided
- ⓧ at all times, staff shall ensure the safety of residents, staff and volunteers when providing warnings

Whenever possible, warnings shall be given to a resident by the staff involved in the incident.

In serious circumstances (for example, the physical or sexual abuse by a resident of another resident, a staff member or a volunteer) the first response may be to ask the woman to leave, in consultation with the Executive Director.

When a resident's behaviour jeopardizes the safety of the shelter, she may be placed in a hotel for one night if there are no other safe emergency housing options available to her.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Extending a Woman's Stay
SECTION: Residential Services

Purpose: To identify the circumstances under which a woman's stay at the shelter may be extended beyond 6 weeks.

Procedure: Women may stay at the shelter until they have found safe and affordable housing. Extensions may be approved, on an individual basis, when other options have been explored and none are available:

- ♀ staff shall begin to develop a housing support plan with a woman after she has been at the shelter for 10 days
- ♀ if the woman plans to seek housing through District of Timiskaming Social Housing Program, Co Tem or other housing programs staff will support her in making an initial appointment
- ♀ staff and the woman will review her housing support plan after this meeting
- ♀ a woman who anticipates she will need an extension should make a verbal request after she has been at the shelter for 5 weeks
- ♀ staff will use the criteria below to decide whether or not her situation requires an extension
- ♀ staff will document the reasons for the extension as stated by the resident in the extension decision section of the staff logbook and make a note of the request in the woman's file
- ♀ each staff member working during the next 24 hours shall indicate her agreement/disagreement with the request based on a review of the woman's file and shall document her opinion in the extension decision section of the logbook
- ♀ this decision shall be documented in the woman's case notes, and the woman shall be notified immediately
- ♀ if the woman has not obtained appropriate housing by her seventh week in the shelter, she shall make a written request for an extension, indicating how much longer she needs to stay and why, and she shall give this letter to the staff on shift
- ♀ staff shall place the woman's letter in the "extension decision" section of the staff logbook and make a note of the request in the woman's file

- ⌘ each staff member working over the next 24 hours shall indicate her agreement/disagreement with the request based on a review of the woman's file, and shall document her opinion in the "extension decision" section of the logbook
- ⌘ this decision shall be documented in the woman's case notes and the woman shall be notified immediately
- ⌘ where the staff are not able to agree on a decision, the Executive Director shall be consulted to make the final decision
- ⌘ if the woman does not agree with the decision, she shall speak to the Executive Director, who shall consult with the staff team, meet with the resident and make a final decision.

Criteria: If the woman has explored her options, including making an application to Ontario Housing within the first two weeks of her stay and is looking for alternative housing, and

- ⌘ there is no safe and affordable housing available by her discharge date and/or
- ⌘ she has applied for housing and is waiting to go through the appeal process because of arrears owed and/or
- ⌘ she faces significant barriers and/or challenges, which have had a negative impact on her housing search and/or
- ⌘ she has been actively searching for housing throughout her stay at the shelter and/or
- ⌘ she has found housing but the move-in date is beyond the 6-week shelter stay and there are no interim alternative options.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Voluntary Departures
SECTION: Residential Services

Purpose: To ensure that when women leave the shelter voluntarily, their departure moves smoothly, and the safety and privacy of other residents is respected.

Procedure: Staff shall encourage women to develop moving plans that minimize disruption for other residents and that protect the confidentiality and privacy of the shelter and its residents. Staff shall explore the following possibilities with the woman:

- ♀ moving to her destination by taxi – staff will arrange for one discharge taxi
- ♀ her ability to borrow a vehicle or rent a moving truck
- ♀ obtaining assistance from another resident who could drive her to her new residence
- ♀ moving her belongings over a period of time, particularly if she has a great deal to move
- ♀ finding a friend or family member to assist her in moving
- ♀ whether she has any limitations (small children, physical disability, pregnancy) that would make it unreasonable for her to move without the assistance of another person

If she is using someone from outside the shelter to assist her in moving, the person cannot enter the shelter or breach the confidentiality of the shelter.

If the woman is using a friend or family member to assist her move, staff shall:

- ♀ ensure the person signs (or has already signed) an Oath of Confidentiality
- ♀ investigate whether the person poses any threat to the safety of the shelter (known abuser, on the Red Alert List, etc.)
- ♀ encourage the resident to use a female helper if at all possible

While moving often involves last-minute changes in plans, staff shall encourage residents to make arrangements in advance of moving day. A woman moving out of the shelter shall be encouraged to:

- ♀ remove all her belongings in one trip
- ♀ where this is not possible, advise staff of the timing of additional trips
- ♀ where all her belongings cannot be removed in one day, make arrangements with staff for return trips. In this case, the woman shall follow the House Guidelines about vacating her room and storing her belongings.

PAVILION WOMEN'S CENTRE

SERVICE DELIVERY MANUAL

TITLE: Asking a Woman to Leave
SECTION: Residential Services

Purpose: To ensure the safety of the shelter and residents, staff and volunteers in situations when a resident's behaviour or activities jeopardize that safety.

Procedure: Before a woman is asked to leave, she shall have been offered ongoing support plans and have been through the shelter warning procedure. Staff shall treat the woman with respect and make every attempt to maintain her dignity at all times and no matter the circumstances and shall

- ♀ discuss the situation with the woman, referring to the support plan, if relevant, and explain to her why she is being asked to leave
- ♀ offer advocacy to assist her in finding an appropriate place to stay or give her referrals where possible and tell her the extent to which staff are able to assist her
- ♀ inform the woman how soon she has to leave
- ♀ contact appropriate agencies given as referrals to the woman, if necessary
- ♀ contact the on-call staff to consult and/or inform her, prior to the woman being asked to leave whenever possible
- ♀ in consultation with the on-call staff, alert police and other emergency services, if necessary
- ♀ place the woman's name on the Red Alert List until the next staff meeting
- ♀ document the plan and any advocacy actions taken in the woman's file.