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>> Hello everyone. Him today we are joined by teams from classes S, G H I. This is your first call, we're so glad to have all of you together. My name is Beth McNamara and I will be the moderator for today's call. This is our third finish he did -- affinity discussion in a three part -- part series. We try to design our affinity discussions as free-flowing active engaged dialogue. We have several guest on the line on unmuted line so we can all dive in and start talking. For those of you who have called in today as a participant, we recognize that we have had to balance making sure everybody can hear and has the best sound quality possible and when we leave everybody's line unmuted, it tends to have a little background noise. People eating chips and little whispers because stuff happens as we all know during our days. We recognize that creates a little bit of a barrier but we do want to have you participate as much as possible so we have an operator on the line and you can engage in the conversation at any moment. By doing one of two things. Talking to the operator to get your line unmuted. Push star one. And the other option is to e-mail advocacy at Praxis International. I will try to check that as frequently as possible. That is also a good alternative. Without further ado, let's get rolling. Today we have [ Indiscernible ], Liz, Diane, and Sandy from praxis and Liz, if you can do your usual quick tech pieces and then we will move into the content.

>> Thanks Beth and hi everybody. I will just reiterate with but -- what Beth said. We encourage you to at any point don't be shy and dive into our conversation. Share in the dialogue with us. Do that either by getting into the operator Q I pressing star one or sending an e-mail to advocacy. This dialogue, it is intended as a dialogue, can only really operate in that sort of way by everyone's participation so we really encourage you to participate and join in our conversation. This session is being recorded and so if you want to refer to it after the fact, know that it will be available on the ALC class webpage of our website. You can look for it there after a few days. Finally, if you do experience any sort of technical issues during the session, the best thing for you to do would be to send an e-mail to me, Liz at Praxis International .org.

>> Thanks Liz. We created this series because the issue of shelter rules is one that programs have struggled with for a long time. We heard from a lot of programs over the last several years that this was something they were struggling with and they wanted to look at him and didn't know where to start. And then started and got stymied or freaked out and then we stopped so there was all of this place where people landed in examining shelter rules. The three-part series started back in May. And we first heard from and Minard, who is the Executive Director of the

national resource Center of domestic violence and she started out by giving us a historic perspective on how shelter rules started, along with which he presented. The study she came out on meeting survivors needs, multistate study and that is where we started with this digging in and figuring out what it is that was happening, how we got here, and what we were hearing from women about their experiences being and shelter. And then at our last call at the beginning of August, we had the Missouri coalition against [ Indiscernible ] violence join us. And they started this conversation with us about the project that they started. And it talks about where this project started in Missouri. The manual that was mailed to everybody at the beginning of this series was their manual. How the Earth did not fly into the sun. There project to reduce rules in domestic violence shelters. And so that is where we have taken it. Thus far for our two-part series. If you weren't able to join us for those two calls and missed one or want to listen to it again, we do have those archived in the root hoardings of the protected page of the websites we encourage you to jump on there and listen to them at your leisure. Today, for our last series we have Jennifer and Laura back from the Missouri coalition. Welcome guys. And we also have [ Indiscernible ] from new beginnings in Seattle, Washington. I am just going to quickly introduce Jennifer, Laura and [ Indiscernible ]. So you know who is talking and they're perspective and background. And then we will get started unwrapping our final conversation on how we will get to a place where we have this all figured out. Nicely wrapped with a little bow. No pressure. Jennifer Garner, is with the Missouri coalition. And she has worked in the movement on violence against women since 1997. Her experiences in Texas and Missouri include [ Indiscernible ]. Research community organizing education program development in campus and community-based programs. She talk contemporary issues at the University of Missouri school of social work as an adjunct professor and she joined the Missouri coalition in 2003 as a program development specialist and then became the educational coordinator in 2010. And now she is the education and outreach coordinator.

>> Laura is -- it is her birthday today so extra special that she is joining us on her very special day. But she has been advocating for survivors of domestic and sexual violence since 1995. She joined the coalition staff and 20 -- 2003 as the program development specialist and has worked and nested violence shelters as a children's program coordinator. She went on to be the director of the can services for dual domestic violence programs. And prior to joining the coalition she was domestic violence victim advocate and it -- in a County prosecutor's office. She has served on a number of boards that are advocating for children, victims of violence and other victims of crime. Welcome Jennifer and Laura from Missouri and then we have Debra the community advocacy manager a new beginnings and previously was a long time shelter manager. She is a part of the original faculty and development team for the Washington state coalition against domestic violence shelter rules project. As you can see, that's why we've got her on this call. She has trained several states to train on advocates of directors on the philosophy and substance of reducing shelter rules and increasing survivor autonomy and dignity. She has also served as a previous chair of the Washington state coalition board of directors. She is inexperienced clinic

facilitator and trainer and as an African American women she has interesting connection of women and color who come to our services. Welcome, we are happy to have you with us.

>> I did a quick review of our series thus far. Last time we got a chance to dive into the Missouri coalition experience on looking at shelter rules. And so we did not get a chance to talk with [ Indiscernible ] about their projects. I thought what we should do first is have her give us a little introduction about their project at Washington state coalition. And a little overview. How it started --

>> I want to say first that I started at new beginnings in 1989 but I'm no older than 28. I started out as a children's advocate and then I became a women's advocate. As anyone knows that means you do everything in the shelter including mop, do dishes, clean toilets, fix the roof, call the police, call the ambulance, you do everything. I have my expense from being in every part of this agency and having a position in every part of this agency, which is hilarious in itself. Keep in mind I'm 28. This project came about when Margaret [ Indiscernible ] and Susan Hannibal who work for the HSS, they started talking about some of the rules that were in shelters. If they had did some visits to some of the programs in Seattle. A lot of those shelters had a lot of rules in them, and they came back to the table and talked about how the rules were really limiting people and what could be done about that. They also recognize that the rules not only having some adverse effects on the participants, but they were also affecting be staff as well. They talked about it and thought they really needed to do something in the programs to change that. Margaret came up with some focus groups and she went to many of the shelters in Seattle and started some focus groups with participants. Met with them and asked them questions about the shelter and how they got there, with services really getting out of the program. What was working for them, what wasn't working and she also gave them cameras to take pictures of their environments. She gave cameras to children. And she allowed them to take pictures of whatever they wanted to take the shoes of. With that that was helpful, useful, a great space or not so great space and then they developed those pictures and wrote information faxed to the pictures about what really worked about that space and what didn't work. And all that information was given back to the staff so that they could view it and use it to support how they were going to create a safe space for participants and more of a -- an atmosphere that was welcoming and engaging, and supportive to women and children that were coming into their program. After that, the building dignity website came, and that started from advocates who really thought that everyone should have this feedback. Everyone should have that feedback of what is useful in shelters, what is not so helpful, and just to provide a safe place where someone is supported, welcomed, and treated with dignity. It's a gracious space for people to come into and connect with advocates and work is getting done. They're not living day to day by rules and regulations on what not to do, it's more about you are welcome and it belongs to you. That is how those things got started.

>> If you go to the building dignity website, you will see that it explains what those gracious spaces look like and how they can be helpful to everyone. It includes things like kitchen space and how more than one sink can be helpful if you have communal living or Windows in between

different areas so you can see your children playing when you're talking to the advocate. It goes through all of those things to support you in making changes in your program that creates that dignity building when you go into a shelter.

>> We will post the link to the website. So people can go and look. You could lose yourself in this website. Pictures are absolutely beautiful and the way it is organized is so nice. It is just incredibly helpful, I can't tell you how much information is just packed in here anyway that is useful and helpful I think two people. But if you are not wanting to way to go on our website to get the link I will tell you it is building dignity dot WS see ADB .org. Washington state coalition against domestic violence .org.

>> It is information for participants and families to feel comfortable in a program but it also supports the staff and how the staff has the ability to do their work and do their work effectively because of space -- space is more effective. The environment is more effective.

>> It does not give one way to do shelter services and that's what I appreciated. A lot of different perspectives in what was helpful and what was taken into consideration, so it's not professing that there is one way to create this space. It is nice.

>> As you can tell, now we have three women who have spent a giant enormous amount of time examining shelter rules on the call follow us, and I know because I have talked to many of you who have called me over the course of the last couple of years, and most recently once we started this series with a ton of questions about how we were going to do this. How do we roll up our sleeves and figure this out. We are at a place where I think it would be -- behoove us to pick these three women's brains to say what is it that you learned and how can we replicate it properly let's start. First, how we can start -- shelter rules of our own programs. Jennifer or Laura, do you want to get us started off the

>> This is Laura. I also want to echo as far as the building dignity website, there's so much amazing information. There is amazing information throughout the entire Washington state coalition website but I really do like -- I like -- I do recommend along with reading how the Earth didn't fly into the sun publication but also really looking at that website. It is interesting to me that sometimes we forget to ask survivors what works for them. And that really is -- along with working with advocates and saying what is going to work for you, but ultimately what we are trying to do is create a program so it can be the best he can be for survivors coming through that door.

>> As far as where -- I know in Missouri what we did was when we brought folks together, we had them take a look at their mission statement. And was that still their mission statement? And what their services -- how they interacted, what their process and policies were. Was it still meeting their mission statement? And really looking at what that mission statement meant. What are the core values of the organization property is it still that you do believe that a survivor is their own best expert? Are our practices and policies, are they truly woman defined? Are we

looking at the effective -- of trauma on somebody and how our rules might become barriers? It was really starting to explore and dig down through why are we here and what are we doing? At the very basic level. And really, what came out of those conversations was a whole lot of of course that's what we believe. Of course that is what we want to do. But the realization that sometimes our policies and practices weren't following those things. But then there was also this -- if we are going to make these changes, how do we get all staff to buy into that? And that became a much bigger issue. For some folks. Honestly were they started was really bringing staff into those conversations around let's talk about our rules, let's talk about her practice, let's talk about our policies and our interactions and they really took every single rule for the most part that they had, most of the programs, they went through every single rule and asked those questions about why do we have this? Do we need it? What happens if we take it away? Where did it come from? That was one of the biggest questions to ask about any rule those there is where did this come from? Why is this here?

>> What one program did that was a larger program is they did a continuum exercise with their rules as part of that conversation for both the visual and another tool and discussion when they bring up the rule. They ask where people were on the continuum. Did they feel like the rule needed to be in place or not? Did they feel like it was reflecting survivor defined advocacy or not and they used that as a discussion point of why did people pick where they were. Trying to create that staff buy-in and a shared experience among everyone. There really is so critical for the implementation that people really are starting to get it, and have those dialogues.

>> This is [ Indiscernible ]. I would say that -- we do this work because we are passionate about it. This is something we love, we do, we care about. We are invested in this work, and if you go to work each day in your mission statement is not guiding your staff or employees, that is definitely something to look at. People want to know that they are doing the work that is making a difference. And if your mission statement is not guiding you in the work that you do each day, that is something to start with. That is a place to start within your whole agency.

>> I completely agree. This is Beth. It's one of those things that we start talking about in the ALC pretty early on about exploring your mission statement and the importance of it. It does carry such power for all of us and why we do what we do and why we come to work everyday and why this is -- has filled our lives.

>> It means something different for some than others because you have those who are out talking about the mission statement everyday and your second director or development Barbara. But are your advocates talking about the mission statement? If they are not, how does that apply to them? That's why think it's also born to think about how it works for everyone.

>> I agree. The other -- that we have had is that when the organization starts diving into this process of looking at policies and shelter rules, we start from this place of the three of you have suggested, starting from your mission is going from there and there are some organizations that

have this realization once they get to the second step of everybody has recognized the importance of the mission statement and it is empowering and it feels like it fits with why we all do the work that you all do. And then you move to starting to look at rules. And it doesn't match up. It doesn't feel the same. That it doesn't feel empowering any longer. Somehow we have lost that mission and the rules we have created for organizations. A huge disconnect that suddenly is recognized and that has been the experience of what people -- this doesn't match up for us anymore. What do we do about it? How do we go down that path. I love your suggestion of starting to explore all the rules and ask questions about them. From ALC perspective, we have given you that graphic. Social change advocacy graphic. With the core principles of advocacy. I great way to go through your shelter rules one by one is to ask yourself to ask those questions of the core principles. Does this rule create an experience that is liberating or dominating Ed you could ask yourself yes, no, maybe. Does it engage in dialogue or does it consul or give advice? Does it support engagement doesn't recognize the multiple layers in women's lives? All those things. That would be a great tool. A great built in way to ask questions. Frame them up instead of a statement, use them as a question and you can go down that path of exploration.

>> I just want to add that one thing that we discussed what we do our training is that to identify rules and program policies. And you have two separate those because in our minds we think a rule technically we would assume there is a discussion that will be had that my end up in you leaving the program. If you set fire to the bathroom, that is a rule but we might have to let you go. If you came in first -- past curfew, is it really something we will let you go for? What does that mean? Identifying what might actually get you from a program versus what is negotiable will draw that line between your rule and conversations.

>> Jennifer do you have anything to help distinguish rules versus policies?

>> This is lower. One of the things we found and when I was working in shelters weren't always written down. Became common practice and it did become unwritten rules. Beveling consistency depending upon was on shift, who is working, that kind of thing. I also think that there is -- regardless of what the rule says and the policy, how that plays out, there is still that third element of the practice of it. That I think doesn't always line up with anything else either. And there is also what I found very interesting is how many -- I think it has much more to do with communal living situations, how many programs, not just in Missouri but across the country, and across the world, that everybody seems to have very similar rules. This is not a phenomenon of certain roles was happening. There were some real common rules that grew out of domestic violence shelters regardless of where was located. I am not sure that I was totally surprised by that but it was fascinating that it didn't matter where you are. The same issues were coming up wherever was. And how that played out with different policies and practice, him and that is where you saw the differences.

>> This is Jennifer. One of our programs is currently doing. They were not involved in me implementing philosophy and practices folks are in crisis and they've got lots of these they are

tend to let their not the past the exit means. with the executive director started having a conversation with folks whose really spell out what you are asking. Asking us to -- [ Indiscernible - low volume ] and they may be on the street. What they have done really jump -- justify that and talk more thoroughly well about the consequences are of them leaving. And shifting their focus. Which has helped to their conversation. It's really got to be something that is causing a serious harm to others. Explore different resources and options, that we really need to think about what's the consequence they have been asked to leave and what does that mean for that person?

>> I totally agree with you. Think about how a rule is negotiable and negotiate whether that person station, most advocates will negotiate. Who's making those rules and our advocates feeling safe to follow through with the decision behind those roles? Do they feel supported when they make that decision? They are alone when they make that decision, what will be the state of this person. When you think about that and you think about the pressure that puts on a staff person or advocate, that is a lot. That can cause a lot of anxiety and stress and you go back to wasn't negotiable property maybe I will let her stay. You have to think about what the rulers and the impact on the individual participant in that staff person when they have to make a decision. And the support they're going to get after they make that decision.

>> This is Laura again. It is interesting to me if it's negotiable. Doesn't actually have to be written down and put in a handbook? That is the other piece of this that sometimes when I talk with advocates all the time and executive directors for like we have this rule, but it's a guideline and we don't really -- do anything with it. Why is it sitting in there? Somebody reads that, and they are going to look at that and go this is what happens every time.

>> I say when you go through all of your rules, cross off everyone that is negotiable.

>> I certainly agree.

>> This is bad. In addition to the negotiable once, any of those were staff then say that's with the rule says that this is what we do, red flag that one, highlight it and circle it and those are all the places where that is the perfect place to start.

>> I think it's important to make sure you get feedback from every advocate. There might be a rule that one person is very uncomfortable with. They have not spoke up about it. You have to get it from everybody and there might be a reason why that person is very uncomfortable with whatever that rule might be. Important to get everyone's feedback.

>> I want to throw this out because I think what we found at least is for some of the folks in our projects, what they found when they really started bringing everybody together and really talking about the rules where they come from, can we get rid of it, what they also found is I totally -- this is my last word. We do this work because we are passionate about it and we want to end violence. That's what we do. I think what some folks found is not everybody within their

organization including advocates, not everybody felt that way. I think there were a lot of conversations around we do have folks that this is not their life's work. They came here not to -- not thinking I'm going to take this job because I want to be mean to people. I really need a job. I think this would be something I might like to do. And I think that that was a shift for some administrators that we were talking with, they didn't realize that that is really what was happening in some of the programs. And so I do throw that out there. As folks are thinking about this and listening to it. You might not have some folks in every position but this is their life's work. What does that mean when you are training around the history of this work, what does that mean for your organization?

>> That's a really good point. The other thing I think that comes to mind as you were talking is that the reality in shelters as we all know too will is staff turnover is incredibly high. And so when we get to a place in our organization that we have institutionalized this way in which staff who have worked in shelter for a long time and they become comfortable with the rules and they understand the realities and complexities of better women's lives so they make the rules work because they are experienced and they can understand them in a different way. Not black and white for how it is written on a piece of paper. That is one the actual practice of the rule changes or they become the negotiable. Because that experience of those who work in shelters feel confident and comfortable to be able to do that. The one we have turnover, most of the time when we have a brand-new staff person who has never worked in shelter before, possibly there very first job out of college, wherever we land at our program staffing, all of those nuances are missed because they are not institutionalized in how we do our work within our organizations and so all of that suddenly changes when key staff people leave. And all of a sudden you have this very different feel in your shelter, instantaneously. Him and is not palatable on how it happened until you start dissecting -- now we're just enforcing the rules that are written. It's another really good reason to start exploring and diving into what is it we really want to have on paper. So that we don't have this attrition of coming in, figuring out, it really doesn't work for women's lives, that does not account for this and this is what I do instead. The takes a long time to get to that place of comfort and knowing, not fearful as a staff person.

>> I wish that I could say only as staff turnover new staff, there was some really painful conversations long time staff and programs that when they really started going through this, they were like, I don't think they're going to make it.

>> This is Jennifer. One executive director of a program who their program wasn't -- everybody was talking about it to set people up for success, the world has rules, so we really need to replicate that in our program. People know how to operate in the world versus looking at it as the should be there time for respite. Time for healing. We operator programs so we don't have to have rules. This is their place in their time to be able to heal and work. We heard it from people who have been around for a long time.



>> This is [ Indiscernible ]. At new beginnings and I can only speak for new beginnings because this is where you put most of my energy. I find that it's very important to not have some which turnover. Work with advocates and let them know that there are more than just an advocate. New beginnings, it's in exchange to me. I will get something from you and you will get something for me that I can help you get what you want. Supergroups, public speaking, do want to teach -- I find that advocates get stuck behind the desk, providing the service where there monitoring rules, monitoring people, they don't always see success very depressing. Not feel successful at the end of their shift, week, month. These don't come with a lot of perks. You have to find ways to support staff and bring out the best in him. Give them opportunities to speak in the community, table events, to a support group, whatever might become a poll out there extra talent so they can show they can do more than just following the rules out people. Not feel that successful at the end of the day. And support them in the process and they will want to stay longer. If they are invested because they have a voice in the agency but they are invested because will make a difference, everyone wins. If they don't feel that, if they don't get the space that there is an investment in place for them there they won't stay. They won't want to build and grow. Even if it is for a year or two years that you get something out of that person and they get something out of you, you both win.

>> This is Jennifer. It is part of it, what are we providing to staff that their understanding, but we had talk to someone recently their program. Didn't realize I just answer the phone, versus science the hotline which is a critical link to our program. Those are absolutely things that we can be building up in our program. And understand importance of your work.

>> I can't say enough about how important what you just said was. The recognition. I wanted to take us back you had a chance to talk a little bit about identifying core values but I want to take us back a little bit and dissect that just a little but more about why that is so important and what identifying core values can help with. In this process both of as a collective staff we feel good at the work we do in whatever capacity. More broadly when we're looking to make programmatic changes why that is so important as this underlying pin of exploration.

>> This is Laura. It goes back to why we do what we do? It is examining those. It is examining those kinds of things so that everybody does no. And that staff does feel connected, they feel supported. They know why we are doing what we are doing. And if we really look at those things, empowerment, self-determination, respite, strength of -- start to look at those things and start to go this is where we are coming from with our program. Is it -- our services, our practices, is it inclusive? That's another piece of this. And really being able to look at all of those things and be able to -- know why we do what we do. And to really be able to -- to really be able to partner with somebody else. We get so it's a small snippet of somebody's life. And it really is being able to work with somebody. Side-by-side. And help them on this piece of their journey that we actually do have the privilege to be a part of. And really being able to look at -- again back to the core values of why we do what we do and doesn't really go back to our mission. Doesn't meet our vision? Our philosophy? Some of the things we have going right now. Is that in

conflict? In talking about deporting staff -- supporting staff in particular, if they are not feeling good about some of the things they are having to do but don't really have a place to be able to talk and ask questions. A lot of conflict among staff. I think that's great. Du jour speakerphone is you some feedback. I knew that you and Jennifer or in the same room, if you could pick it up and use a handset and then go back to us that active reconnecting might eliminate it. That's exactly what I was thinking.

>> This is -- I would add to that, I think every day to myself when I do this work that I'm making a difference in peoples lives. I am making a difference around the world. I am doing work that is changing, that is supporting, that is reaching out to help others. If I didn't feel that way about the work that I do and I need to reevaluate what I'm doing. The staff in your agency doesn't feel like they are doing work that is making a difference, then that is a discussion that should be had.

>> I totally agree and I think that is were some of the programs we were working with, I think that's exactly what they have gotten themselves doing. And really looking ads -- number one, and I say this in trainings that I do. This is not -- being an advocate and working in a domestic violence shelter is not for everyone. And that's okay. People can still be a part of this movement and be a part of changing the world but not actually having to provide direct services within a shelter program. And so I think there were a lot of discussions that we are trying to -- it was to really examine why are we here and what are we doing?

>> This is Beth. That piece is important, individually for yourself why a parent know what I'm doing. And then I think maybe we could explore a little bit out of the second layer of all of our collective values together. That creates what we do as an organization collectively. There is power in knowing we all shared the same or similar values to the work that we do. I don't know if you want to speak to that collective understanding and what that can do and how that shapes moving forward. Or not.

>> This is Laura. I was trying to figure out if I had anything -- I do think it's important, but Beth I will be honest, I think it's going to be a much longer and larger conversation in which we have to actually talk about where we are as a movement right now and are we actually a collective at this moment? Are we inclusive as a movement at this moment? our we actually talking about and really dismantling -- and impressions. It's a bigger conversation and I hope I haven't opened a can of worms but I am not sure that it is something that can be condensed easily on this call.

>> I think you are right. There is this bigger question of collectively where are we as a movement. We have brought up an awful lot within the ALC, and our bigger conversation. And I don't know that we have time to go down that path at this moment but what I was thinking of is as an organization sitting listening to that call who has this desire to move down the path of exploring their shelter rules, and we have touched on the fact that having people understand why they have come to this work and what they do, I am just if there would be value to them

collectively all of us in the organization coming together to understand as an organization what we value. And why we do what we do so that we have this framework.

>> This is Jennifer. I think that is always important. Especially with this project but with anything else for people who are still connected to that.

>> Is there a way that -- I don't want to put the three of you on the spot, and maybe there isn't a quick answer to this, but have there been organizations that you worked in within your coalition that have gone through this process and do you have a way in which you could present an easy way -- that's an understatement. Put away in which somebody could replicate doing that? It seems daunting.

>> Explain doing battle but more.

>> How would you fit with all of the staff within the organization to come to an understanding of your collective core values?

>> This is Deirdre. What we do -- we go to different cities and we do this whole training on shelter rules. A big part of our training is around core values. Who we invite to the table are advocates, managers and executive Directors. And all the programs in that particular community, town, region, they all come together. They have an opportunity to hear what other agencies are doing and what their core values are and how they implement those into the program. And they also talk about the rules they have, roles they don't have so everyone is privileged to everyone's information. That every agency that we brought together has always worked will together. But once we pull this together. And started talking it was like the light bulb came on. And people did not realize how much resources and how much similarities there were in their programs until we all came together. And it really got people thinking about what are our core values. What sets the tone for the work that we do everyday? What does that look like? How can we spell that out so we can work by this core value? We put everybody out in the room. They put up their core values and talked about them a lot. And we discussed them. You've got eight to 10 programs from all over that County coming together that might not have actually talked before. But now they are all talking. If executive directors as well. It is amazing how it unfolds and it comes together. And Margaret and I can come to you if you want us to.

>> How cool is that? What power? I must say you are very brave for doing that. I've had the experience of that going very wrong.

>> You are right. I had executive directors that have challenged me on the floor but by the end of the two days we are all in love. I don't know how I managed to do that. It's about thinking. Pushing people and we tell people at the very beginning of the conference we say we're going to push you and you will be uncomfortable. All about learning who you are and where you want to be. That single .. of it. Hurt, painful, you will not be happy. We work it out. The directors, we do breakout sessions and we push some. And we all know some abacus don't want to say things in

front of their managers and executive directors and so we recognize that. And we support that process to figure out how we can bring them all together and that's what we do.

>> This is Jennifer. Because shelter rules, informed care, got to be an ongoing way of how we do things. Not like one specific service, changing how we approach and so whether it's an initial training, going back at staff meetings because depending on how large your program is, it's hard to have everybody together. An ongoing conversation. And maybe even thinking about the program is having staff meetings but being able to connect with folks that have regular staff meetings, sometimes even changing the times of the staff meetings. It makes it easier some weeks for nighttime workers to be able to attend. So that there are ways to be able to continue these conversations throughout the week and the month. Supervision time, supervisors with their advocates, or just -- that's been around a long time. Being able to mentor others in terms of implementation but it will take a while and things will come up and having your mission statement available to be able to reflect on whether it's on the wall or nearby, be able to have that process of going back to it.

>> part of the training that we do is how to have conversation between advocates a managers. And then back the other way. And managers to active. How that process can be supportive. In a healthy way. Everyone has a voice. And space to have that voice. We have a piece on that as well.

>> That is really good. That is what gets in the way often times is not feeling like you can effectively communicate what it is or feel safe to communicate what it is what you need to say about things. I also heard you say little bit earlier and Laura and Jennifer talked about this briefly at the last call. That willingness to be okay to be uncomfortable for a little while. Wondering if we could talk about that. That is easier said than done. And why is that important to put that out there?

>> When we bring everyone to the table, the attention is already there. We have invited advocates managers and directors and so it starts out with we already are aware that some people aren't going to say much because there -- their managers are there. I stayed up my job, eight hours doing XYZ and I did not get any recognition for that. It might be affecting them tremendously, they will not have that conversation in. And so our hope is that we -- to be able to have conversations about the things that fully impact -- providing advocacy and we realize that when rules are in place and advocates are dictating rules on a regular basis and it becomes the majority of their work, that's not the best work environment. Who do they talk to about that? They got the job, they walk in and they are told this is your job description and this is what you're going to do. How do they know they can challenge it? How do they know they will have - - feel safe to have that voice. They're going to push this to a level where want people to speak their minds, it's a little challenging a move several into a different place, we start to understand where the problems. Where the problems lie. Separate is never discussed. To advocates coming together. Pay talk about no one wants to be on call. This problem participant in the house and

they don't want to be on call. Someone has to be on call. Who didn't have that discussion with? One wants to be called it midnight, and how that impacts you in your life and your personal life and how can we move forward with that. They are not calling the manager, they call them and advocate. Discussing the impact that has on them. It is just challenging. It is challenging work in shelters and it's challenging work in community living and even more challenging when you have 20 rules to go by. It is not the best work environment. We talked about that.

>> I think the executive directors often from a distance, they look at it and think it is working. Going good. Thumbs-up. Not recognizing that setting rules and having roles is having participants that are coming to the program and having on staff being the ones that have to issue all these rules everyday. Once that dialogue starts to happen. It opens up so many Windows. So much conversation and so much dialogue that directors are like I didn't even know we have that role. Why do we have that role for possibly it opens the conversation.

>> You just said part of what I was going to talk about. You are right. Often and Executive Director an administrator may not even know that rule was created or why. So we're talking about is it is really changing culture within the organization. How we communicate and how we work with each other and how we support each other. When you start to change culture that will be really uncomfortable. It is a never-ending process. But eventually you see those changes take place. And you continue to work but as the culture changes, it doesn't mean you have to stop working on it, but you start -- it shifts into working in other ways of things. But there is -- what I really hope as folks start to talk more about it and go through the process is that they don't lose that piece about we really need to learn how to communicate with each other, how to support each other, how to challenge each other in a way that doesn't shut people down. And really -- so much of this really does depend upon communication.

>> I want to add to that. One thing we asked people to do is to take their own rules and ask yourself if you are in your program could you follow those rules? Would you have to lie to navigate around those rules so you could stay? If you're line to navigator on those rules how does that make you feel? If an advocate find that you are lying what does that mean? Just take your rules for a minute and put yourself in someone choose and think if I want to mentor and they said to me -- you have to turn over your car keys and wallet and I need your ID, would you do it? Would you turn over your debit card? That is a rule or would you say I never carry a wallet. I didn't get my drivers license. I don't have any credit cards. Every excuse not to turn over any of those items. That make sense now we are lying. And now we have to keep up the light and we hope they don't find out because we don't want to be asked to leave. When someone walks into the door of your program, what tone and could you live by that?

>> We do the same thing and we did the same process with documentation and intake forms. We asked folks to sit across which other and doing intake with somebody like your coworker and we found so many people that were so incredibly uncomfortable when they had to answer their own intake form.

>> That's one of the questions that we ask and our training. How do you feel about people who live that come to your program? It is quite amazing how we hear back from people, the continuing it in the room no one could ever lie to me and they will have to go to I could care less if so what lies to me. It's amazing to have a conversation in a huge room with a lot of people so everyone could understand that impact on others.

>> I love that question, by the way. How do you feel if someone lies to you? It reminds me of the interview questions for hiring people. That the folks that were participating in our project, they started changing how they hire people in those interview questions and one of my favorite test -- has to do with why do you think -- we serve many low income families through the shelter. Why do you think people are poor? Our community is becoming more diverse. What opportunities and challenged you think diversity brings to our community? Tell your thoughts about people with addiction. Mental illness. And when they started to higher -- hire new staff, they started looking at what questions are we asking to get to what our core values for people already. That may not match with what we hope are our core values within our work.

>> At the recent training that we had, one of our members talked about the have this reduced rule philosophy and he goes into it a little but and needed feedback from the interviewee and she said she had somebody recently that she missed new wasn't going to be a good fit. She knew it wasn't going to be a good fit.

>> I will bring us back to our expiration of shelter rules in terms of being able to sustain this work. Laura, I think you brought it up around this changing culture piece. As this first way in which -- I think it's important to start to explore this and sustain it. I am wondering if there is a way that we can talk about what your suggestions are for how we sustain keeping our examination of shelter rules going and what it is that makes this successful.

>> I know for us, these things definitely came out of the programs the were part of the original project and in the last call it started in 2007 and these folks are continuing to do this and obviously more people have been examining their rules. Some of the things that they truly talk about are around being able to support staff. Looking at when they do have to hire for positions, changing how they are doing -- what questions they are asking and how they are doing that. What type of training they are providing for staff. And not just one time but what is ongoing training? What is ongoing support? How they are really coaching and mentoring -- does staff have the ability to really be able to talk to each other and if there are concerns, is it an environment in which they can express those? There are some horrible things that we hear every day, and so many different things that we're trying to work with somebody, and whether it is, or whatever you want to call it come up are we really being able to support staff through that? Can they take -- are they able to take care of themselves and are we support of the not? I know that one of the programs as far as -- I know there's more to this than stated just or staff come but that's a big part of it. I know one of the programs has started what I'm going to call a wellness committee. And within their program, there are incentives for -- things like making sure that you

do take all of your vacation days. That you do -- they also have set up a Jim within the program that if you want to set goals for yourself on working out or whatever it is, there are all kinds of things and we're looking at the wellness of the individual.

>> That will help the advocate in responding to situations. When they are taking this stuff on and feeling in crisis, it is harder for them to problem solve and it's much easier to react, this is what we do. Versus being able to be at a Colmer place and be able to really process all the situations they're working through. This really is meant to be something that folks -- helpful for the survivors where working with. They don't get burned out. Those who really are passionate about this and buy into this, that they are able to get what they need and be able to continue. Even the best advocate can also turn into a really cranky advocate when they have taken on way too much.

>> One thing that -- this is Deirdre that keeps me motivated everyday is that I know that I'm making a difference -- out in the world. I know I am helping families and children move forward. I know I am giving back and I work in Washington and you know we have Microsoft, Starbucks, Boeing, and I always say to my friends, did you give back today? Probably not. And I think to myself I am doing something that is making a difference and I love that. People I know are saying I need to find a cause. I do it everyday. I am giving back every day and it motivates me, he gives me energy and I do it to the best of my ability. And the reward for that is I know that I made a difference in someone's life. I am doing that effectively and helping others do it as well. If you're not passionate about it and not supported in that process, that needs to be part of the discussion. You can hire people, you can train people. You can try to coach them, you can meet with them, but if they don't feel like they're making a difference or they don't feel like they have a voice in the work they are doing, there is a gap there.

>> Absolutely. Just as far as sustainability in general throughout the organization, there has also been a lot of work around -- aside from now having more regular staff meetings, it is looking at the opportunities for the women and children in shelter as well as -- are we really -- when somebody calls on the hotline or when somebody is looking for shelter and has access to service in whatever way it is. Are we being honest up front with somebody about potentially what it is like here. It was really much more about open and honest conversation around people who are also wanting to access services. There was that aspect of it. It was really interesting to me how there was a lot of work that needed to be done around having a conversation with somebody. I found that fascinating. When did we stop learning how to talk to each other and listen to each other? That was a really weird phenomena to me and it was like because that whole idea, I've got to have a conversation with somebody. What does a conversation look like? There was a lot of work we had to do around that and I think its work that has to continue within the program. That communication. What does Outlook like? Also, let's face it, I think it goes back to what Deidra was talking about earlier with what is the inside or the outside. What is the kitchen set up in the bedroom set up? So many conflicts that do occur in a program have to do often with certain things of just the design of the building. And also -- communal living type -- we're asking a group of strangers who have been in crisis to live together. This is not -- this isn't natural and

normal. And so one of the executive Directors who was in on this original project made a comments and it stuck with me and I love it when she says that she says are we so surprised that women in crisis act like they are in crisis? It is also remembering and recognizing that and how do we work with -- how do we work with people in crisis. To me it seems like sometimes it's such a basic level and I think that sometimes where we stumble the hardest is when things are -- of course people in crisis are going to act like they are in crisis. Sometimes it is very back to the basics. Which is what I think that our project here really was we're taking this back to the very beginning of one there were actually no shelters. Where there were no rules. This was somebody called me on the phone and said my best friend is in a really bad situation. I know you've got an extra bedroom, if you think she and her could -- kid could stay with you until things calm down? This is back to true basics in my head.

>> That's exactly where I am and where I started our conversation. The first part of the series was where did we start? Our historical perspective and you are exactly right. That is where this started from. And somehow along the way, we lost it a little but. Before I continue I want to interject to please encourage anyone who wants to share a comment or a thought or a question. Push start one and the operator will get to you to an unmuted line or send me an e-mail, and I think that this whole concept around not knowing how to have a conversation is really important to recognize that that is a reality of a lot of what we have been faced with. And it's a hard reality to hear, and we don't necessarily want to know that that is really what people struggle with, but all too often when we insert forms or insert pages and pages of rules that we are expecting advocates to go over with women and have this expectation that everybody would agree to all of these rules before we have women been. That is one of those pieces that is the first to deteriorate our ability to have a conversation and a dialogue with women. We can't connect in a real way and we cannot possibly envision ourselves having a conversation about what her experiences are and what it is she needs when we feel the pressure to have to convey very particular information. And so that is the rub. It just happens because we have created this expectation of what would happen before step two happens. I think that's an important thing for us to remember and I'm glad you brought it up. It is, it's a hard thing for programs to give up. Because then what do you rely on?

>> As far as that sustainability piece. When we take for the right reasons were not, when we take something away like a rule, a form, if we remove those though, it really is looking ads if that is how I am used to doing this and that's how I -- what do I do instead? When we do start to remove things I do think it breaks down the barriers of being able to really be -- an advocate. Was somebody. Partnering with somebody. At the same time, what are we giving somebody? What to are we given them to use? And it is things like conversation. But that is not the way that the organization has been running, you can't just expect -- I don't think it's realistic to expect that it solves is going to be okay because we took this away. We are going to have to do some work. If that is the culture of this.



>> Again, it goes back to the statement that is been said a couple of times, that willingness to be uncomfortable. That will be one of those moments where we are all going to be uncomfortable for a little while because something happens that's different and changes are. Change for the better or we are struggling with the change. It does create this feeling of uncomfortableness and sometimes when we are uncomfortable we retreat back to the known and I think we have to be willing to be uncomfortable and stick together to say we are willing to be uncomfortable. How can we support each other in being uncomfortable for these moments and what it is we need to do to alleviate that feeling so that we are in a comfortable place. But I have heard you loud and clear. Particularly when we were diving into the nitty-gritty of what we were looking at. It became really evident that the programs that signed up with you all to take on this project really did go through a process where lots of change happens. In a pretty fast amount of time when you think about it. It took them years to get to the place where they were when they came down and sat down at their first meeting. But within a short period of time, there were a lot of different things happening in each of those organizations that was pretty powerful.

>> They will all report this mass amounts of chaos for the first few months. And then things started to settle down a little bit. They found their groove. But they still to this day six years later are still going this has come up. Any suggestions? Because again, it's not something that you can just -- you have to -- it's a continuing -- a continual process.

>> Massive amounts of chaos. That's scary.

>> It is definitely something you have to work towards. And some things are going to take longer than others and one thing that I stand my training is that don't be surprised of the big changes that you can make quickly sitting in a room with your staff in and hour or two. There things you can do, changes you can make that can happen very quickly. But then there are other ones that are going to take time. And so to recognize that, you will have some success in the beginning but you will also have some things that don't feel very comfortable. You keep pushing along with that and you'll find your groove, like you said. You'll find a groove and figure out what's working and what is not. Some things will come easy and some things will be a little more of a challenge.

>> The funny part of the mass chaos, that was the staff. It was about folks that were in shelter. The folks that were in shelter, the thing about this will chaos thing, things were not any worse or any better except staff had so much more anxiety.

>> One staff person who does she was used to sitting in her office and folks coming to her and one the appointments were mandated she did not know what to do and maybe you could go out and hang out with them and watch TV and start talking to them. Maybe you could say hello to them. You have to rethink how you are doing some things.

>> Much more about staff chaos, but shelter life was the same I think. And in the long run and I know we haven't talked about rules rules right now. Things like -- the shelter wasn't any cleaner

or dirtier when they started getting rid of sure rules. There weren't any more people that were coming in after curfew or staying out all night or whatever was when they got rid of curfew. It was really looking at -- is a started to get rid of things it really wasn't changing now much as far as what was happening internally. With just the process stuff. What was happening was the change in being able to really work with somebody and be able to be an advocate and what does that mean and what does that look like with relationships with what we are building and how we are able to work with somebody, and partner with somebody. That's where the change was really how to be an advocate. That's where the change took place.

>> I'm going to interrupt for a question.

>>

>> There are line was open but they didn't say anything. Give me one moment. Unity, your line is now open.

>> I am here but nobody can hear me.

>> We can hear you now. Sorry for that technical glitch.

>> This is a little hard to get on but I'm on. I know we only have a very few minutes but I've been trying to break into just -- I feel remiss if I didn't try to connect with you and just -- I was going to ask a question regarding shelter rules and a level of people being comfortable or not I am sitting here as an advocate for it deaf victims of domestic violence and sexual assault and one of our big thrust to hear in Wisconsin for deaf unity is to focus on co- advocacy and what does that mean, what does that look like? How can it be a win/win on all situations? On behalf of the victim who was looking for the support. I am finding it interesting to try to move forward with this co-op because third-party advocate, I call it a third-party advocate, walks into a shelter, for victims of domestic violence and/or sexual assault, I'm finding that there is -- people don't get it and it's really hard for us to explain what our purpose is and we are not there to take over, not there to do their job, not there to contribute in any kind of deficit or negative way that takes away from what the shelter is doing but I find it a bit of a can of worms that we are experiencing and trying to proactively bring our advocacy expertise into the realm of another entity that already has a level of expertise. The last half a minute that you have lasts if somebody could say something about the whole concept of co- advocacy and shelters and rules and is there something that somebody can offer as advice as to how to approach this property does anybody else have that experience? I am done.

>> Thank you, it was so hard -- sorry it was hard for you to get through.

>> This is [ Indiscernible ]. What I can add is that in Seattle we did have some difficulty when it came to mental health providers and community advocates. We didn't necessarily see the things that each other was doing to support our participants. What we decided to do was come together

and create a curriculum that supported both of our programs that focused on helping people that were coming to both of our services. To receive services. That's been a long work in progress and we are still continuing to do it and I cannot tell you how much education we received about the mental health community. That we did not even know. That created barriers for us. No matter what program it is, the deaf community, someone with different languages or religious beliefs, you have to connect, you have to understand each other's language, understand where each program is coming from and learn how to respect that and work with that. If you don't come together. Is really hard to do.

>> am I still on?

>> Yes.

>> Thank you so much for that and I do want to say -- we have had some lovely success here in Wisconsin from the domestic violence programs and it is because we are moving forward very small baby steps at a time but we are doing exactly what you just said. We've had a committee, working on joint protocol, understanding each other's protocols, what our goals and missions are. We're really working hard to shake hands with each other. But is really interesting that when a deaf victims shows up on the doorstep of a domestic violence program and shelter, no matter all the handshaking and all the understanding and the growth of information -- wealth of information everybody is gaining. And goes back to zero. That is something that we are all trying to -- I totally appreciate what you said and we're working very hard at making this a win/win situation. Thanks for everything.

>> We're coming to the end of our 90 minutes. It goes like warp speed. I wanted to give Jennifer Laura to say and enclosing some -- thoughts that they have.

>> I want to add quickly that the King County coalition in Washington state is the program that designed building the relationship between mental health services and domestic violence is. If you want to go to their website it is domestic violence website and they have information about the project they did.

>> I will post a link so it's easy for people to find. Thanks.

>> This Jennifer. I am sure Laura would say something similar. Really know just one right answer. Play we still get phone calls from programs thinking through different situations. With the safety plan you change one thing and suddenly you've got to reconceptualize what somebody's options are. We get a lot of these what if questions but there's no one answer for every single situation. Just being able to have patience and support and address each one uniquely.

>> Thank you for the opportunity to be able to talk about this. It is something that I hope we don't -- I hope we continue to talk about. And I really -- I appreciate how many times you

reminded all of us about this is work in which we actually get an opportunity to change the world. I hope that nobody does forget that. Not everybody can say that.

>> Thank you, that is so nice. When you are supported in your agency and you have a voice in your agency invoice than community. It motivates you and keeps you going and we all that to stay connected. County meetings and coalition meetings and whenever monthly meetings, advocacy, I don't care what it is, got to find that support, got to get out there and stay connected and your agency has to support you. I think it is so important and [ Indiscernible ] two people were coming to the program. They're walking into our program and they don't know. What are they -- that's what we need to be discussing. What are people getting to -- when they come to her agency? Are we happy or satisfied with what we are providing to our community?

>> Very nice. I am so impressed and so sad that our 90 minutes went so quickly. We could spend hours talking with you. Thank you. You have been very gracious with your time and we are very happy that you spent time with us on this three-part series. It has been a fascinating conversation to be able to explore this. Many people have been asking can we please just dive into shelter rules for a little while. Hopefully for those of you who are asking, this might your needs and you are able to take these conversations we had together bring them back to your community and start those important conversations and we hope you keep going. We will try to continue to support you in any way we can. We also wanted to say our affinity discussions are little different than strategy sessions as you have seen. It gives us an opportunity to take up a narrow topic or sometimes not so narrow but a specific topic and delve into it a little but more than we would on any one particular call. This is your opportunity to bring up things that you want to dive into and have a little bit of time to explore together. If you have something that you want to talk about, I would be happy to take those suggestions and see if we can create a call around them. Please e-mail me your suggestions that would be helpful for you to bring up. Play e-mail is advocacy at Praxis International .org. These please feel free to pick up the phone and we can have a conversation so thank you for spending time with us on this call. And this does conclude our three-part series. All of the recordings will be on the website so for all of you who particularly -- I realized as I was introducing you that you didn't get a chance because you are not part of the ALC to look at part one and two. This is a little of the context for all of you. When the world where we think about this hopefully you caught on throw the conversation and you can go back and listen to those first two and hopefully that will help you put it all together. We appreciate your time and there will be evaluations coming out very quickly in your inbox. We would appreciate having your feedback. Doesn't take very long but we do value your opinion. It will take a bit of time there. Any other announcements that you want to share?

>> No, the only -- is that the next affinity discussion will be Thursday, November 7 and that will be class S will have just graduated. For the rest of us, the next affinity this discussion will be at the beginning of November. Thank you to our speakers and our participants and everybody have a good day.

>> This officially ends our call. Thanks everybody, have a great day. Keep on keeping on everybody. [ Event Concluded ]