



**FAMILY SERVICE ONTARIO  
SERVICES À LA FAMILLE-ONTARIO**


# **A BUSINESS CASE FOR:**

## **An Enhanced Strategy to End Domestic Violence**

**May 2013**

Susan Somogyi Wells, MSW, RSW, MBA  
Consultant  
Family Service Ontario  
[www.familyserviceontario.org](http://www.familyserviceontario.org)

## SIGNING AUTHORITY AND ACKNOWLEDGMENTS



---

John Ellis  
Executive Director  
Family Service Ontario

April 30, 2013

Date



---

Susan MacIsaac  
Project Lead  
Family Service Ontario

April 30, 2013

Date

The project was funded through Family Service Ontario. The project team was comprised of:

Susan MacIsaac  
Project Lead – Government Relations Manager - Family Service Ontario

Susan Somogyi Wells  
Consultant

Jessica Peter  
Research Assistant

---

*I wish to acknowledge Family Service Ontario for their commitment to this project and the agencies that support Ontario's families. I also acknowledge the following agencies for their contribution and support in the development of this report.*

*Haldimand-Norfolk REACH  
Family Counselling Centre of Brant  
Counselling and Support Services of S.D. & G.- Cornwall  
Kitchener Waterloo Family Counselling Centre  
Family Counselling Centre of Niagara  
Access Counselling and Family Services*

*In the creation of this report I also consulted with numerous community partners across Ontario and beyond. I appreciate the insights and information provided by all.*

**Susan Somogyi Wells, Consultant**

<b>Executive Summary</b>	<b>3</b>
<b>A. Introduction</b>	<b>4</b>
<b>B. Strategic Context</b>	<b>4</b>
1. The Evolution	6
2. The Current Strategy	7
3. The Assumptions of the Current Strategy	8
4. The Problem	11
5. The Impact	12
6. The Need	13
7. The Outcome	14
8. The Strategic Fit	17
<b>C. Analysis and Recommendations</b>	<b>18</b>
1. Cost – Benefit Analysis	18
▪ The Cost of Domestic Violence	18
▪ The Direct Cost of Domestic Violence per Case in Ontario	19
▪ The Cost of Prevention and Early Intervention Counselling per Case in Ontario	22
▪ The Direct Cost of Domestic Violence Province Wide	22
2. Constraints and Considerations	23
▪ Cost Considerations	24
▪ Ethical Considerations	25
▪ Constraints	25
3. Summary and Recommendations	26

## EXECUTIVE SUMMARY

Domestic violence costs Ontario millions of dollars per year. This report makes a case for reducing these costs by enhancing the government's current strategy to end domestic violence. It is estimated that this enhanced strategy could potentially provide up to \$11.4 million in direct cost savings per year.

It is proposed that strategies to end domestic violence are still evolving. With a greater understanding of the complexity of domestic violence, there is an opportunity for a more strategic use of resources. To date, strategies have assumed a one size fits all for male offenders and female victims. For male offenders, government interventions are based on one offender profile, are punitive and do not include an intervention prior to a judicial response. Government interventions for female victims mainly target women who want to leave, or have left, their abusive relationship. **The result is a gap in service for men wanting help to change behavior and women who want to work conjointly with them in this change process.** For this reason it is suggested that the current strategies employed may not be the most economical and effective in all cases. The result is a significant increase in the social and economic costs of domestic violence.

To stop domestic violence, the optimal strategy is one that differentiates the violence, supports men and respects women's right to choose their preferred intervention. For many women, this preferred intervention is counselling to prevent the escalation of conflict and abuse. Prevention and early intervention counselling is a low cost and effective solution that can provide a considerable return on investment.

**The target population proposed for this intervention is men who have committed lower risk domestic violence, and their partners who want to support them in their change. It is proposed that based on Ontario's domestic violence rate, this constitutes at least 1,600 of the 40,000 cases each year. On a per case basis, the cost of counselling is estimated at \$1,000, which is less than half the minimal cost of a judicial response, estimated at \$2,188 per case.**

This report provides a starting point to support the economic and social benefits of equal and consistent access to counselling for men, as well as conjoint counselling with their partners when it is safe and appropriate to do so. The next steps for Family Service Ontario agencies is to propose a pilot project with the provincial government to obtain more conclusive results in regard to the impact of counselling on the direct costs of domestic violence.

## **A. INTRODUCTION**

The following report provides a business case for an enhanced strategy in Ontario to reduce domestic violence, and therefore the social and financial impact. In this report, the term strategy is used to define our collective actions, which are provincially guided and funded, to end domestic violence. Simply stated, strategy is based on what we actually do. The term intervention will be used to refer to our systems, services and programs provided as part of the strategy to intervene in domestic violence.

For the purposes of this report domestic violence is defined as male violence towards an intimate female partner, which is punishable under the criminal code. Abuse will be used to refer to harmful emotional and verbal acts towards an intimate female partner. Finally, high conflict will also be referenced. This will be defined as conflict that does not involve physical violence but may include abuse. It is assumed that ongoing and intense conflict within a current, or former, intimate relationship may escalate to domestic violence.

In order to demonstrate the evolution of the current strategy for addressing the problem of domestic violence in our province, a brief historical overview will be presented. The current strategy is critiqued, identifying problematic assumptions of this strategy and therefore proposed enhancements. Based on this, the problem, impact and need are defined as they pertain to this business case. The desired outcomes of this enhanced strategy and the strategic fit to the province's current priorities are discussed.

A cost benefit analysis is presented to identify the direct cost savings of this proposed enhanced strategy. Finally, recommendations for potential next steps are provided.

## **B. THE STRATEGIC CONTEXT**

### **Strategies to end domestic violence:**

- ✓ **Are still evolving.**
- ✓ **Are mainly directed towards women.**
- ✓ **Assume one size fits all for men.**
- ✓ **Assume one size fits all for women.**

## 1. The Evolution

The first shelter for abused women in Ontario opened only 40 years ago.<sup>1</sup> In these past 40 years, the way we understand and intervene in domestic violence has changed and grown, exemplified by the following:

***Strategies to end domestic violence are still evolving.***

- The power and control wheel introduced in 1984<sup>2</sup> significantly changed our conceptualization of domestic violence from episodic incidents to an ongoing pattern of controlling behavior.
- Research showing the impact on children who witness (now referred to as children exposed) domestic violence resulted in funded programs to support children in their healing and to break the cycle of violence.<sup>3</sup>
- The implementation of policies such as mandatory charging for domestic violence in 1994<sup>4</sup> turned domestic violence from a private to a public matter.
- Public education programs such as Neighbors, Friends and Families<sup>5</sup> have been implemented, creating awareness and engaging the community at large to assist with keeping women and children safe.
- Legislation (Bill 168) was recently implemented; ensuring workplaces are accountable for the safety of employees who are victims of domestic violence.<sup>6</sup>
- An increased awareness in service gaps for Aboriginal, francophone, immigrant and refugee women have resulted in initiatives to address their unique needs.<sup>7</sup>
- In recent years there has been a focus on the connection between mental health, addictions and domestic violence to address the increasingly complex needs of the women we serve.<sup>8</sup>

This brief summary demonstrates the evolution of the province's strategy to reduce domestic violence. While great strides have been made in the last 40 years, this work is relatively new. We are the first generation to formally intervene in domestic violence. For this reason it is proposed that ***strategies to end domestic violence are still evolving.***

## 2. The Current Strategy

The 2004 Domestic Violence Action Plan lists the following actions to help women live free from domestic violence:

- Provide better community-based supports for victims, including enhanced counselling services and transitional and housing supports.
- Support training of front-line workers and professionals across sectors.
- Promote public education and prevention to change attitudes and mobilize communities to stop domestic violence before it happens.
- Improve Ontario's criminal and family justice systems to better protect women and their children and to hold abusers accountable for their behavior.<sup>9</sup>

***Current strategies to end domestic violence are mainly directed towards women.***

The Domestic Violence Action Plan Progress Report, May 2012 identifies the many initiatives the Ontario current government has implemented towards the above named actions. These initiatives include increased funding for shelters and domestic violence coordinating committees, training for professionals to identify women and children at risk, enhancements to support women through the family court process, enhancements to support victim witnesses and service enhancements to diverse communities, to name a few.<sup>10</sup>

All of these are valuable and needed enhancements to the current strategy to end domestic violence. Ontario offers a comprehensive continuum of services to women from telephone crisis support, emergency housing, advocacy, transitional support, ongoing counselling, as well as support for children who have been exposed to abuse.

It may be hypothesized that these strategies have assisted in ensuring a steady reduction of the domestic violence rate.<sup>11</sup> However, it is worth noting that the above clearly demonstrates the ***current strategies to end domestic violence are mainly directed towards women.***

### 3. The Assumptions of the Current Strategy

***Current Strategies to end domestic violence assume one size fits all for men.***

The only strategy to intervene with men is punishment and the only intervention is the Partner Assault Response (PAR) program. This strategy is based on the assumption that all domestic violence offenders have an

underlying belief system that drives their controlling behavior and that this is best challenged through a group intervention. The principles that guide all PAR group programs state that: abusive behaviour is a choice; abusive behaviour is not an anger management problem; abuse is the sole responsibility of the abuser; abuse is socially constructed, but individually willed; and domestic violence offenders have the right to be treated with respect.<sup>12</sup>

More recently, typologies have been introduced suggesting there are different types of domestic violence and not all offenders are seeking complete control of their partners.

“Coercive Controlling Violence” is the type of violent behavior assumed in the PAR principles and the Power and Control Wheel. This behavior is described as a “pattern of emotionally abusive intimidation, coercion and control, coupled with physical violence against partners.”<sup>13</sup>

In contrast, “Situational Couple Violence” results from arguments, based on situations that escalate into violence. The offender’s intention is not to gain absolute power and control or instill fear into the victim. In Situational Couple Violence, the violence is likely more minor compared to Coercive Controlling Violence.<sup>14</sup>

According to Johnson, “Situational Couple Violence . . . is by far the most common form of intimate partner violence, and also the most variable. Somewhere around 40% of the cases identified in general surveys involve only one relatively minor incident, but many cases do involve chronic and/or serious, even life-threatening, violence.”<sup>15</sup> Other researchers put the percentage of Situational Couple Violence at 50% (in the United States).<sup>16</sup>

In a recent survey of Family Service Ontario member agencies, respondents who provided PAR programs, which comprises almost half of all PAR providers in the province, estimated that up to 50% of offenders are lower risk Situational Couple Violence. In addition, an estimated 20% of offenders mandated to the PAR program come through a Section 810 Peace Bond. In most cases, this would indicate that it is a first time and/or more minor offence.



In spite of the differences in their behavior, most of these offenders will be subject to the same punishment following police involvement as the offender who has engaged in Coercive Controlling Violence. Apart from those offenders whose crime is severe enough to warrant incarceration, all offenders are mandated into the PAR program. For many of these offenders and for their victims, PAR is a beneficial intervention. However, Situational Couple Violence may benefit more from a cognitive-behavioural treatment that focuses on interpersonal skills such as anger management and communication techniques as well as cognitive skills such as avoiding negative attributions of their partner's behavior.<sup>17</sup>

It is also important to recognize that no intervention occurs in most incidents of domestic violence. According to the Statistics Canada report released on February 25, 2013, only 30% of domestic violence cases come to the attention of the police.<sup>18</sup> Therefore, other than public education programs such as Neighbors, Friends and Families, current interventions are not reaching 70% of all domestic violence cases.

Ideally, domestic violence would be prevented before it occurs. However, interventions or programs to reduce the likelihood of the offence occurring are limited. Men with the desire to change their behaviour who have the means to pay: either through Employee Assistance Program (EAP), Extended Healthcare Benefits or the money to pay out of pocket, will typically be in counselling within a week.

For those men who do not have the means to pay, this service is provided, in limited quantity, through Family Service Ontario member agencies in many communities across the province. Many member agencies have been providing individual and group counselling to men long before the inception of PAR. In a select few communities, this service is funded by the regional municipality. In other communities, the funding comes from shrinking fundraising dollars. In the Family Service Ontario survey referred to above, members indicated that the wait for the service in some communities is 6 months. These wait times will increase as the economy continues to impact the availability of scarce fundraising dollars.

As previously noted, a strategy is based on actual action. Currently the actions, and therefore the strategy, to stop men's violence against women is based on one offender profile, is punitive and does not include an intervention prior to a judicial response. For this reason it is proposed that the **current strategies to end domestic violence assume one size fits all for men.**

*Mike and Lori have been arguing more than usual and each one becomes worse. One night after a couple of drinks an intense argument begins. Mike feels the rage build and wants to escape. Lori tries to convince Mike to stay. She fears for his safety if he drives in his current state. Mike is too angry to listen to her reason and begins to walk out the door. Lori stands in front of the door, pleading with him to not get in his car. Mike's anger builds. He grabs her arms and pushes her aside so he may leave. Lori is shocked and angry. He has never been physical with her before. In a desperate attempt to take control of this frightening situation, Lori calls the police for help. She did not know what they would do, but she never imagined he would be arrested and charged.*

**This story represents a common incident of Situational Couple Violence and reason men enter into the judicial system.**

For women experiencing Coercive Controlling or Situational Couple Violence, government funded programs provide a plethora of services to assist with leaving the relationship and/or coping after they leave. For women who choose to stay, there is counselling to maximize safety within the context of the abusive relationship. These services are critical, especially for women attempting to break free from a Coercive Controlling partner.

***Current strategies to end domestic violence assume one size fits all for women.***

For those women who stay, some want their partners to engage in counselling with them. This can provide women with an opportunity to have a voice and feel empowered with their partners in a safe environment. This intervention, known as conjoint counselling, can also bolster healing for the victim. Conjoint

counselling can help couples experiencing high conflict, abuse and/or lower risk Situational Couple Violence build a healthy relationship, or for some, a more amicable separation. It is only effective with men who are prepared to take responsibility for stopping their abusive behavior. Victim safety and offender accountability must be paramount in this intervention model.

Family Service Ontario member agencies provide these services to women, and their partners, who have the means to pay for counselling via EAP, benefits or out of pocket. For all other women, as noted above with service for men, the service is inconsistently available across the province and may have lengthy wait times.

In summary, the province's current strategy has not evolved to include:

- ✓ Prevention to address high conflict and abuse in relationships before it escalates into domestic violence.
- ✓ Prevention to address lower risk Situational Couple Violence to divert these cases from the judicial system.
- ✓ Interventions to help men, with the support of their partners, who are willing and able, to end the escalating conflict and violence.

These are the preferences for some women. However, the only strategy to stop domestic violence, under the current provincial plan, is to assist the woman to leave the relationship even though not all women want to leave, and many do not. Hence, the ***current strategies to end domestic violence assume one size fits all for women.***

## 4. The Problem

In spite of the significant investment to reduce domestic violence, victimization against women persists. According to the General Social Survey "...police reported data, rates of attempted murder and physical assaults against women have decreased in recent years..." ; however, "For self-reported victimization against women, rates have been relatively stable over the last 10 years."<sup>19</sup> As Coercive Controlling Violence is seen more in the judicial system and Situational Couple Violence is seen more often in general survey data<sup>20</sup>, it appears that strategies have been more successful in reducing Coercive Controlling Violence but less in reducing Situational Couple Violence. One of the reasons for this may be that strategies are still evolving, with 'one size fits all' interventions that do not encompass the full complexity of the problem.

***Current strategies to end domestic violence may not be the most economical and effective.***

These interventions are mainly targeted towards women who want to leave their abusive relationship and men who are engaging in the Coercive Controlling type of domestic violence. However, the research indicates that this is not the majority of domestic violence occurring within our communities. The result is a gap in service for men wanting help to change behavior and women who want to work conjointly with their partners in this change process. It also means that the current interventions are likely not encompassing all types of domestic violence offenders; therefore some offenders are getting the wrong type of intervention. **To stop domestic violence, a strategy that differentiates the violence, supports men and respects women's right to choose the optimal intervention is critical.**

From an economic perspective, with one-time offenders who engage in Situational Couple Violence, the province is paying for the same intervention as the offender who has engaged in Coercive Controlling Violence. Since the current strategy does not differentiate, but is a 'one size fits all', we may be including some men and women who do not require the level of intervention provided. The result is therefore not the optimal economic choice. In addition, the interventions may not be reaching many of the men and women who need the help due to the noted gap in service. For this reason it is hypothesized that the ***current strategies to end domestic violence may not be the most economical and effective.***

## 5. The Impact

The economic impact of implementing a level of intervention greater than what is required for up to 40% of cases (i.e. lower risk Situational Couple Violence) is the cost of this unnecessary intervention. This may include the following costs:

***The gap in the current strategy may be significantly increasing the indirect social and economic costs.***

- Police response
- Child welfare services
- Judicial system response (Victim Services, Victim Witness Assistance Program, Judiciary, Crown, PAR, etc.)

The specific costs of this will be discussed in greater detail later in this report.

In addition to the economic impact, the problem with the current strategy may also have the following impact.

- For those who may not require the level of intervention provided (i.e. lower risk Situational Couple Violence reported to the police):
  - Inability to remain in the home for a period of time.
  - Separation from their intimate partner until consent is provided by the partner.
  - Separation from their children until child welfare services permits.
  - Child welfare services investigation.
  - Cost of legal fees.
  - Mandatory attendance of the PAR program for 16 weeks.
  - Up to \$950 cost for the PAR program (dependent upon jurisdiction and means to pay).
  - Potential job loss due to requirement to attend PAR (e.g. shift workers or those that travel for work).
  - Criminal Record, potentially impacting employment (e.g. Truck drivers can no longer go to the United States).
  - Potential break down of family unit as stress of the system response (i.e. judicial and child welfare) aggravates troubled relationship.

It is worth noting that for many “Coercive Controlling” offenders, these are not sufficient consequences to keep women and children safe from further harm. For some offenders, the above consequences may be appropriate and effective. For one-time offenders, offenders with more minor incidents and offenders who are lower risk, these consequences may be unfairly disproportionate. In addition, it is not uncommon for women to report their own frustration with the negative impact these consequences have for them and their children.

- For those who cannot access the optimal choice for their intervention due to the service gap (i.e. counselling for men to stop the escalation of behavior and/or conjoint counselling to address conflict, abuse and/or Situational Couple Violence), there is an increased:
  - Risk of escalating conflict, abuse or domestic violence.
  - Stress on the entire family unit.
  - Risk of separation and divorce.
  
- When the optimal choice for intervention is not available there is also a risk that the economic impact significantly increases. These costs include the following:
  - Additional police response, as police are repetitively called to respond to the verbal disagreements. (Note: Only 56% of incidents involving police result in a charge<sup>21</sup>, therefore 44% relate to incidents where no crime is evident such as verbal disputes).
  - Cost for health and social services if conflict escalates resulting in separation and divorce. This may include the following costs:
    - Social assistance.
    - Health care related to emotional stress.
    - Counselling for woman.
    - Legal Aid.
    - Family Court system response (Family court support worker, judiciary).
    - Subsidized childcare.
    - Supervised access (for cases that involve high conflict, domestic violence or custody access disputes).

These examples clearly demonstrate that the impact of ***the gap in the current strategy may be significantly increasing the indirect social and economic costs.***

## 6. The Need

Based on all of the above, it is proposed that the need is an enhanced strategy that:

- Is cost effective to reduce the current provincial spending on domestic violence.
- Recognizes the complexity of domestic violence.
- Differentiates between the types of domestic violence.
- Considers the risk to women and children.
- Respects the different desires of the victims.

***Strategies to end domestic violence must close the current service gaps.***

- Ensures men and women have equal and consistent access across the province to the services they need.

In addition to the current strategy noted in the Domestic Violence Action Plan, this enhanced strategy would include interventions that assist men who want to develop safe and nurturing relationships, and women who want to actively support their partners in this change process.

Therefore, it is proposed that this enhanced strategy needs to ensure equal and consistent access to counselling services across the province that includes conjoint counselling when it is safe to do so and counselling for men prior to judicial involvement.

With equal and consistent access to a broader range of services, agencies will be able to engage with more men and women and at an earlier stage. It also opens the door to many citizens who are not served by the current strategy, such as women who do not and will not identify themselves as victims, or diverse cultural groups that cannot identify with the current available service options. Hence, to be socially and therefore economically effective, ***strategies to end domestic violence must close the current service gaps.***

## 7. The Outcomes

The anticipated outcome of closing the service gaps by providing equal and consistent access to counselling services is decreasing the government's cost of domestic violence through reducing the following:

- Number of required police interventions.
- Number of investigations required by child welfare services.
- Number of incidents requiring a judicial response.
- Costs associated with increased separation and divorce for low income families (e.g. social assistance, subsidized day care, legal aid).
- Increased health and social service costs related to emotional distress of all family members.

***Counselling can reduce the government's costs related to domestic violence and provide a return on investment.***

An Alberta research report on preventing domestic violence, states that for every dollar spent on prevention strategies there is a range from \$2 to \$20 return on investment.<sup>22</sup> Programs currently exist in Ontario, which address some of the gaps identified in this report, and may indicate a return on investment. The following provides examples of such programs.

## **Ministry of Children and Youth Services, Community Capacity Building Programs, Ontario**

Community Capacity Building Programs were developed to decrease recidivism within child welfare services and therefore costs. One of the priorities to achieve this result is addressing adult conflict. The program design is different in each community, however in some communities it includes counselling for men and women, along with conjoint counselling, where appropriate, to reduce conflict, abuse and Situational Couple Violence. In Waterloo, Ontario, the Community Capacity Building Program, Partners for Healthy Relationships, offers a treatment group for couples who have experienced domestic violence. This program is a collaborative effort between Family and Children's Services of Waterloo Region and the John Howard Society of Waterloo-Wellington. While outcome research is not complete, anecdotal information indicates program success. It is important to note, that initial and ongoing screening is completed to ensure safety of the victim.<sup>23</sup>

## **Family Services Employee Assistance Programs (FSEAP), Canada**

The largest percentage of counselling services provided in the province are provided through private services. This includes extended health care benefits and employee assistance programs (EAP). There are numerous private corporations that provide this service (e.g. Ceridian, Homewood, Morneau/Shepell-FGI). These services are also provided by Family Service Ontario member agencies across Ontario and Family Service agencies located across Canada. In Ontario some of these organizations are the same ones that provide PAR and VAW services.

Through EAP, men regularly request counselling for "anger management" and are able to receive professional counselling services in a timely manner. Similarly, couples experiencing conflict in their relationships are able to access counselling. Abuse and/or Situational Couple Violence may be present in these relationships. However, provided the violence is assessed as low risk and the offender is ready to take responsibility for his abuse, conjoint counselling will commence.

FSEAP agencies use a standardized instrument, called OQ45 that has empirical support to measure outcomes.<sup>24</sup> This outcome measurement tool consists of a pre and post-test to assess functioning, including interpersonal functioning, and the level of change as a result of counselling. While this tool does not measure the impact of counselling on domestic violence, it is one of the few outcome measurements that can demonstrate the significant impact of counselling on functioning. For FSEAP alone, the annual sample size is approximately 2,500 individuals. The outcomes of this sample can be measured against benchmarks for other interventions. The 2011 FSEAP outcomes indicate that 50% have a statistically significant positive change. This result surpasses almost every other form of psychological /medical intervention. While change may have occurred in the remaining clients, it cannot be supported with statistical significance. In addition to this empirical outcome measure, FSEAP agencies use a client satisfaction survey that asks questions about outcomes related to functioning. Results of these surveys show that each year at least 90% of respondents identify a positive change in regard to the situation that brought them to counselling.

Corporations invest in EAP due to the proven return on their investment. Numerous studies on the return indicate a range of \$3 - \$10 for every dollar invested in EAP.<sup>25</sup>

### **London, Ontario Pilot Project**

Another example of how counselling can reduce costs is well demonstrated in a recent pilot study in London Ontario funded by the Ministry of Safety and Corrections Services (Victim Safety Project Grant).

The purpose of the project was to implement an intervention model that included ensuring abusive men “receive assistance, support and access to therapeutic services.” The findings were statistically significant and indicated a \$50,000 savings for the London Police Services in one year. These savings were the result of a decrease in police occurrences with the study group compared to the control group, in spite of the fact that the study group was identified as more transient and had been more violent prior to the program.<sup>26</sup>

The above examples demonstrate that ***counselling can reduce costs related to domestic violence and provide a return on investment.***



## 8. The Strategic Fit

***Closing the service gap with equal and consistent access to counselling aligns well with the Ontario government's current strategic priorities.***

To ensure success, this enhanced strategy must fit with the Ontario government's current strategic directions and priorities. The following reflects some of the government's strategic priorities that may relate to this proposed strategy:

- End domestic violence.<sup>27</sup>
- Prevent domestic violence before it happens.<sup>28</sup>
- Reduce spending where possible.<sup>29</sup>
- Reduce pressures to ensure a sustainable child welfare system.<sup>30</sup>
- Reduce pressures on justice services.<sup>31</sup>
- Ensure services are accessible to our diverse population needs.<sup>32</sup>

Enhancing the current strategy to end domestic violence, by closing the service gaps with equal and consistent access to counselling services, fits well with these strategic priorities as noted by the following:

- ✓ Increases the capacity to end violence against women.
- ✓ Increases the capacity to prevent domestic violence before it happens as it engages men and women before the violence occurs or escalates.
- ✓ Reduces spending by reducing the unnecessary direct costs and some of the increased indirect costs of domestic violence.
- ✓ Reduces pressures on child welfare services and the justice system through prevention and early intervention.
- ✓ Ensures that all citizens have access to the needed service, not just women preparing to leave, leaving or recovering from an abusive relationship.
- ✓ Demonstrates a greater respect for diverse cultural groups, many of whom may prefer the range of service options described in this report.

It is therefore proposed that ***closing the service gap with equal and consistent access to counselling aligns well with the Ontario government's current strategic priorities.***

## C. ANALYSIS AND RECOMMENDATIONS

### 1. Cost-Benefit Analysis

#### The Cost of Domestic Violence:

It is difficult to quantify the economic costs of domestic violence; however internationally, numerous studies have been conducted in order to do so.

Studies differ in the variables included in the calculations. Some costs may be directly related to domestic violence, such as judicial costs and domestic violence programs. Other costs may be indirect such as health and social services spending. Also included is the impact on businesses such as the cost of lost productivity. Finally, there are the costs incurred by victims leaving an abusive relationship.

Some of the studies indicate the following results:

- **\$6.9 billion** in costs associated with leaving an abusive partner in Canada.<sup>33</sup>
- **\$4.2 billion** in employment, legal, health and social services costs in Canada.<sup>34</sup>
- **\$7.4 billion** costs to society, 20% of that on employers and government.<sup>35</sup>
- **\$385 million** in British Columbia in health, social and judicial services as well as lost work time with the largest cost being from income assistance and lost work time for women.<sup>36</sup>

All of the above research reports on cost savings focused on the overall costs of domestic violence. These certainly make a case that ***an enhanced strategy that reduces domestic violence will benefit Ontario as the direct and indirect costs of domestic violence are in the millions.***

***An enhanced strategy that reduces domestic violence will benefit Ontario as the direct and indirect costs of domestic violence are in the millions.***

## **The Direct Cost of Domestic Violence per Case in Ontario:**

For the purposes of this report, the cost analysis of domestic violence will focus on the lowest potential costs, assuming minimal intervention within the current system. Since this report is attempting to make a case for reducing costs by preventing the escalation of domestic violence that results in a judicial response, the cost analysis is based on

cases which are not complex or severe in nature. It is assumed that these lower risk cases will more likely be successful with the preventative interventions proposed in this report.

***The direct cost of the current intervention is a minimum of \$2,188 per case.***

The following information for cost analysis was developed using current job postings,<sup>37</sup> the public sector salary disclosure<sup>38</sup> and informal contacts across the province. This cost analysis is not meant to provide a definitive and exact figure but to provide an estimate for comparison purposes. Again, these figures are assumed to be the minimal cost for each intervention that comes to the attention of the police and results in a criminal charge.

Service	Avg. Salary	Hourly Rate as per Avg. Salary	Hours/ Case	Total Cost	Notes
<b>Police Services</b>	\$69,238	\$35.51	10.00	\$355	Responding to call, investigation, follow up, recording, court time based on 2 responding officers.
<b>Victim Crisis Assistance and Referral Services</b>	n/a	n/a	n/a	n/a	In most jurisdictions the service is provided by volunteers. The associated costs are minimal and therefore not included in this analysis.
<b>Children's Aid Society</b>	\$62,606	\$32.11	8.00	\$257	All domestic incidents where children are in the home require a report to the Society.
<b>Duty Council</b>	\$84,033	\$43.09	2.50	\$108	Note: not all offenders will require duty council as some will have the means to pay.
<b>Judge</b>	\$258,237	\$132.43	0.25	\$33	
<b>Crown</b>	\$161,921	\$83.04	1.00	\$83	
<b>Court Reporter</b>	n/a	\$22.83	0.25	\$6	
<b>Court Clerk</b>	n/a	\$24.62	0.25	\$6	
<b>Victim Witness Assistance Program</b>	\$61,968	\$31.78	1.00	\$32	
<b>Corrections Officer (Probation and Parole)</b>	\$50,000	\$25.64	9.00	\$231	Initial assessment and monthly contact of .5 hours with offender and victim.
<b>VAW Shelter Services</b>	n/a	n/a	n/a	n/a	Since low risk is assumed, it is assumed shelter services are not required.
<b>VAW Counseling Services</b>	n/a	n/a	n/a	n/a	Since VAW Counselling may not be accessed for some of these lower risk cases, it is not included in the costs.
<b>Partner Assault Program (PAR)</b>	n/a	n/a	n/a	\$967	Ministry of Attorney General's funding formula for PAR is based on standard amount per participant per group.
<b>Total Minimum Direct Service</b>				\$2,077	Cost of direct service for each case without administration fee.
<b>Administration fee of above.</b>				\$111	10% of total above costs – PAR as administration fees included in total cost of PAR.
<b>TOTAL</b>				<b>\$2,188</b>	<b>For each domestic violence charge and conviction.</b>

The following are other factors to consider in this cost analysis:

- In some of these relatively minor incidents, the costs can be higher if victims do not want their partners charged and convicted. Their attempt to interrupt the judicial process can increase the work and therefore the costs of the judicial system. In addition, offenders who oppose the charges and plead not-guilty will also increase these costs.
- The cost of a police response when no charges are laid is not included in this cost analysis but is worthy of note. Each time the police respond to a domestic dispute that is verbal, costs approximately \$144.00 (\$35.51 x 2 officers X 2 hours).
- If subsidized services are not available to the family in need when police respond to verbal disputes, the only alternative is to wait until the conflict escalates to violence. This will then provide the man with an intervention via PAR. In a recent survey, Family Service Ontario member agencies noted that men on the wait list for counselling service can end up in the judicial system and be mandated into PAR. This can occur for 5% to more than 20% of those waiting for service.
- If couples remain in a high conflict, abusive or violent relationship the cost of the above intervention may be repeated numerous times. This will double the estimated direct costs noted in in this report. In the Family Service Ontario survey, member agencies who provide PAR, estimate that upwards of 20% of offenders enter the program a second time and some offenders are even entering the program a third time.
- If a couple separates and continues to have conflict through the co-parenting relationship, this can increase the costs significantly, through repetitive police responses, family court costs, legal aid and potentially supervised access costs.

### **The Cost of Prevention and Early Intervention Counselling per Case in Ontario:**

***The cost of prevention and early intervention counselling is a maximum of \$1,000 per case.***

Many Family Service Ontario member agencies provide fee based services through EAP, extended health care programs or purchase of service arrangements. As part of this service model, Family Service Ontario member agencies are required to ensure that they can provide prompt,

brief and cost effective service, with proven outcomes. As noted above, many member agencies participate in outcome measurement through the use of the OQ45 tool.

While there is some variation of cost across the province due to regional differences, it is assumed that on average, Family Service Ontario member agencies could provide counselling services to assist the majority of men and women in reaching their counselling goals (e.g. stop abuse and unhealthy conflict, enhance safety and respect in relationship, increase healthy communication, enable co-parenting after separation) within 10 counselling hours for \$100 per hour on average. This means that ***the cost of prevention and early intervention counselling is a maximum of \$1,000 per case.***

### **The Direct Cost of Domestic Violence Province Wide:**

In order to determine the province wide direct costs of domestic violence the following must be estimated:

- The provincial rate of domestic violence.
- The proportion of cases that could benefit from prevention and early intervention (i.e. lower risk Situational Couple Violence).
- The expected utilization rate for these cases.
- The anticipated rate of successful outcomes.

***The estimated direct cost saving to the province could range between be \$1.9 and \$11.4 million per year.***

It is difficult to estimate the rate of domestic violence in Ontario, based on the manner in which Statistics Canada collects and reports the data. According to the 2010 Statistics Canada Report, the total number of police reported violent crime in Ontario is 115,945.<sup>39</sup> This number includes all family and non-family violent crimes. Family violence includes parents, children, siblings and extended family members, not just intimate partner relationships. Dating relationships are included in the non-family member category of violent crime reported to police.

This report does state however that 25% of all violent crime reported to police is family violence, however if dating violence is included in this statistic, it comprises 39%.<sup>40</sup>

When applying this percentage to the rate of police reported violence crime in Ontario, the total reports of family violence, including dating violence, or what is referred to as intimate partner violence, is 45,291 (115,945 x 39%).

This report also states that the rate of intimate partner violence is 363/100,000 nationwide. According to the Ministry of Finance Fact Sheet for March 2013, the current population of Ontario is 13,505,900 as of July 2012.<sup>41</sup> Based on this national rate of intimate partner violence and the population of Ontario, it can be estimated that the rate of reported intimate partner violence in Ontario is 49,026.78 cases. However, it is noted in the Statistics Canada 2010 report that the rates for violence are lowest in Ontario.

Therefore to provide an estimated minimal rate of police reported domestic violence, including all intimate partner violence, a conservative estimate of 40,000 per year has been chosen.

Second, the percentage of these cases that could most benefit from a prevention and early intervention response must be estimated. These are the estimated cases of lower risk Situational Couple Violence. Based on the information outlined on page 9 of this report an estimate of 40% of all court cases will be used for the purposes of this cost analysis, or 16,000 cases.

Next, the percentage of these 16,000 offenders, who would be able to benefit from this intervention and who would utilize the services available to them must be estimated. Since this is a population with an identified high need, both in terms of circumstances and economic challenges, it is assumed that a significant percentage would utilize the service. For this reason, an estimated 20% utilization rate has been chosen. However, if all sectors who have contact with this target population worked together to support service engagement, this number could be significantly higher.

Finally, it must be acknowledged that counselling will not be successful in all cases. Based on our OQ45 results, it is assumed that counselling will be successful in diverting at least 50%, and potentially up to 75%, of all cases from the judicial system.

The following chart depicts the worst and best case scenario for the estimated total direct cost savings to the province based on the proposed enhanced strategy as outlined in this report.

Scenario	# of DV Cases	% of SCV	# of SCV Cases	Utilization	Total #	Positive Outcome	Total # Diverted	Savings/case	Total Savings
<b>Worst Case</b>	40,000	40%	16,000	20%	3,200	50%	1,600	\$1,188	\$1,900,800
<b>Best Case</b>	40,000	40%	16,000	80%	12,800	75%	9,600	\$1,188	\$11,404,800

Based on this analysis the ***estimated direct cost saving to the province could range from \$1.9 to 11.4 million per year.***

## 2. Constraints and Considerations

It is hoped that this report provides valuable information to inform the optimal next steps in developing economical and cost effective ways to end violence against women. There are risks, constraints and factors to consider in the enhanced strategy proposed in this report.

## Cost Considerations

The increase in indirect costs of domestic violence as noted above cannot be overstated as a consideration for the implementation of this enhanced strategy. Professional counselling can be a relatively low cost and an effective strategy to reducing domestic violence and therefore all associated indirect costs. These have not been calculated into this estimation but are worth consideration.

There are other potential cost savings that may be realized as a result of this proposed enhanced strategy. One such potential cost saving is that of successful outcomes with Coercive Controlling Violence. Michael Johnson notes that in some cases of Coercive Controlling Violence, counselling can be effective.<sup>42</sup> While PAR may be beneficial, for these more complex cases, a more intense intervention may also be required. In these cases, if equal and consistent access to counselling services were available for men, the cost associated with some of these men repeatedly entering the judicial system could be eliminated.

Similarly, for higher risk Situational Couple Violence, successful outcomes may be realized in some cases thereby providing cost savings. While initially not appropriate for conjoint counselling, if these men access counselling to deal with their violent behavior, and this counselling is successful, conjoint counselling might be appropriate. At a minimum, this intervention is cost neutral. If the male offender successfully uses \$1,000 in service and then an additional \$1,000 is used for conjoint service, the total cost is the same as the judicial intervention, estimated at \$2,188 per case. If this is a case of a repeat offender, there will still be a direct cost savings in addition to the indirect costs associated with domestic violence.

This report focused on male violence against women. Research supports that police reported domestic violence usually involves a male offender and a female victim. It is also assumed that the costs associated with male violence towards women are greater than the costs of female violence towards men. However, men are sometimes the victims of domestic violence and there are associated costs. An enhanced strategy that includes equal and consistent access to service would provide support for those few male victims of domestic violence that are now challenged to find appropriate service in some communities. This could also increase the cost saving proposed in this report.

A final cost consideration is the investment in counselling for offenders and/or victims that may never have entered into the judicial system. This report has focused on the potential savings that may be realized if some domestic violence cases could be diverted from the courts through prevention and early intervention counselling. However, as noted above, 49% of all cases do not come to the attention of the police. This would result in a cost for the service without the direct cost saving from avoiding a judicial response. It is proposed, however that even if this doubles the total costs of the intervention, (i.e. due to increased utilization) this proposed enhanced strategy of equal and consistent access to counselling is still cost neutral. Once again, if social and



health costs associated with domestic violence are factored in, such as costs related to separation and divorce and stress, an overall cost savings would still be realized.

***Our current strategy does not provide equal access to all citizens of this province.***

## **Ethical Considerations**

As referenced numerous times throughout this report, the current strategy is directed towards women who want to leave an abusive relationship or who are recovering from an abusive relationship. However, in

many cases, women stay and want to make the relationship successful. Current publicly funded counselling across the province does not exist to support those who want to maintain the relationship. Some jurisdictions do provide these programs, such as those outlined in this report; however, the programs are not available in all jurisdictions.

Similarly, in some communities men cannot access support unless they have been charged and this charge is resolved. Government funded service targeting men who want to change behavior before it becomes criminal, before it is reported to the police or following completion of a sentence, does not exist. Many Family Service Ontario member agencies commonly see men reach out for help, just to be turned away or placed on a wait list. As previously stated, these men may end up being charged while waiting for service and therefore mandated to PAR.

Finally, it is proposed that the current strategy may create a barrier to service for some of the diverse cultural groups in Ontario (e.g. Aboriginal communities who prefer a holistic approach to domestic violence), as well as creating a barrier to a significant percentage of men and women who need service.

## **Constraints**

The greatest constraint of this proposed enhanced strategy is the potential risks to the woman. The following factors are worth considering in addressing this constraint.

First, the use of skilled counsellors and empirically based screening tools can mitigate this risk. In the survey of Family Service Ontario member agencies, all agencies who participated in the survey reported using a screening tool. Screening begins at intake with formalized questions to assess risk. In most cases, counselling begins with individual sessions to continue to assess risk, using tools such as HITS<sup>43</sup> or the Conflict Tactics Scale<sup>44</sup>. Risk assessment is also ongoing as circumstances can change the level of risk. Conjoint counselling can move to individual counselling at any point where there is an increased potential for risk. It is also standard practice to require that offenders sign consent for the counsellor to speak to the victim as a condition of service. It is worth noting that many of the counsellors in Family Service Ontario agencies have experience working in women's shelters and/or child welfare services. In addition, they

have risk assessment training and experience through the provision of VAW and PAR programs. Counsellors are instructed to err on the side of caution and trust their experience and expertise, even if a screening tool suggests conjoint counselling is safe.

Second, critics of counselling that invites the offender into the process may state that it leads to victim blaming. Without a counsellor who possesses a thorough understanding of the dynamics of abuse, victim blaming may occur. However, for the seasoned VAW counsellor, conjoint counselling "...holds the violent partner accountable while intervening to change couple interaction".<sup>45</sup> Ideally counselling can engage the man to take responsibility for his actions, while the woman decreases her vulnerabilities and takes an active role in balancing power within the relationship. As previously stated, safety of the victim must be the priority in this type of counselling. For this reason, Coercive Controlling partners are not considered appropriate, however it is especially recommended for Situational Couple Violence.<sup>46</sup> Research shows no increased physical danger to women in conjoint treatment when that treatment specifically addresses domestic violence.<sup>47</sup> It is also worth noting that some research suggests that offenders are less likely to prematurely withdraw from counselling when both victim and offender are engaged in the service.<sup>48</sup>

One of the best examples of this enhanced strategy in practice exists in Nova Scotia. Bridges Institute is a service agency funded under the same ministry that funds VAW services and works in tandem with other VAW services. Bridges is a domestic violence counselling, research and training institute. It offers men and their families' services to address issues of violence in their relationships through individual, group, couple and family interventions.<sup>49</sup>

Finally, it is important to remember that based on mandatory charging policies, all cases that involve a criminal act will still result in a charge and judicial intervention. The current system to keep women and children safe will remain intact. This enhanced strategy merely proposes that in some cases, a police response will not be required as the criminal act will be avoided through the intervention.

### **3. Summary and Recommendations**

This report has attempted to make a business case for an enhanced strategy to end domestic violence in Ontario. This strategy endeavors to fill current service gaps by providing equal and consistent access to counselling for men, as well as conjoint counselling when safe and appropriate.

A judicial response is necessary in most cases as it takes the responsibility of the abuse off the victim and ensures the offender is accountable. However, due to the current policy of mandatory charging, in some cases a judicial response has become excessive. Counselling is a low cost and effective intervention. It can, and currently does for those who have the means to pay, address issues that result in conflict and violence, enhance relationships and even help separated couples effectively co-parent. Most important, it

is proposed that these counselling services will accelerate our efforts to end violence against women.

This report has provided a cost analysis to indicate a potential cost saving should the province invest in prevention and early intervention counselling. The cost analysis may provide a starting point for a more thorough and exact analysis. However, this basic costing of domestic violence per case does suggest it is more economical to provide counselling than to provide a judicial response.

Family Service Ontario member agencies have proven outcome results for the counselling services provided. The question is, if these outcomes will translate into fewer domestic related charges should the province invest in these proposed services. Although it is assumed that closing current service gaps will reduce domestic violence charges and therefore all associated costs, without a clear link between these two variables it is difficult to draw valid conclusions.

For this reason, a pilot study is recommended to demonstrate the cost savings proposed in this report. The following provides an overview of this pilot project.

**For a more thorough project outline a formal proposal will be submitted by Family Service Ontario upon request.**

The proposed pilot study will:

- Provide the services described in this report in three jurisdictions, representing urban, rural and northern communities for 2 years.
- Have one of these agencies be the lead agency.
- Choose communities that are relatively resource poor, have waiting lists for counselling service and for the PAR program.
- Provide early intervention counselling for men wanting to change their behavior and conjoint counselling for high conflict, abuse and lower risk Situational Couple Violence.
- Provide service that is a maximum of 10 hours of face-to-face counselling at \$100/hour.
- Utilize one of the standardized screening tools currently being employed by Family Service agencies for conjoint counselling to ensure conjoint counselling is safe to proceed.
- Receive referrals in the following manner:
  - Self-referrals for those men or couples who want to deal with high conflict relationship issues.
  - Development of marketing materials to inform participants, police and Crowns about the service.

- A warm hand off from police who respond to domestic incident where no charges are laid (i.e. verbal disagreement). This will include providing couples with written materials and verbal encouragement to access service.
  - Referrals from the Crown Attorney for Section 810 Peace Bonds whereby counselling is believed to be more appropriate than PAR. This already occurs with some Crowns, however not all offenders can access the service at no cost.
- Determine approximate utilization rate for the service, using the following formulas:
    - To determine the number of referrals from police for verbal incidents: **# of DV police incidents in each court district X 44% (Note page 13 of this report) X 25% utilization rate.**
    - To determine the number of referrals from Crowns: **# of DV cases/court district X % that are 810 X 50% to represent number who may be referred to counselling.**
    - To determine the number of referrals from general population: **Population of community X 2% anticipated utilization rate.**
  - Determine outcomes using the following:
    - The lead agency will work in partnership with a university to assist with the development of a pre and post outcome tool and research design.
    - A follow up interview with participants will be conducted in order to determine if the service resulted in a decrease in conflict.
    - Survey data will be collected from police in order to determine a reduction in number of police responses to the participants of the research.
    - Survey data will be collected from Crowns to determine if they identified a benefit to the program in relation to the pressures on the court system.
    - Local incident rates of domestic violence will be monitored in order to determine potential decrease in charges.
    - Local monitoring of PAR referrals in order to determine potential decrease in referrals.
    - Possible extraneous variables will be identified.
    - Data analysis, implications and recommendations will be provided.

The purpose of the pilot study is to validate the cost savings proposed in this report. If positive outcomes are achieved, the next recommended step would be to develop the

services as per the pilot project. The purpose of this service would be to ensure a consistent province wide counselling program to prevent domestic violence before it occurs through early intervention counselling for men and/or men and their partners. Family Service Ontario member agencies have the capacity, expertise and infrastructure to easily implement this service province wide.

- 
- <sup>1</sup> Interval House of Toronto opened in 1973 as the first shelter in Canada. <http://www.intervalhouse.ca/>
- <sup>2</sup> <http://www.theduluthmodel.org/training/wheels.html>
- <sup>3</sup> Wolfe, DA and Jaffe, P., Wilson, S., Zak, L. (1985) Children of battered women: The relation of child behaviour to family violence and maternal stress. *Journal of Consulting and Clinical Psychology*, 53, (5), 657-665.
- <sup>4</sup> *Ontario Policing Standards Manual*. Originally added in 1994. pg. 85/226. <http://ontla.on.ca/library/repository/ser/10256510//200107.pdf>
- <sup>5</sup> <http://www.neighboursfriendsandfamilies.ca/>
- <sup>6</sup> [http://www.ontla.on.ca/web/bills/bills\\_detail.do?locale=en&BillID=2181](http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&BillID=2181)
- <sup>7</sup> Domestic Violence Action Plan Progress Report Update May 2012. pg.15. [http://www.women.gov.on.ca/owd\\_new/english/resources/publications/dvap2012/DVAPReport\\_May2012\\_eng.pdf](http://www.women.gov.on.ca/owd_new/english/resources/publications/dvap2012/DVAPReport_May2012_eng.pdf)
- <sup>8</sup> *Making Connections*. <http://dveducation.ca/makingconnections/>
- <sup>9</sup> Domestic Violence Action Plan Progress Report Update May 2012. pg. 2. [http://www.women.gov.on.ca/owd\\_new/english/resources/publications/dvap2012/DVAPReport\\_May2012\\_eng.pdf](http://www.women.gov.on.ca/owd_new/english/resources/publications/dvap2012/DVAPReport_May2012_eng.pdf)
- <sup>10</sup> Domestic Violence Action Plan Progress Report Update May 2012. [http://www.women.gov.on.ca/owd\\_new/english/resources/publications/dvap2012/DVAPReport\\_May2012\\_eng.pdf](http://www.women.gov.on.ca/owd_new/english/resources/publications/dvap2012/DVAPReport_May2012_eng.pdf)
- <sup>11</sup> Sinha, Marie. (2012) Family Violence in Canada: A Statistical Profile 2010. *Juristat Article*. May 22, 2012. Catalogue no. 65-002-X. pg. 5.
- <sup>12</sup> <http://www.dfnt.ca/par.html>
- <sup>13</sup> Kelly, J. & Johnson, M. (2008). Differentiation among types of intimate partner violence: Research update and implications for interventions. *Family Court Review* 46 (3), 476-499.
- <sup>14</sup> Ibid.
- <sup>15</sup> Johnson, M. (2011). Gender and types of intimate partner violence: A response to an anti-feminist literature view. *Aggression and Violent Behavior*, 16 (July/August), 289-296).
- <sup>16</sup> Olson, L. N. (2002). Exploring “common couple violence” in heterosexual romantic relationships. *Western Journal of Communication*, 66, 104–128.
- <sup>17</sup> Kelly, J. & Johnson, M. (2008). Differentiation among types of intimate partner violence: Research update and implications for interventions. *Family Court Review* 46 (3), 476-499.
- <sup>18</sup> Sinha, Marie. (2013) Measuring Violence Against Women: Statistical trends. *Juristat Article*. February 25, 2013. Catalogue no. 85-002-X. pg. 10.
- <sup>19</sup> <http://www.statcan.gc.ca/pub/85-002-x/2013001/article/11766/11766-1-eng.htm#a1>
- <sup>20</sup> Johnson, M. (2011). Gender and Types of Intimate Partner Violence: A response to an anti-feminist literature view. *Aggression and Violent Behavior*, 16 (July/August), 289-296.
- <sup>21</sup> *Family Violence in Canada: A Statistical Profile: 2010 Highlights*. <http://www.statcan.gc.ca/pub/85-002-x/2012001/article/11643/hl-fs-eng.htm>
- <sup>22</sup> Wells, Lana, Boodt, Casey & Emery, Herb (2012) Preventing Domestic Violence in Alberta: A Cost Savings Perspective. *The School of Public Policy Research Papers*, 5 (17). University of Calgary. [www.policyschool.ca](http://www.policyschool.ca)
- <sup>23</sup> *Partners for Healthy Relationships*. Presented at the Canadian Domestic Violence Conference 3: February 28, 2013. Toronto, Ontario.
- <sup>24</sup> <http://www.oqmeasures.com>
- <sup>25</sup> Attridge, Mark. et al. (2009) EAP Effectiveness and ROI. *EASNA Research Notes*, 1 (3) (October). <http://www.easna.org/wp-content/uploads/2010/08/EASNA-Research-Notes-No-3-ROI-NOV12010.pdf>
- <sup>26</sup> *Domestic Violence Victim Safety Model*. Summary 2012. For more information contact Lisa Heslop at [lheslop@police.london.ca](mailto:lheslop@police.london.ca)
- <sup>27</sup> [http://www.women.gov.on.ca/owd\\_new/english/resources/publications/dvap/dvap.pdf](http://www.women.gov.on.ca/owd_new/english/resources/publications/dvap/dvap.pdf)
- <sup>28</sup> Domestic Violence Action Plan Progress Report Update May 2012. pg. 2.
- <sup>29</sup> <http://www.fin.gov.on.ca/en/budget/ontariobudgets/2012/ch1.html>
- <sup>30</sup> [http://www.children.gov.on.ca/htdocs/English/documents/topics/childrensaidd/commission/2010june-Executive\\_summary.pdf](http://www.children.gov.on.ca/htdocs/English/documents/topics/childrensaidd/commission/2010june-Executive_summary.pdf)

- 
- <sup>31</sup> <http://www.attorneygeneral.jus.gov.on.ca/english/jot/>
- <sup>32</sup> [http://www.mgs.gov.on.ca/stdprodconsume/groups/content/@mgs/@aboutmin/documents/resourcelist/stdprod\\_088640.pdf](http://www.mgs.gov.on.ca/stdprodconsume/groups/content/@mgs/@aboutmin/documents/resourcelist/stdprod_088640.pdf)
- <sup>33</sup> Varcoe, Colleen, et al. (2011), Attributing Selected Costs to Intimate Partner Violence in a Sample of Women Who have Left Abusive Partners: A social determinants of health approach. *Canadian Public Policy*, 37 (3) (September). University of Toronto Press. pg. 360.  
<http://muse.jhu.edu/journals/cpp/summary/v037/37.3.varcoe.html>
- <sup>34</sup> Wells, Lana, Boodt, Casey & Emery, Herb (2012) Preventing Domestic Violence in Alberta: A Cost Savings Perspective. *The School of Public Policy Research Papers*, 5 (17). University of Calgary. pg. 4.  
[www.policyschool.ca](http://www.policyschool.ca)
- <sup>35</sup> Beeby, Dean. Justice Canada Study says spousal abuse costs county at least \$7.4 billion a year. *Canadian Press*. December 23, 2012.
- <sup>36</sup> Laing, Lesley and Bobic, Natasha. (2002) Literature Review: Economic costs of domestic violence. *Australian Domestic & Family Violence Clearinghouse*. April. pg. 8.  
[www.gojobs.gov.on.ca](http://www.gojobs.gov.on.ca)
- <sup>37</sup> <http://www.fin.gov.on.ca/en/publications/salarydisclosure/pssd/>
- <sup>38</sup> <http://www.fin.gov.on.ca/en/publications/salarydisclosure/pssd/>
- <sup>39</sup> Sinha, Marie. (2012) Family Violence in Canada: A Statistical Profile 2010. *Juristat Article*. May 22, 2012. Catalogue no. 65-002-X. pg. 22.
- <sup>40</sup> Sinha, Marie. (2012) Family Violence in Canada: A Statistical Profile 2010. *Juristat Article*. May 22, 2012. Catalogue no. 65-002-X. pg. 5.
- <sup>41</sup> <http://www.fin.gov.on.ca/en/economy/ecupdates/factsheet.html>
- <sup>42</sup> Johnson, Michael P. *Distinguishing Among Types of Intimate Partner Violence: Research Evidence*. Presented at the Canadian Domestic Violence Conference 3: February 28, 2013. Toronto, Ontario.
- <sup>43</sup> [http://www.orchd.com/violence/documents/HITS\\_eng.pdf](http://www.orchd.com/violence/documents/HITS_eng.pdf)
- <sup>44</sup> Straus, Murray A. (2007). Conflict Tactics Scales. *Encyclopedia of Domestic Violence*, N. A. Jackson. New York: Routledge: Taylor & Francis Group. pp. 190 – 197.  
<http://pubpages.unh.edu/~mas2/CTS44G.pdf>
- <sup>45</sup> Stith, S., McCollum, E., & Rosen, K. (2011). *Couples Therapy for Domestic Violence: Finding safe solutions*. Washington, DC: American Psychological Association.
- <sup>46</sup> Ibid.
- <sup>47</sup> Ibid.
- <sup>48</sup> Buzawa, E. S. and Buzawa, C. G. (2013), What does Research Suggest are the Primary Risk and Protective Factors for Intimate Partner Violence (IPV) and What is the Role of Economic Factors? *Journal of Policy Analysis and Management*, 32: 128–137.
- <sup>49</sup> <http://www.bridgesinstitute.org/>