

West Virginia Child Advocacy Network
Strategic Plan of Action
FY22-FY24 (July 1, 2021-June 30, 2024)

MISSION STATEMENT: *The West Virginia Child Advocacy Network is working together to support hope, healing, and justice for children affected by abuse.*

VISION: *Every child in WV affected by abuse has access to a Child Advocacy Center to restore their hope, to support their healing journey, and to seek justice.*

VALUES:

1. **EFFECTIVE COMMUNICATION:** *Our Network values transparent, respectful, and timely communication.*
2. **EXCELLENCE & MUTUAL SUPPORT:** *Our Network values collaboration, building knowledge, professional skills, and consensus to achieve our shared mission.*
3. **INTEGRITY:** *Our Network is committed to honest and ethical practices.*

NETWORK COMPOSITION & ROLES:

- The West Virginia Child Advocacy Network, or “The Network,” is comprised of the state Chapter staff and board and the CAC membership.
- Chapter staff are responsible for implementing the Network’s strategic plan in partnership with CACs and the board.
- CAC Membership have the opportunity to influence and guide the development of the Network’s strategic plan, as well as actively participate on strategic priority work groups.
- The Chapter board is responsible for the governance of the Chapter, co-developing the strategic plan, ensuring the Chapter is resourced to execute the plan, and actively participating in strategic priority work groups.

FY22-FY24 STRATEGIC PLAN DEVELOPMENT PROCESS:

- The Strategic Priorities were identified through our Network-wide survey in June 2021 as the top 4 vision statements we’d like to see realized in the next 2-3 years.
- The goal statements were modified from the survey to reflect the Network mission statement revision achieved by consensus of Membership in October 2021.
- Strategic Priority Action Plans were drafted by the Chapter staff during a strategic planning session conducted in November 2021.
- Strategic Priority Action Plan Work Groups with Chapter staff, CAC leads, and Chapter board members met in December 2021 to develop these plans. Updated draft plans were shared via email and feedback was solicited from across the Network and incorporated in January by Chapter staff.
- On January 26 and 27, 2022, Chapter staff, CAC leads, and Chapter board members met virtually. Vision and Values statements were workshopped. Work Group presenters shared the draft Strategic Priority Action Plans and feedback was solicited in breakouts.
- In February 2022, Chapter staff incorporated feedback from the virtual retreat, brainstormed potential funding sources, determined Chapter staff leads, and identified Chapter board committees to support each objective. Throughout February, Chapter board committees reviewed and discussed ways to support the plan.
- On March 4, 2022 the Chapter board ratified the plan.
- On May 5, 2022, Chapter staff, CAC leads, and Chapter board members met for a Network-wide retreat which included strategic priority action plan breakouts.
- In summer 2022, Chapter CEO conducted 1-on-1 interviews of CAC leads and Chapter board members to develop FY23 Strategic Priority Work Group (SPWG) priorities and quarterly meeting agendas. Bylaws amendments were developed to facilitate new work group structure.



STRATEGIC PRIORITY #1: FUND DEVELOPMENT

GOAL STATEMENT: Our Network has enough cashflow and cash reserves that operations can continue uninterrupted, services are expanded statewide, and we are able to address emerging needs.

OBJECTIVE	Chapter Staff Responsibilities	Opportunities for CAC Staff Contribution	Opportunities for Chapter Board Contribution
1. Strengthen Network-wide organizational fiscal management	a. Develop or identify, then promote model fiscal policies for a range of organizational life phases (e.g. special focus on expense-free policies, operating reserve policies, RFP for bookkeeper or audit services, planned giving language, statement of investment, fraud prevention, etc.)*	a. Consider model fiscal policies developed by the Chapter for implementation at CAC b. Request Chapter support, as needed, for bringing to board for implementation (could include phone call, board presentation, etc.) c. Share resources and financial service providers with peer CACs d. Pass along relevant information from Chapter to board e. Request support from Chapter, as needed, including Emergency Funding requests	a. Those with expertise and interest, provide advice on the development and identification of model fiscal policies b. Subject-matter experts on the board provide outreach to CAC boards of directors to make the case for implementation of model policies, if requested by CAC lead c. Increase communication of Chapter board expertise to CAC boards
	b. Facilitate trainings tailored to Network-wide needs – provide for Directors, Treasurers, support staff, etc.*		
	c. Provide ongoing technical assistance as needed by CACs, including to CAC boards of directors*		
	d. Facilitate SPWGs to strengthen Network-wide organizational fiscal management		
	e. Facilitate peer sharing/education around fund development and fiscal management*		
2. Diversify funding sources	a. Explore and generate a report of all funding mechanisms available to Chapter and CACs	a. Consider asking boards to review funding report generated by the Chapter to get them engaged in the process b. Consider pursuing a new/additional source of funding	a. Open doors with individual donors or foundations or corporations who may support our work b. Research leads (people with connection to and potential passion for the cause) and make recommendations for solicitation
	b. Secure major funding (\$100K+) from at least one new source, ideally multi-year		
	c. Increase subgrants to CACs by 5%, including expansion grants, QI grants, general operating support grants, and emergency funding – abiding by Network Fund Development Policy*		

* signifies the item was identified as a “Best Element” during January 2022 SP Feedback breakout

3. Increase access to public funding across the Network	a. Maintain contract with lobbyist	a. Maintain and enhance relationships with local legislators (i.e. open houses/CAC tours, personal visits at the Capitol, sending thank you notes, etc.) b. Utilize the materials the Chapter provide for cultivating relationships with and educating public officials and providing feedback to Chapter on improving materials c. Get staff involved with elevating stories and progress, solutions, and healing of the CAC model (while maintaining confidentiality) to show what success looks like – then share with board, supporters, and public officials	a. Those with expertise and interest, serve on Network-wide public policy work group, accompany Chapter staff in meetings with state officials, and proactively educate local legislators on the work of the Network b. Leverage existing contacts
	b. Facilitate Network-wide public policy work group to lend expertise		
	c. In partnership with lobbyist, cultivate relationships with key officials involved in state appropriations*		
	d. Develop compelling appeal for increased state funding and Network-wide talking points		
	e. Deploy strategy to increase state line item (including potential strategy of finding extra money in the budget to reallocate to our line item)		
	f. Facilitate opportunities for CACs to engage with legislators and media		
	g. Abide by Network Legislative Agreement		
	h. Cultivate relationships with JCS to reduce time involved in VOCA reimbursements*		
	i. Serve on West Virginians Against Violence Committee to influence VOCA funding recommendations to Network		
	j. Serve on NCA’s Public Policy Collaborative Work Group to learn about policies and strategies deployed across the nation		
	k. Explore potential new sources of public funding for Network*		
l. Provide grant writing and compliance technical assistance, including what are allowable expenses			
4. Grow general operating support for CACs	a. Provide Emergency Support to CACs via the Emergency Funding Policy	a. Learn to communicate about needs for general operating support	
	b. Secure funds for subgrants for general operating support for CACs – abiding by Network Fund Development Policy*		
	c. Provide TA to CACs for local fundraising efforts		

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STRATEGIC PRIORITY #2: SERVICES QUALITY IMPROVEMENT

GOAL STATEMENT: Our Network is actively engaged in strategies for increasing the quality of services at CACs as well as deepening our partnerships with external service providers to best meet the unique needs of all children in WV.

OBJECTIVE	Chapter Staff Responsibilities	Opportunities for CAC Staff Contribution	Opportunities for Chapter Board Contribution
1. Support position-specific networking, technical assistance, and training*	<ul style="list-style-type: none"> a. Expand access to Forensic Interview Consultancy Project to 3 CACs b. Facilitate FIND training for at least 10 WV CAC Forensic Interviewers c. Facilitate recurring Mental Health Consultation calls for at least 10 CACs* d. Host position-specific trainings on justice, equity, diversity, and inclusion for Family Advocates, Forensic Interviewers, Mental Health providers, and CAC leadership e. Facilitate match ups for peer learning and orientation between CAC staff f. Continue FI Peer Review and FA quarterly meetings g. Participate in state-wide, regional, and national trainings, and networking events to bring emerging strategies and knowledge in the field to WV 	<ul style="list-style-type: none"> a. Utilize resources available and commit staff time to them b. CACs who have professionals with skills and capacity can provide mentorship to newer professionals across the Network* c. Assess gaps and seek support d. Find quality training for staff and teams (could be provided by Chapter or elsewhere)* e. CAC mental health providers can provide consultation and support to each other* 	<ul style="list-style-type: none"> a. Committed to be mindful of workload of Chapter staff to ensure its manageable and we avoid burnout b. Support efforts to fund QI initiatives c. Serve on Services Quality Improvement SPWG
2. Ensure CAC leads' roles are manageable and sustainably supported*	<ul style="list-style-type: none"> a. Help CAC Leads develop plans to ensure workload is manageable, including supporting advocacy efforts to decision-makers, as needed b. Provide technical assistance to CACs around applying for appropriately funding staff who are not primarily direct service providers c. Develop and support CAC Leadership through the Leadership Cohort Initiative d. Facilitate expertise at Chapter board level being made accessible to CACs 	<ul style="list-style-type: none"> a. Cultivate leaders within CACs who can take work off leads' shoulders b. Develop robust succession plans for the continued health and operations of the CAC c. Advise Chapter when CAC lead's workload is becoming (or has become) unmanageable d. Identify and support participation in Leadership Cohort Initiative 	<ul style="list-style-type: none"> a. Ensure funding for Leadership Cohort Initiative b. Provide expertise, resources, and support to develop programs/offerings to support leadership cultivation at CACs

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<p>3. Enhance the medical response to child abuse in WV</p>	<p>a. Increase training opportunities for child abuse medical providers*</p> <p>b. Work to ensure CAC/MDIT policies, procedures, practice for child abuse medical providers in WV are in line with medical standard for accreditation</p> <p>c. In partnership with other coalitions and institutions, create in-state child abuse medical provider learning and networking opportunities</p> <p>d. Establish funding and regular technical support for expert review services of child sexual abuse medical exams through MRCAC’s myCasereview and other child abuse medical exam quality improvement offerings, such as clinical preceptorship</p> <p>e. Explore advocacy opportunities with medical associations on behalf of CACs*</p>	<p>a. Identify and recruit appropriate providers</p> <p>b. Continue to communicate policies, procedures, and practices for child abuse medical providers and/or other medical providers</p> <p>c. Ensure that all staff have read the medical standard and taken relevant courses on the NCA site</p> <p>d. Consider sharing providers (e.g. contracting with a therapist who serves two or more CACs)*</p>	<p>a. If able, open doors to new medical or mental health providers or associations</p>
<p>4. Increase cross-organizational work in Network*</p>	<p>a. Support CAC-to-CAC visitation at 10 CACs**</p> <p>b. Facilitate an in-person gathering for the entire Network (including Chapter board)</p> <p>c. Each Chapter staff member visits or provides on-site support for at least 5 CACs annually</p> <p>d. Develop plans to meaningfully connect one-on-one with each CAC’s leadership</p>	<p>a. Co-create agendas for time with Chapter staff</p> <p>b. Communicate needs to Chapter staff</p>	<p>a. Make sure Chapter has enough staff capacity to meaningful connect with each CAC’s leadership</p> <p>b. Help prioritize Chapter’s time</p>
<p>5. Support and strengthen multidisciplinary investigative teams (MDITs) in counties served by a CAC across WV</p>	<p>a. Provide direct support to at least 5 MDITs per year through full MDIT trainings, assistance with protocol development/editing, assistance with implementing a leadership team structure, etc.</p> <p>b. Support and facilitate cross-training of disciplines represented on MDITs</p> <p>c. Provide targeted support and seek funding streams for MDIT Facilitator staff positions at CACs, with an emphasis on navigating turnover on MDITs</p>	<p>a. Gain an ongoing opportunity to train about child abuse and CACs at the WV Police Academy</p> <p>b. Educate local LE on child abuse investigations</p>	<p>a. Help identify funding or in-kind support for team trainings</p>

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6. Ensure all WV CACs remain fully accredited	a. Provide resources on revised standards	a. Ensure that all staff have read the standards and taken relevant courses on the NCA site b. Provide feedback to NCA and the Chapter on revised standards	
	b. Ensure 2023 revised standards are met		
	c. Provide targeted technical assistance to CACs undergoing reaccreditation*		
7. Enhance facilitation of multidisciplinary investigative teams (MDITs)	a. Help CACs recruit, hire, and/or train team facilitators	a. Participate in team facilitator learning collaborative b. Attend team facilitator trainings c. Invite engaged PAs to team facilitator learning opportunities d. Request support from the Chapter as needed	a. Understand the importance of team facilitation to the efficacy of CAC model b. Ensure Chapter maintains capacity to provide team facilitation support
	b. Develop team facilitator learning collaborative program		

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STRATEGIC PRIORITY #3: ORGANIZATIONAL CAPACITY

GOAL STATEMENT: Our Network has the resources, staffing, and partnerships needed to provide high quality, compassionate services statewide.

OBJECTIVE	Chapter Staff Responsibilities	Opportunities for CAC Staff Contribution	Opportunities for Chapter Board Contribution
1. Recruit and retain talented staff and boards*	a. Conduct CAC employee compensation and retention survey and develop de-identified report**	a. Ensure 100% CAC participation in employee compensation and retention survey	a. Support resource and research gathering
	b. Research (general market and CACs across country) and generate a report of workplace culture and benefits (including non-traditional, like staff retreats, additional time off, paid therapy, professional development, sabbaticals, etc.) that may contribute to CAC employee recruitment and retention	b. Use data and research provided by the Chapter to approach board for increased salaries or improved benefits	b. Consider putting a statement at the beginning of report on position of (especially non-monetary) benefits, HR policies, and salary increases to support CACs in implementing policies to recruit and retain staff
	c. Research other State Chapter employee compensation, benefits, and retention data	c. Consider best-practice workplace policies or model employee benefits as researched by the Chapter or utilized by other organizations aimed at recruitment, retention, and appreciation of staff	c. Support best-practice, evidence-informed updates to Chapter Policies & Procedures updates
	d. Amend Chapter HR and compensation policies based on results of research	d. With samples provided by the Chapter, consider conducting best-practice exit interviews to better understand barriers to retention	d. Reactivate Ambassadors program of Chapter board members to attend CAC board meetings
	e. Support the implementation of new or improved employee benefits or workplace policies at CACs*	e. Consider leading CAC board engagement and recruitment efforts	e. Tap at least one community board member to serve on MSC
	f. Conduct exit interviews of Chapter staff and review results with leadership and identify opportunities for growth	f. Consider sharing position announcements with Chapter to post on their website and promote via social media and e-blast	
	g. Work with board to maintain and increase salaries and improve benefits of Chapter staff		
	h. Lead Chapter board engagement and recruitment efforts		
	i. Conduct Chapter & CAC staff & board appreciation activities		
	j. Annual review of Chapter staff and board leadership succession planning		
	k. Assist CACs with succession planning and recruitment efforts, including sample job descriptions		
l. Conduct advocacy with funders based on report to increase employee compensation at CACs to promote retention			

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2. Strengthen administrative infrastructure*	a. Obtain and maintain technology and equipment that is up-to-date, secure by design, and supports high-quality services	a. Utilize risk assessment tool provided by the Chapter	a. Provide expertise on HR legal liabilities, IT-cybersecurity, and HIPAA compliance, including contract needs
	b. Assist CACs in obtaining technology and equipment that is up-to-date, secure by design, and supports high-quality services*	b. Participate in compliance trainings facilitated by Chapter re: HIPAA, cybersecurity, HR legal liabilities, etc.	b. Use statewide data collected in advocacy for increased funding for Chapter and CACs
	c. Maintain and enhance the state CAC case tracking software, Collaborate, & offer assistance to CACs in utilizing the platform, including Network Ninja Concierge service	c. For those whose data housed in Collaborate, utilize the case tracking software, including support from Network Ninja Concierge service	
	d. Continue to provide annual customized CAC data reports, including tailored customization recommended by SPWGs	d. Use customized CAC data report provided by the Chapter in communication with the media, funders, etc.	
	e. Catalog sample documents and policies related to HR legal liabilities, IT-cybersecurity, and HIPAA compliance for CACs to access as-needed	e. Use customized CAC data report provided by the Chapter to inform services and resource allocations	
	f. Implement and enhance Chapter policies that mitigate legal liabilities		
	g. Assist CACs in implementing policies that mitigate legal liabilities		
	h. Maintain adequate organizational insurance at Chapter to mitigate legal and fiscal liabilities		
	i. Assist CACs in obtaining organizational insurance plans that meet current level of need and in accord with new NCA standards		
	j. Engage IT, cybersecurity, HIPAA compliance, and HR legal liabilities experts/consultant to support Network		
	k. Facilitate annual Network-wide IT, cybersecurity, HIPAA compliance needs/risks assessments and organizational remediation plans		
	l. Facilitate Network-wide training opportunities on top IT, cybersecurity, HIPAA compliance, and HR legal liabilities needs of CACs based on risk/needs assessments		
	m. Abide by Business Associate Agreements with CACs		

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STRATEGIC PRIORITY #4: INCREASED ACCESS TO SERVICES

GOAL STATEMENT: Our Network is increasingly available to and supportive of the unique needs of all children in WV who require our specialized services, including those from traditionally marginalized groups, and recognized as a hub for best practices in the community response to child abuse.

OBJECTIVE	Chapter Staff Responsibilities	Opportunities for CAC Staff Contribution	Opportunities for Chapter Board Contribution
1. Expand official services to 5 counties**	<ul style="list-style-type: none"> a. Secure or assist CACs in securing funding to support satellite location development in expansion counties b. Secure or assist CACs in securing funding for innovative models of service delivery c. Support efforts to ensure the National Standards for Accreditation are upheld in expansion counties, including medical and mental health standards d. Support CACs in active expansion efforts e. Support communities and organizations developing CACs, including in-depth readiness assessment f. Connect with bordering CACs when expansion conversations are happening with new counties g. Educate key stakeholders, including Chapter board, on unserved counties and the CAC model to build ambassadorship for the work, model fidelity, sustainability, etc. 	<ul style="list-style-type: none"> a. Ensure strong organizational capacity before expanding b. Cultivate relationships with county officials c. Educate stakeholders on the specialized services of CACs and efficacy of the model d. Support development of an expansion readiness assessment e. Let Chapter know when counties are coming to you for courtesy services – this is the best invitation for discussions about expansion 	<ul style="list-style-type: none"> a. Learn about unserved counties and the CAC model b. Open doors to new funding opportunities to support expansion efforts c. Open doors to contacts in unserved counties
2. Support and strengthen justice, equity, diversity, and inclusion (JEDI) throughout the network	<ul style="list-style-type: none"> a. Facilitate access to network-wide trainings on justice, equity, diversity, and inclusion – making sure to take into account WV culture and local issues b. In partnership with CACs and Chapter board, develop a network-wide statement that communicates values, commitment, and intention to serve WV children and families in just, equitable, diverse, and inclusive ways c. Develop process for partnerships that supports accurate community assessments at CACs, acknowledging differences and intersectionality between communities d. Compare statewide service data against Census data e. Facilitate improved CAC utilization of Collaborate and OMS, as well as advocate for software improvements 	<ul style="list-style-type: none"> a. Conduct community-based cultural competency assessments b. Identify gaps in services through case tracking data and comparing with Census data c. Encourage staff and MDIT attendance when there are JEDI training opportunities relevant to results of community assessments d. Work with Network to achieve data collection and entry consistency e. Increase utilization of Collaborate and OMS 	<ul style="list-style-type: none"> a. Make connections for reaching at-risk youth (i.e. Grandfamilies) b. Participate in Chapter-facilitated JEDI trainings

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3. Develop community understanding of and partnerships with CACs	a. Educate legislators on the CAC model and work in WV	a. Offer CAC tours to legislative representatives (when SAFE!) b. Develop MOUs with partners, teams, and other VOCA-funded partners in community c. Participate in Network-wide Legislative Advocacy Day	a. Working with Chapter staff, open doors to key stakeholders who could help us achieve our goals b. Participate in Network-wide Legislative Advocacy Day
	b. Support CACs in raising awareness of key community stakeholders on the importance of evidence-based, trauma-informed mental health and specialized medical services to promote model fidelity		
	c. Support CAC relationship-building with mental health and medical providers to partner with CACs		
4. Strengthen operations in counties officially served by CACs with a limited physical presence	a. Secure or assist CACs in securing funding to support satellite location development in non-home counties	a. Seek and apply for funding to support satellite location development b. Seek and apply for funding for innovative models of service delivery	a. Open doors to contacts in counties officially served by CACs with a limited physical presence
	b. Support local CAC exploration of transportation initiatives		

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