



Triumph Omaha

WORKING TO END VIOLENCE IN OMAHA

Strategic Plan

Omaha, Nebraska



The purpose of the needs assessment report is to provide a summary of the information gathered during the Triumph Omaha needs assessment. These findings will help improve services for survivors of domestic violence who have a severe and persistent mental health disorder and/or substance disorder. This project was supported by Grant No. 2015-FW-AX-K010 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.

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Introduction & Overview

Overview of Collaboration

The Triumph Omaha collaboration includes two agencies: The Women's Center for Advancement (WCA) and Community Alliance. The Women's Center for Advancement serves as the lead agency on this grant project and provides insight into issues of domestic violence. The WCA is the largest service provider for survivors of domestic violence in Douglas County, Omaha, NE. Community Alliance brings their expertise in the area of severe and persistent mental illnesses (SPMIs) and substance use (SUD) to the collaboration. The organization provides treatment, rehabilitation, and recovery support services to individuals with severe and persistent mental illness. The work of Triumph Omaha is funded through a grant from the Department of Justice, Office on Violence Against Women (OVW) (Award #: 2015-FW-AX-K010). Triumph Omaha meets regularly and is dedicated to providing exceptional services to survivors of domestic violence with co-occurring behavioral health needs.

Vision, Mission, and Focus Statement

Triumph Omaha has dedicated its efforts towards those who are survivors of domestic violence and experience severe and persistent mental illness and/or substance use concerns. We envision that all individuals who are survivors of domestic violence and experience mental health issues and/or substance use concerns will be able to easily access our services and receive an intentional, well-planned response that promotes safety and self-determination. The mission of the collaboration is to create a system of person-centered, coordinated care for individuals who access behavioral health and domestic violence services. We understand that each individual served has diverse strengths and needs and commit to empower and advocate for survivors while taking into consideration their trauma. We hope to bridge the gap in services for domestic violence survivors with severe and persistent mental illness and/or substance use disorder.

Overview of Planning Phase

Triumph Omaha completed its collaboration charter in July of 2016. Our statement of focus was approved in November of 2016. In April of 2017, Triumph Omaha conducted a needs assessment to gather necessary

information to be used to transform the services provided by the Women’s Center for Advancement and Community Alliance to survivors of domestic violence with co-occurring behavioral health concerns. The needs assessment consisted of Performance Indicators from the Vera Institute of Justice and focus group feedback from staff and clients at the Women’s Center for Advancement and Community Alliance. The collaboration identified six Key Findings through the needs assessment process, which will be further discussed below. The key findings of this needs assessment were submitted to OVW and approved in October 2017. The collaboration, joined by the CEOs of each agency, participated in a two-day strategic planning retreat facilitated by the Vera Technical Assistant. After analyzing/reviewing the Key Findings, the collaboration developed a strategic plan to create sustainable and systemic change in both organizations.

Brief Summary of Needs Assessment

Purpose and Use of Information

The overarching purpose of the needs assessment, as described by the Office on Violence Against Women, is to provide practical information on services for survivors with disabilities and how to improve them, inform the collaboration’s selection of implementation activities, and increase buy-in and support for the work of the collaboration.

Needs Assessment Goals

The following were the primary goals Triumph Omaha had for the needs assessment:

1. Identify current organizational structures, barriers, and gaps with regard to policies, procedures, protocols, screening processes, and practices at the Women’s Center for Advancement and Community Alliance that address how to respond to, serve, and support survivors of domestic violence with SPMI/SUD.
2. Identify what supports and/or limits exist in each organization’s culture to respond to and address staff’s ability to provide safe, accessible, and responsive service delivery systems for survivors of domestic violence with SPMI/SUD.

3. Identify positive existing policies, procedures, protocols, screening tools, and practices in each organization, as well as any barriers that may exist that affect accessibility, safety, and the ability of each agency to respond to an acute crisis.
4. Identify primary training needs for staff at each agency in the collaboration.
5. Identify what support and resources the collaboration will need to continue collaborative efforts after the grant project ends.

The Needs Assessment Report explains in detail the methodology and process of gathering the data from our organizations, analysis of the information, and the six key findings our collaboration identified. The following is a brief explanation of our methodology.

Audience

We interacted survivors of domestic violence and individuals with SPMI/SUD during the needs assessment. It was critical that we ask for the opinions of the individuals who will be most impacted by our systems change. We engaged domestic violence survivors who are clients of the Women's Center for Advancement. In addition, we interacted with people who have behavioral health disabilities and access Community Alliance's services.

Methods Summary

Triumph Omaha collected data for the needs assessment through the use of the performance indicators and listening sessions. A listening session, or focus group, is an interactive group discussion in which individuals are asked about their perceptions or ideas on a certain topic. Below is a chart illustrating the number of listening sessions conducted, as well as the number of participants who were at each session. The collaboration analyzed the data and identified the key findings through discussions. Using the collective expertise of the team we discussed and identified implications and possible solutions for each key finding.

Listening sessions- Women’s Center for Advancement		
<u>Audience Type</u>	<u>Number of Sessions</u>	<u>Number of Participants</u>
Domestic Violence Support Group	1	5
Empowerment Group	1	3

Listening sessions- Community Alliance		
<u>Audience Type</u>	<u>Number of Listening Sessions</u>	<u>Number of Participants In Each Group</u>
Mixed Group (Community Alliance programs)	2	9

Key Findings

Key Finding 1: There are safety and accessibility barriers at both agencies.

What we heard from the focus groups and learned from the performance indicators, is that our agencies have safety and accessibility barriers. One area specifically identified during the focus groups was providing accommodations for accessible communication.

We want to also ensure the environments of the agencies are physically safe as that reassures clients. Accessibility is important to accessing the services. Issues with communication can occur with a lack of accessibility from not having large readable fonts, confusing language, or not providing alternative formats. If we are not providing proper accommodations or creating an accessible environment there may be issues with communication, gaps in safety planning, and difficulty accessing the services we are providing. We want to ensure that we close

the gaps in this barrier in order to provide a safe and accessible environment.

A lack of physical safety and accessibility creates a barrier to services for domestic violence survivors with severe and persistent mental illness and/or substance use disorder. Feeling physically safe is an important first step in allowing oneself to be comfortable to walk in the door. If people do not feel safe, they may not want to work with our agencies to receive services.

Key Finding 2: There is a need for services and supports to be emotionally safe, trustworthy, and respectful.

The performance indicator scores showed that the agencies need to make programming and activities inclusive of the needs of domestic violence victims with SPMI/SUD. This was confirmed by what we heard in focus groups, which emphasized a need for services and supports to be emotionally safe, trustworthy, and respectful. Five themes came through the focus group that led to the creation of this key finding: (1) a lack of emotional safety (2) difficulty building trust with staff (3) wanting to feel heard and welcomed (4) a need for respect and to be treated as a human without stigma of a diagnosis or domestic violence (5) culturally competent staff with an understanding of various cultures including: military status, homelessness, ethnic backgrounds, etc.

Feeling comfortable, safe and welcome are essential aspects of accessibility. If we do not address these aspects of accessibility, staff at both agencies will be unable to empower those clients experiencing both domestic violence with SPMI/SUD. If agencies do not provide emotional safety, clients may feel stigmatized or silenced rather than empowered and willing to open up to staff. Ultimately, we need to ensure that we can guarantee and communicate to clients that they are in a safe space.

Key Finding 3: Existing policies and procedures do not adequately reflect the needs of people at the intersection of domestic violence and SPMI/SUD.

We identified gaps in policies and procedures at each agency regarding the needs of domestic violence victims with severe and

persistent mental illness and/or substance use disorder. Focus group data indicated that clients want advocates and direct care staff to be well-trained and to know how to interact with clients like them. They prefer consistency in how they are treated by agencies and staff. To achieve this, staff need to have a clear understanding of policies and procedures.

A lack in policies and procedures creates more grey areas for direct care professionals. This can cause a lack of confidence in staff and is a disservice to them and the clients. When there is a lack of policy consistency in an agency, it can take away a level of control from clients. It creates frustration, and can be difficult to navigate/to build trust, especially when working with individuals who have experienced trauma. On the other hand, when clients are treated in a consistent manner, it builds trust.

Policies and procedures help staff understand how to proceed so they can make decisions consistent with the missions of the agencies. This is important in areas such as guardianship, accommodations, and confidentiality when working with this population. It is important to eliminate grey areas in policies and procedures, and to ensure that there are no policies and procedures that are not inclusive of victims of domestic violence with severe and persistent mental illness and/or substance use disorder. This will improve the staff's ability to provide services.

Key Finding 4: There is a lack of knowledge about resources and/or services available to serve domestic violence survivors with SPMI/SUD.

Scores from the indicators revealed that there is a lack of comprehensive knowledge of resources, services, and tools available. Focus group data showed that clients do not feel they are aware of all resources available to them in the community. They want staff to be knowledgeable and to communicate what those resources are. They also want staff at both agencies to be aware of resources available to them at other organizations. Specifically mentioned by focus groups was a desire for family education related to domestic violence, severe and persistent mental illness, and substance use disorder. Both agencies should work to improve staff knowledge of resources and services available to clients. We want clients to have a sense of control and providing all the options available is an important aspect of that. We don't want clients to feel out of

control and disenfranchised; we want to empower them. We also want to ensure that staff have access to all the resources and knowledge available so they can best serve clients.

Key Finding 5: Staff lack knowledge and experience around serving victims of domestic violence with SPMI/SUD.

Scores from the performance indicators were supported by what was heard in focus groups, namely that both organizations can improve in training staff. While the indicators showed that some training to address the needs of this population is already happening, improvements can be made for both organizations. Data from focus groups showed that clients want agencies and staff to be educated on mental illnesses and domestic violence. It causes frustration for clients when staff are not properly educated and trained on mental illnesses, and clients can tell when staff are uncomfortable. There are stigmas against mental illnesses, substance abuse disorder, and domestic violence, and our clients are aware of them. They don't want to experience this stigma from staff when they are trying to get help. Overall, when staff are trained and knowledgeable, clients can sense it and feel better about getting services.

Individuals with severe and persistent mental illness and/or substance abuse disorder are more vulnerable to domestic violence. In order to fully address their needs, agencies should be knowledgeable about both of these issues. Domestic violence may cause or exacerbate mental illness. It is highly likely that both organizations in the Triumph Omaha collaboration serve individuals from both of these populations and should be fully trained to work with both. Working with untrained or uneducated staff can create frustration for clients and cause gaps in service provision.

Key Finding 6: There is a need to sustain the collaboration beyond the grant funding period to strengthen the relationship between partner agencies.

Scores from the indicators were supported by what was heard from focus groups in yet another area: clients feel that agencies in the

community don't collaborate well together. They want better collaboration so that they can gain access to services and resources more efficiently.

Individuals who participated in focus groups noted that they experience frustration when agencies in the community don't collaborate or communicate with each other. When agencies don't work together, it is difficult for clients to receive help and accurate information. Clients want more people to understand their needs and treat them as people. Similarly, clients feel that every agency should be educated on domestic violence so they can help others, including employees.

Collaboration between our agencies is the best asset for victims of domestic violence with severe and persistent mental illness and/or substance use disorder. Without collaboration, agencies can easily become uninformed about resources, services, and even basic knowledge on how to work with different populations. It is important for our agencies to provide the best service possible and we need to be fully equipped to handle all cases and be inclusive of victims of domestic violence with severe and persistent mental illness and/or substance use disorder. Better collaboration between our agencies can provide clients with a coordinated plan of care.

Strategic Planning Process

Triumph Omaha met regularly before the strategic planning retreat to discuss possible solutions for each key finding. Additional staff listening sessions were held to gain more feedback. During our two-day strategic planning retreat, with the help of our Vera Technical Assistant, we developed the five Initiatives to address the Key Findings from the Needs Assessment:

- ❖ Initiative 1: Create an approach that is trauma informed for the workplace and for services provided at the intersection of SMPI/SUD and domestic violence
- ❖ Initiative 2: Create safe and accessible environments at Triumph Omaha's partner agencies
- ❖ Initiative 3: Enhance staff response to people who experience domestic violence and SPMI/SUD through policies and procedures
- ❖ Initiative 4: Increase staff comfort, confidence & capacity around serving victims of domestic violence with SPMI/SUD
- ❖ Initiative 5: Cultivate a plan for sustainability

Located in the Appendix are tables showing the timeline, as well as the roles of those who will be leading and participating in the Initiatives, Activities, and Tasks.

In-Depth Overview of Each Short-Term Initiative

Initiative 1: Create approach/model that is trauma informed workplace and services at the intersection of SPMI/SUD and domestic violence.

Key Finding 2 indicated a need for our programming and services to be emotionally safe, trustworthy, and respectful. We want to create an approach to create systemic culture changes in order to ensure our agencies have the best trauma informed workplace for staff and services for our clients to meet the needs of domestic violence survivors with SPMI/SUD. Through initiative 1, we plan to develop this approach and infuse it into our other Initiatives to ensure we are trauma informed and respectful of the unique needs of the individuals at this intersection. The work will be carried out by the Core collaborative team to develop this model. The Project Director will hold listening sessions to gain additional feedback from staff at WCA and Community Alliance. We will focus our efforts on applying this Initiative to the Day Rehab and Homeless Response Teams at Community Alliance and the Advocacy and Case Management staff at WCA, as well as new employees at both agencies. These groups were selected to be piloted since most of the information from the needs assessment focus groups came from the individuals involved in these services. Community Alliance has a large staff and it would be impossible to do our work with everyone, which is why we wanted to focus our efforts on these two programs. Furthermore, the staff in these programs at WCA and Community Alliance are the most likely to work with the population we are focusing on. New employees have also been prioritized because training them as soon as they start at these agencies will help to establish a culture change from the start with individuals without pre-conceived ideas. Creating and implementing this approach, which utilizes trauma informed principles, will help to create systemic culture changes to address the need for an emotionally safe, trustworthy and respectful environment.

The first activity will be to create an initial draft of the model. This will require research on existing models that other collaborations and agencies have implemented, best practices, and research into created trauma

informed services and workplaces. We will then discuss and prioritize what we want our model to look like and assemble a draft. The second activity will be to fine-tune the initial draft. This will be done by asking for feedback from staff at both agencies. Once feedback has been gained, the core collaborative team will finalize a draft and submit it to OVW for approval. The final activity will be to evaluate how well the initial model was integrated into Initiatives 2-4. We will then identify any gaps and create next steps to fill those gaps and further integrate the model in the long-term beyond this grant funding period.

The anticipated results of this initiative will be a model that our agencies can integrate into our work. The goal is to create not only services, but also work environments, that are trauma informed. Systems change will involve further integration of the tenants of trauma informed principles to create a more emotionally safe, trustworthy, and respectful environment for staff and the people we serve. We will ensure that this is integrated into our other Initiatives so that all work we do will be in line with this model. We will take what we learned during the Implementation period and continue to work on this as a collaboration beyond the grant funding period to implement it fully in both agencies.

Activity 1: Draft approach/model

- ❖ Task 1: Research existing programs/models/perspectives (Month 1)
- ❖ Task 2: Discuss and prioritize (Month 2-3)
- ❖ Task 3: Assemble comprehensive draft of approach (Month 3)

Activity 2: Fine-tune draft

- ❖ Task 1: Share draft with staff for feedback (Month 4)
- ❖ Task 2: Incorporate feedback and finalize draft (Month 5)
- ❖ Task 3: Submit final draft to OVW for approval (Month 5)

Activity 3: Assess and evaluate progress

- ❖ Task 1: Review Initiative 2 through the lens of the approach (Month 8)
- ❖ Task 2: Review Initiative 3 through the lens of the approach (Month 7)
- ❖ Task 3: Review Initiative 4 through the lens of the approach (Month 8)
- ❖ Task 4: Identify gaps and create next steps (Month 9)

Initiative 2: Create safe and accessible environments at Triumph Omaha's partner agencies.

Key Finding 1 indicated a need for our agencies to be safe and accessible. In Initiative 2, we will perform safety and accessibility reviews of our agencies to identify and remove barriers to safety and accessibility. The first activity will be to create our own safety access review tools. The core collaborative team will take on this role. We will review the agencies' physical spaces and some of the programming. WCA is moving to a new building in March 2018 so the physical review will occur at the new building and not the building we are in now. The review of Community Alliance will occur at the main Leavenworth location. Part of the review of safety will cover physical and emotional safety. To do this we will review existing tools, adapt them, and add in any missing pieces. We will ensure these are trauma informed by vetting them through the model created in Initiative 1. We want to ensure that we meet the emotional and physical needs of our clients. By reviewing the safety access review tool through the lens of this approach, we will ensure that we continuously keep in mind the need for an emotionally safe, trustworthy, and respectful environment. Incorporating this approach into our reviews will further our ability to meet the needs identified during the assessment.

Once the tool has been approved, we will select staff and persons served for a review team, train them, and conduct the review for the second activity. The third activity will be to perform a NEPA review and submit the form to OVW. Our fourth activity will be to create a barrier removal plan. Once submitted and approved by OVW we will implement the barrier removal plan.

Removing the barriers identified by this safety and accessibility review will create safe and accessible environments for the partner agencies in Triumph Omaha. We will also have a tool that we, and other agencies, can use to annually review and continue to assess our accessibility and safety. By continuing to do this process annually, we will sustain this Initiative and keep safety and accessibility a priority in our agencies.

Activity 1: Create safety access review tool

- ❖ Task 1: Review existing tools (Month 1)
- ❖ Task 2: Adapt tools into our own tool (Month 2)
- ❖ Task 3: Add in new pieces and questions (Month 2)
- ❖ Task 4: Vet tool(s) through staff (Month 2-3)
- ❖ Task 5: Vet through Initiative 1 (Month 3-4)
- ❖ Task 6: Submit tool(s) to OVW for approval (Month 4)

Activity 2: Conduct team to perform the review

- ❖ Task 1: Select staff and persons served for team (Month 4)
- ❖ Task 2: Train review team on the safety access review tool (Month 5)
- ❖ Task 3: Conduct review (Month 6)
- ❖ Task 4: Debrief and review findings (Month 6)

Activity 1: Perform NEPA Review

- ❖ Task 1: Fill out NEPA form (Month 6)
- ❖ Task 2: Submit form to OVW (Month 6)

Activity 1: Create barrier removal plan

- ❖ Task 1: Create barrier removal plan (Month 6)
- ❖ Task 2: Submit barrier removal plan to OVW for approval (Month 6)

Activity 5: Implement barrier removal plan

- ❖ Task 1: Purchase necessary items, services, etc. (Month 9)
- ❖ Task 2: Make changes (Month 9)

Initiative 3: Enhance staff response to domestic violence and SPMI/SUD through policies and procedures.

Key Finding 3 indicated a need for our policies and procedures to be inclusive of the needs of victims of domestic violence with SMP/IS/SUD. In Initiative 3, we will review policies and procedures, and adapt or write policies that enhance staff response to domestic violence and SPMI/SUD. The core collaborative team will be in charge of reviewing, adapting, and writing policies. By eliminating gaps and grey areas in policies and procedures our staff will be empowered to work more effectively with victims of domestic violence with SPMI/SUD. This will also ensure clients receive a consistent response from staff, which was identified as something clients want during the needs assessment. Consistency from staff will help build trust. Furthermore, we want to make certain that staff know how to best respond to our clients' needs for their own sake. By providing comprehensive policies and procedures, our staff will know best practices we as agencies want to adhere to. Adapting or creating new policies and procedures that fit with the approach designed in Initiative 1 will also create systemic changes in how we provide services and interact with our clients.

The first activity will be to determine priority policy development areas, using the performance indicators to identify gaps. We will also research best practices and other existing policies to help design our policies. The second activity will be to adapt and write policies and procedures. We will have assistance from the policy committee at the WCA in this Activity, which members of the collaboration are involved in. The policies and procedures will be reviewed by the leadership of the respective agencies and submitted to OVW for approval. Once approved we will submit the policies and procedures to our agencies.

Activity 1: Through performance indicators, determine priority policy development areas.

- ❖ Task 1: Review existing policies and procedures (Month 4)
- ❖ Task 2: Identify gaps (Month 4)
- ❖ Task 3: Research best practices (Month 4)

Activity 2: Adapt and write policies and procedures

- ❖ Task 1: Adapt and write policies and procedures (Month 5-6)
- ❖ Task 2: Have policies and procedures reviewed by leadership (Month 5-6)
- ❖ Task 3: Submit policies and procedures to OVW for approval (Month 6)

Activity 3: Submit to agencies for implementation

- ❖ Task 1: Submit to agencies (Month 9)

Initiative 4: Increase staff comfort, confidence and capacity around serving victims of domestic violence with SPMI/SUD

Key Findings 4 and 5 indicated a need for staff to have better resources and training. In Initiative 4, we will increase staff comfort, confidence, and capacity around serving victims of domestic violence with SPMI/SUD. This will be done through education of staff on the goals of the collaboration, and available resources and services at each agency. Additionally, training will be provided on each agency's specialty, namely domestic violence and SPMI/SUD. By educating our staff on topics covering domestic violence, severe and persistent mental illnesses, and substance abuse disorders, the intersection of these three, and available resources we will increase staff capacity to serve individuals at this intersection. This will decrease internalized stigma when working with these clients and allow staff to be more comfortable and confident because they will understand and know how to work with this population. Increasing staff capacity will also provide our clients with better services as needs and resources may be identified faster. We have selected groups to prioritize and pilot these trainings from both agencies. The Day Rehab and Homeless Response program staff at Community Alliance and the Advocacy and Case Management staff at the WCA. We will also include new employees from any department at both agencies. By focusing on this smaller group of staff, we can pilot our methods and make any necessary changes before integrating them into the rest of the staff training at both agencies after the grant funding period has ended. The core collaborative team will facilitate this initiative since the team includes staff that are in charge of trainings for both agencies.

The first activity will be to build staff awareness of the collaboration and services provided by each agency. We will use existing presentations to present to each other. We will create an annual schedule to ensure that this training is sustained beyond the grant funding period, and will record attendance and evaluations collected at the end of presentations. The results of this activity will create better awareness of the services provided by partner agencies. This Activity will enhance staff capacity to serve clients and make them more comfortable working with this population.

The second activity will build off the first activity by cross-training on introductory topics related to this population. These topics will be existing trainings created by the agencies including Domestic Violence 101, motivational interviewing, de-escalation training, and more. After submitting agendas and receiving approval, we will facilitate these cross-trainings. The post-training evaluations will be submitted to OVW and we will consider the results during the third activity.

The third activity will be to develop a training plan that utilizes the expertise of both agencies. We will assess current training needs and capacity, identify any gaps and the steps needed to fill those gaps, and prioritize our training needs. The cross-training from the second activity will be evaluated to determine whether we need to add, remove, or change any existing trainings. Finally, we will create a training plan for 2019 incorporating the above pieces that will be submitted to OVW for approval. The anticipated results of this training plan will be a more effective training program that increases staff knowledge of the intersection of domestic violence, SPMIs, and SUD. By creating a plan that is integrated we are instilling sustainability and a commitment to this training in the future. After piloting this training with the groups identified in this Initiative, we plan to expand it to more staff at each of the agencies to create long-term, systemic changes in staff's comfort, confidence, and capacity to serve victims of domestic violence with SPMI/SUD.

Activity 1: Educate and build awareness on collaboration and services

- ❖ Task 1: Submit agendas to OVW (Month 1)
- ❖ Task 2: Create an annual schedule for presentations (Month 1)
- ❖ Task 3: Facilitate trainings as scheduled to raise awareness on partner agencies and services (Month 3-8)
- ❖ Task 3: Submit evaluations and attendance sheets to OVW (Month 9)

Activity 2: Cross-train on introductory topics

- ❖ Task 1: Submit agendas to OVW (Month 1)
- ❖ Task 2: Cross-train on introductory topics (Month 3-8)
- ❖ Task 3: Submit evaluations and attendance sheets to OVW (Month 9)

Activity 3: Develop a training plan that utilizes the expertise of both agencies

- ❖ Task 1: Assess current training needs and capacity. Determine gaps and how agencies can fill other agency's needs (Month 8)
- ❖ Task 2: Prioritize training needs (Month 8)
- ❖ Task 3: Identify gaps not filled by WCA and Community Alliance (Month 8)
- ❖ Task 4: Develop a training plan for 2019 (Month 8)
- ❖ Task 5: Submit to OVW for approval (Month 8)

Initiative 5: Cultivate a plan for sustainability

Key Finding 6 demonstrated a need for our agencies to collaborate and continue the work past the grant period. In Initiative 5, we will create a MOU to continue the collaboration beyond the grant funding period and continue the work laid out by this strategic plan. This will be done by the core collaborative team. We recognize that the work laid out by this strategic plan is only the beginning of a long-term process towards better serving our clients. We want to ensure that the WCA and Community Alliance continue to have a longstanding relationship. This will not only increase the capacity of each of our agencies to serve clients, but also provide more cohesive services to clients. The anticipated results are a collaboration that continues to work closely and is committed to the spirit of this grant.

Activity 1: Create a plan for sustainability beyond grant funding period

- ❖ Task 1: Create and sign a Sustainability MOU (Month 9)
- ❖ Task 2: Submit Sustainability MOU to OVW for approval (Month 9)

Overview of Long-Term Plans

During the implementation period, we will focus much of the work on the Day Rehab program at Community Alliance and new employees at both agencies. After piloting this work with these groups, we will implement the work agency-wide after the grant funding period. We will also work towards implementing the policies and procedures created. The approach we create will continue to be worked on, as we incorporate lessons learned from the short-term initiatives and improve it. Finally, the focus of our funding this period was domestic violence, but the WCA works with stalking, sex-trafficking, and sexual assault victims as well. We would like to collaborate on these forms of violence and ensure that the needs of individuals who have experienced any power-based violence and SPMI/SUD are met. By taking what we have done with domestic violence and applying it to services provided to individuals who experience these other forms of violence, we can increase our capacity to work with this population as a collaboration.

Sustainability

Throughout the Initiatives we have discussed how we will sustain our work. We are committed to sustaining the work done, which is why Initiative 5 is focused specifically on sustainability. We are committed to continuing this work and view these short-term initiatives as just the beginning. Our work during this grant has already strengthened our relationship and we will continue this work. By creating an MOU and following our Initiatives to create systemic change and further our relationships, we have a clear path to sustainability.

Conclusion

We believe the Initiatives of this strategic plan will create systemic changes at Triumph Omaha to improve services for victims of domestic violence with SPMI/SUD. By following this strategic plan, we hope to eliminate barriers to services and better meet the needs of victims of

domestic violence with SPMI/SUD. This plan provides us with the steps to ensure our commitment to Triumph Omaha's vision, mission, and goals leads to change. While this is just the beginning, we hope we can work towards a more accessible and safe environment for our clients and look forward to building up the work of this grant

Appendix A: Timeline & Outline of Initiatives, Activities, and Tasks

Initiative #1: Create approach/model that is trauma informed for the workplace and services at the intersection of SMPI/SUD and domestic violence

Key Activities	Who is Responsible?		Timeline									
	Lead	Participating	1	2	3	4	5	6	7	8	9	
Activity: Draft Approach												
Task: Research existing programs/models/perspectives	Project Director		x									
Task: Discuss and prioritize	Project Director	Collaboration		x	x							
Task: Assemble comprehensive draft of approach	Project Director	Collaboration			x							
Activity 2: Fine-tune												
Task 1: Share draft with staff for feedback	Project Director	Staff				x						
Task 2: Incorporate feedback and finalize draft	Project Director	Collaboration					x					
Task 3: Submit final draft to OVW for approval	Project Director						x					
Activity 3: Assess and evaluate progress												
Task 1: Review Initiative 2	Project Director										x	
Task 2: Review Initiative 3	Project Director									x		
Task 3: Review Initiative 4	Project Director										x	
Task 4: Identify gaps and create next steps	Project Director	Collaboration								x	x	x

Initiative #2: Create safe and accessible environments at Triumph Omaha's partner agencies

Key Activities	Who is Responsible?		Timeline								
	Lead	Participating	1	2	3	4	5	6	7	8	9
Activity 1: Create safety access review tool											
Task 1: Review existing tools	Project Director	Collaboration	x								
Task 2: Adapt tool into our own tool(s)	Project Director	Collaboration		x							
Task 3: Add in new pieces and questions	Collaboration			x							
Task 4: Vet tool(s) through staff	Project Director	Staff		x	x						
Task 5: Vet through Initiative 1	Collaboration				x	x					
Task 6: Submit tool to OVW for approval	Project Director					x					
Activity 2: Conduct team to perform the review											
Task 1: Select staff & persons served for review team	Collaboration					x					
Task 2: Train review team on the safety access review tool(s)	Collaboration	Review team					x				
Task 3: Conduct review	Collaboration	Review team						x			
Task 4: Debrief and review findings	Collaboration	Review team							x		
Activity 3: Perform NEPA Review											
Task 1: Fill out NEPA form	Project Director							x			
Task 2: Submit form to OVW	Project Director								x		
Activity 4: Create Barrier Removal Plan											
Task 1: Create barrier removal plan	Project Director	Collaboration						x			
Task 2: Submit to OVW for approval	Project Director								x		
Activity 5: Implement barrier removal plan											
Task 1: Purchase necessary items, services, etc.	Project Director										x
Task 2: Make changes	Collaboration										x

Initiative #3: Enhance staff response to domestic violence and SPMI/SUD through policies and procedures

Key Activities	Who is Responsible?		Timeline								
	Lead	Participating	1	2	3	4	5	6	7	8	9
Activity 1: Through performance indicators, determine priority policy development areas											
Task 1: Review existing policies and procedures	Project Director	Collaboration				x					
Task 2: Identify gaps	Project Director	Collaboration				x					
Task 3: Research best practices	Project Director	Collaboration				x					
Activity 2: Adapt and write policies and procedures											
Task 1: Adapt and write policies and procedures	Project Director	Staff (Policy Committee)					x	x			
Task 2: Have policies and procedures reviewed by leadership	Project Director	Agency Leadership					x	x			
Task 3: Submit policies and procedures to OCW for approval	Project Director								x		
Activity 3: Submit to agencies for implementation											
Task 1: Submit to agencies	Project Director										x

Initiative #4: Increase staff comfort, confidence & capacity around serving victims of domestic violence with SPMI/SUD

Key Activities	Who is Responsible?		Timeline									
	Lead	Participating	1	2	3	4	5	6	7	8	9	
Activity 1: Educate and build awareness on Collaboration and services												
Task 1: Submit agendas to OVW	Project Director	Collaboration	x									
Task 2: Create an annual schedule for presentations	Collaboration		x									
Task 3: Facilitate trainings as scheduled to raise awareness on partner agencies and services	Collaboration				x	x	x	x	x	x		
Task 4: Submit evaluations and attendance sheets to OVW	Project Director	Collaboration										x
Activity 2: Cross train on introductory topics												
Task 1: Submit agendas to OVW	Project Director	Collaboration	x									
Task 2: Cross train on introductory topics	Collaboration				x	x	x	x	x	x		
Task 3: Submit evaluations and attendance sheets to OVW	Project Director	Collaboration										x
Activity 3: Develop a training plan that utilizes the expertise of both agencies												
Task 1: Assess current training needs and capacity. Determine gaps & how agencies can fill gaps	Collaboration	Collaboration										x
Task 2: Prioritize training needs	Collaboration	Collaboration										x
Task 3: Identify gaps not filled by WCA & CA	Collaboration											x
Task 4: Develop a training plan for 2019	Project Director	Collaboration										x
Task 5: Submit to OVW for approval	Project Director										x	x

Initiative #5: Cultivate a plan for Sustainability

Key Activities	Who is Responsible?		Timeline									
	Lead	Participating	1	2	3	4	5	6	7	8	9	
Activity 1: Create a plan for sustainability beyond grant funding period												
Task 1: Create a Sustainability MOU	Project Director	Collaboration										x
Task 2: Submit Sustainability MOU to OVW for approval	Project Director											x