



## CHOICES FOR VICTIMS OF DOMESTIC VIOLENCE FY 22 Strategic Plan

*Note: Due to the COVID 19 pandemic and change of leadership at LSS, objectives and target dates may need to be revised.*

### I. MISSION

To interrupt the cycle of domestic violence in this community and advocate for social change.

### II. VISION FOR THE FUTURE

CHOICES envisions a future where victims of intimate partner violence are believed and that they and their children receive the care they need to recover from the trauma they have experienced until everyone is safe in their own home.

To that end, CHOICES will:

- Meet the needs of victims and survivor of intimate partner violence and their families by developing innovative program models based on the needs and input of persons served and community stakeholders.
- Expand its work to new populations with a focus on underserved populations and grow the organization in a sustainable manner.
- Review potential opportunities to further develop, improve and strengthen its program models; particularly using evidence-based treatment models.
- Provide a high level of clinical expertise.
- Expand service models and staff training to increase effectiveness across the organization.
- Improve its use of data and technology to analyze outcomes and develop effective programming for its clients.
- Ensure the safety of our clients, staff, volunteers and guests through a proactive approach to health and safety.

### III. ENVIRONMENTAL SCAN/SWOT ANALYSIS (strengths, weaknesses, opportunities, and threats)

This strategic plan addresses the following strengths, weaknesses, opportunities, and threats which apply to CHOICES currently and in the foreseeable future:

### Strengths

- Committed and experienced Management Team, clinical, administrative, and supervisory staff.
- Program services are client centered and trauma informed
- Clinical Director experienced dv and trauma informed care trainer
- Excellent training and on-boarding programs for new staff.
- High quality clinical services, consistently first in ADAMH client satisfaction survey
- Services provided 24/7/365.
- CARF Accredited, ODMHAS Certified
- Strong collaborative relationships with other victim services providers including culturally specific providers and local police departments
- Only domestic violence shelter and 24-hour crisis hotline in Franklin Co
- Strong relationships with local elected officials, community stakeholders and local landlords

### Weaknesses/Challenges

- Increasingly difficult to hire employees.
- Human service's low wages (in comparison to other industries and for-profit companies)
- Challenge in finding staff able to manage trauma related to dv survivor stories
- Increased demand for all services as a result of COVID since December 2020
- Community affordable housing crisis, limited housing stock at all price points

### Opportunities/Growth

- Continue CARF Accreditation to maintain quality services and a high level of professional standards.
- Improve use of technology to improve client care through implementation of an EHR
- Offer evidence based best practice community advocate training from Michigan State University to all CHOICES staff and community partners
- Seek ongoing funding support from ODSA to expand transitional housing services
- Evaluate effectiveness and efficiency of placing community advocates in community settings.
- Continue to support staff involvement in agency wide DEI work

### Threats

- Instability of federal funding to victim services
- Continued difficulty recruiting and retaining staff in this full employment economy.
- Outbreak of COVID with shelter residents or staff
- High demand for services creating long waitlists
- \* Lack of affordable housing creating bottleneck in shelter and/or victims remaining in the home with the abusive partner

## IV. STRATEGIC GOALS – IMPLEMENTATION PLAN GOAL

GOAL 1: Maintain a strong financial position and allocate appropriate financial resources that will allow CHOICES to recruit and retain its most valuable resource, its employees.

Objective 1. Maintain financial stability.

- Continue BVR monthly to monitor revenue and spending (ED, ongoing)

- Maximize all grant requests to external funders and draw all available funds (ED, ongoing)
- Apply for ARPA funds as available (ED, ongoing)

Objective 2. Implement strategies to recruit and retain employees

- Offer retention bonus for all staff (HR, 10/1/2021 implemented)
- Offer referral bonus to staff recommending others for hire (HR, 9/1/2021 implemented)
- Offer shift pick up incentives in shelter (HR, 10/15/2021 implemented)
- Offer gift cards to potential employees attending interviews (Managers, 8/1/2021)

GOAL 2: Improve service delivery to ensure clients continue to receive high quality care.

Objective 1. Develop a performance measurement and management process

- Gather input from clients, staff and stakeholders (ED, DOO, ongoing)
- Identify metrics related to quality services (ED, Clinical Director, CQI Manager 6/30/21)
- Implement data collection, enter on monthly spreadsheet (CQI Manager, 7/31/21)
- Review monthly at Leadership meetings (ED or CQI Manager, 10/1/21 ongoing)

Objective 2. Analyze data from the performance management and measurement plan

- Quarterly (July – September 2021) written analysis of service delivery (ED, 11/15/21)
- Quarterly (July – September 2021) written analysis of business function (ED, 11/15/21)
- Quarterly (July – September 2021) written analysis of performance (ED, 11/15/21)
- Semi-annual (July – December 2021) written analysis of service delivery, performance and business function (CQI Manager, 2/15/2022)
- Develop plan for sharing Semi-annual analysis with persons served, personnel and stakeholders (CQI Manger, Clinical Director, 2/15/2021)

GOAL 2: Increase safe housing options for victims of domestic violence and their children eliminating housing barriers as a reason to remain in an abusive home.

Objective 1. Expand CHOICES transitional housing program

- Apply for OVW grant funds to support the TH program (AVP, 3/16/2021 completed)
- Accept award (AVP, 11/8/2021 completed)
- Implement expansion (ED, 1/31/2021)
- Apply for TH grant funding through ODSA (ED, TBD 2022)

Objective 2. Provide rent and utility assistance

- Apply for Stable Housing Initiative funds through City of Columbus (AVP, 8/20/21)
- Attend training to implement funding (ED, Admin. Specialist, CA's, 9/21 ongoing)
- Accept award, complete contract (AVP, 11/18/21)
- Implement SHI funding (Admin. Specialist, Clinical Director, CA's, 12/6/21)