



Strategic Planning Performance and Quality Improvement Stakeholder Information 2009-2010

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A. PHILOSOPHY

Introduction: The YWCA West Central Michigan takes a holistic approach to the issue of addressing domestic and sexual violence, child sexual abuse, dating violence and stalking. Our response to these issues is comprehensive and inclusive of community partners. Our agency provides primary prevention (Girls Incorporated, community training and education), early intervention (forensic nurse examiner programs, 24/7 crisis intervention, crisis counseling and support groups). Ongoing clinical intervention includes in-office and in-home therapy and counseling for families and individuals. Safe Connections provides a safe environment for supervised child visitation and exchange for families who have experienced interpersonal violence. Our domestic violence shelter provides immediate safety in a supportive environment, while Project HEAL (Housing, Employment Advocacy and Legal support) offers long term interventions through transitional and permanent housing. Our efforts toward addressing interpersonal violence are coordinated and collaborative. The approach to improving performance involves multiple community partners and disciplines in establishing the plans, processes and mechanisms that comprise performance and quality improvement activities. Our improvement processes monitors every aspect of working towards achieving our vision.

Vision: We envision a community that embraces diversity, creates a safe and empowering environment for all women and children, and celebrates peace, justice, freedom and dignity for all people. The YWCA will be a leader in building and sustaining that community, working to empower women and girls by eliminating racism, confronting the issues of relationship and sexual violence, and addressing social, political and economic inequities.

Philosophy: To better understand how we target interpersonal violence, it would be beneficial to share our philosophy so that our stakeholders—clients, survivors, staff, the community—can better appreciate our approach to improving our processes and practices.

Interpersonal violence is rooted in an antiquated social structure that produces profound inequities in the distribution of power and resources, in the roles and relationships between men, women, and children in families, and has devastating effects on victims, their children, and the entire society. It is criminal conduct that cannot be tolerated. A comprehensive community response to interpersonal violence through education, advocacy, and appropriate intervention is necessary to bring about change and end the violence. Battering and sexual assault stops only when assailants are held accountable for their actions and when communities demonstrate the will to prioritize safety for all.

Domestic Violence

Domestic violence, sometimes referred to as family violence, is a complex social, health and criminal justice problem. Domestic violence includes spousal abuse, dating violence, elder violence, and violence among household members who are related by blood or by virtue of an intimate relationship.

Violence, battering and abuse are most often viewed as physical acts, which cause harm or threaten to harm another household member. However, other forms of violence include verbal abuse, emotional abuse, economic abuse, controlling and monitoring, violence toward property or household pets, sexual abuse and threats of violence. The causes of domestic violence are multi-faceted and include cultural factors (including gender), social factors, and individual (including psychological) factors. Effective approaches to preventing violence and/or ameliorating the short and long term trauma associated with abuse must necessarily encompass all factors.

Sexual Assault

Sexual assault takes many forms including attacks such as rape or attempted rape, as well as any unwanted sexual contact or threats. Usually a sexual assault occurs when someone touches any part of another person's body in a sexual way, even on top of clothes, without that person's consent. Some types of sexual acts which fall under the category of sexual assault include forced sexual intercourse (rape), sodomy (oral or anal sexual acts), child molestation, incest, fondling and attempted rape. Sexual assault in any form is often a devastating crime. Assailants can be strangers, acquaintances, friends, or family members. Assailants commit sexual assault by way of violence, threats, coercion, manipulation, pressure or tricks. Whatever the circumstances, no one asks or deserves to be sexually assaulted.

Child Sexual Abuse

Contacts or interactions between a child and an adult when the child is being used for sexual stimulation of the perpetrator or another person when the perpetrator or another person is in a position of power or control over the victim.

It can include actual physical contact, such as fondling or rape, but it also includes making a child watch sexual acts or pornography, using a child in any aspect of the production of pornography, or making a child look at an adult's genitals.

Guiding Principles: The YWCA West Central Michigan shapes its programmatic development with the following tenets in mind:

- All individuals have a right to be free of violence
- No one is responsible for another person's abusive behavior
- On the individual level, violence is usually a learned behavior and can be changed with appropriate intervention

- Victims of abuse need to be provided with basic needs (safe housing, food, transportation); access to long-term resources (employment, training, educational opportunities); and opportunities which will lead to self-sufficiency and reduce vulnerability to violence as a result of financial dependence
- Children who witness violence in their family are also victims
- Children deserve and must receive services directed toward creating nurturing, non-violent environments and stable lifestyle patterns to allow their success in all aspects of child development
- The community/society must set the standard that interpersonal violence is not to be tolerated and ensure that help is available.
- Arrest is a necessary and important deterrent to physical, and sexual violence and stalking
- Effective, comprehensive programs must utilize the best available methods for seeking solutions including close collaboration, integrated program development and sharing of resources in the public and private sector
- The field of interpersonal violence is evolving and effective programming must also continuously evolve to respond to new empirical knowledge
- Prevention programming must include primary, secondary and tertiary approaches with the general population, high-risk populations and those individuals/families experiencing domestic and sexual violence, child sexual abuse, dating violence and stalking
- Outreach into the home and community must be tailored to the social and cultural characteristics of that family and community
- Violence exists on a continuum of severity, frequency and etiology and appropriate supportive and advocacy responses must take these factors into consideration
- Interpersonal violence is a specialty field in human services of the highest importance and requires continuous quality assurance, monitoring, recruiting, training and supervision of professional staff so as to maximize the short and long term safety of victims, staff persons and the community at large
- Violence is impacted by racism and sexism.

B. STRATEGIC PLANNING AND PERFORMANCE AND QUALITY IMPROVEMENT PLANS

Purpose of Strategic and Performance and Quality Improvement Plans

The purpose of the Strategic and the Performance Improvement and Quality Plans are to ensure the YWCA West Central Michigan demonstrates a consistent endeavor to deliver optimal care in an environment that is healthy, safe, racism and violence free. The Strategic and Performance and Quality Improvement Plan allows for a systemic, coordinated, and continuous approach to improving performance by focusing on the processes and mechanisms that address these values.

Client/Survivor Performance Activities Designed to be a Provider of Choice through:

- Monitoring the effectiveness of individual programs through outcome evaluation
- Documenting patterns of utilization and highlighting gaps in service delivery
- Surveying participants for level of satisfaction with services
- Monitoring staff compliance with documentation (completeness of the Service Plan and case record) and service provision standards
- Monitoring and responding to any client rights complaints and grievances
- Reviewing incident reports/ Major unusual Incidents
- Tracking the needs of our consumers

Methodologies Address –

- Consumer Satisfaction
- Client Protection
 - Clients Rights
 - Grievances
 - Case Record Review
 - Incident Notification
- Consumer Outcomes

Operational Performance Activities Designed to be an Employer and Financial Steward of Choice through:

- Provide cost effective, mission based services
- Hire and retain qualified staff that reflect the diversity of our service population
- Evaluate and monitor staff activities to ensure that workloads are appropriate and not excessive
- Monitor training and supervision of staff to ensure that they provide the most effective interventions available
- Maintain inviting, welcoming, inclusive physical plants free from barriers to service
- Constantly monitor physical plants for repair and cleanliness
- Maintain funding levels to ensure that services are of high quality and sustainable

Methodologies Address –

- Staff and donor satisfaction surveys
- Board governance and nominating committee prioritizing a diverse, highly qualified board and committees:
 - Fiscal accountability and sustainability
 - Ongoing monitoring of related performance and quality improvement standards
 - Representative members on board and staff committees
- Scheduled oversight (Board Monitoring calendar) of all performance and quality improvement activities in including consumer outcomes

Community Engagement Designed to ensure that we are a Provider of Choice

- Active participation in relevant community collaborations
- Leadership in facilitating the development of collaborations for purposes of responding to identified consumer needs
- Distribution of research findings
- Demonstrated engagement and time committed with community partners that focus on consumer outcomes

Methodologies Address –

- Breath and Depth of community engagement (examples)
 - Kent County Domestic Violence Community Coordinated Response Team (DVCCRT)—founding member, participants and leadership
 - Sexual Assault Response Team (SART)—founding member, Leadership, review of sexual assault internal and external protocols

- United Way—board membership, steering committee and health workgroup membership
- Coalition to End Homelessness
- Partners for a Racism Free Community-participants, leadership
- Demonstrated engagement and documented time commitment with community partners that focus on specific consumer outcomes (2009-2010) examples
 - YWCA, West Michigan Hispanic Center, Safe Haven Ministry collaboration with focus on Latina survivors of domestic and sexual violence
 - Bridge Street housing owned by Dwelling Place, intakes facilitated by the YWCA