

10 ACTION STEPS

Building + Sustaining Collaborations to Support Trafficking Survivors of Domestic Violence and Sexual Assault

A Toolkit for Advocacy Programs

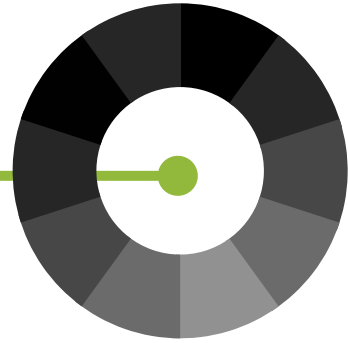


The Futures Without Violence Building Collaborative Responses Project provides training and technical assistance to advocates, law enforcement, legal professionals, and others as they build collaborative responses to trafficked victims of domestic violence and sexual assault. Learn more about how we can support you on our website.

<https://www.futureswithoutviolence.org/human-trafficking/>

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Introduction

Domestic violence (DV)¹, sexual assault (SA), and human trafficking (HT)² are intersectional issues for many survivors. Domestic violence and sexual assault service providers play an important role in survivors' healing and pathway to justice by offering support that addresses the unique legal, health, housing, safety, and employment options for survivors of human trafficking.

"The agencies or organizations on your team should be partners that can trust and rely on one another, and should reflect the diversity of the community."

Building relationships with other trusted allies and organizations to develop collaborative strategies is critical to improving client care and meeting the needs of trafficking survivors across your community. If your community doesn't currently have an anti-trafficking multidisciplinary team/task force/collaborative body (referenced in this document as "teams"), consider joining with others to create one, or incorporate human trafficking into other current multidisciplinary teams such as those focused primarily on DV or SA. The agencies or organizations on your team should be partners that can trust and rely on one another, and should reflect the diversity of the community. By working collaboratively, multidisciplinary teams can coordinate support and provide survivors with options. Each survivor will have different levels of comfort working with different systems, so teams should take a survivor-centered approach by offering options to survivors and upholding their decision-making and organization to determine their own best next steps. Additionally, individual agencies and multidisciplinary teams should consider the unique needs of each survivor in terms of case coordination and account for individual cases vs. those involving a small or large group of survivors.

Following are 10 actions that DV/SA organizations can initiate to build or enhance multidisciplinary teams to better support survivors of human trafficking.

In this document we use the terms "survivors" and "trafficking survivors" interchangeably to mean people who are experiencing DV/SA and who may also be experiencing sex and/or labor trafficking.

[1] We are using a broad definition of domestic violence, which also includes stalking, dating violence, and sexual assault.

[2] Here we are defining "human trafficking" as not just the definition as outlined in the Trafficking Victims Protection Act of 2000, but we are also including sexual exploitation and labor exploitation as well.

Providing Support to Survivors of DV/SA/HT during Public Health Emergencies

COVID-19 has had tremendous impacts on people surviving violence and those who are most vulnerable to abuse and exploitation, including children. Systemic inequities are contributing to increased burdens for marginalized and oppressed communities, such as the increased likelihood of having chronic health conditions due to social determinants of health (which can increase the risk of the severity of symptoms of COVID, if contracted), higher likelihood of being laid off or working a lower paying job with little vacation/sick time and having to continue to work, increasing the risk of becoming infected with COVID. These same disproportionate impacts have been the case for other public health emergencies and natural disasters as well.

For COVID-19 resources and information for DV/SA/HT survivors, communities, and service providers visit:

<https://www.futureswithoutviolence.org/covid-19-impact-survivors-human-traffickingdomestic-violencesexual-assault/>

and/or

<https://www.ta2ta.org/resources-and-information-on-covid-19-response.html>



1. Assess internal preparedness and build the capacity of staff to support trafficking survivors.

Before your organization begins to support survivors of trafficking, it's important to first assess your organization's current internal capacity to support trafficking survivors. Establish an internal working group at your organization that will be tasked with conducting an assessment on what is needed to support trafficking survivors, how this fits within your mission, your organization's capacity to expand to serving trafficking survivors, and how this plan will be carried out. What could be your organization's role in a multidisciplinary team for supporting the needs of trafficking survivors, including labor and sex trafficking, youth and adults, and domestic and foreign-born survivors? Because DV/SA and human trafficking are often co-occurring, DV/SA organizations can be a great resource for trafficking survivors as well.

Next, look at your organization's current internal capacity to provide support through case management and other services and determine how the needs of trafficking survivors align with the services you already provide; which services you should provide referrals for; and which services can be enhanced through partnerships. Understand that this may mean changing the way you think about service provision, given the unique needs of these survivors. For example, human trafficking survivors need longer times for case management and advocacy support.

Even if your role to support trafficking survivors is limited, your organization may be the only possible resource that can meet specific needs of survivors in your community, thus you can be a great support system for trafficking survivors. Your organization should also acknowledge the needs of staff that will arise when serving trafficking survivors, and should promote a culture of care that includes self-care for service providers and survivors. This will help address burnout and vicarious trauma and will help with staff retention.

"...promote a culture of care that includes self-care for service providers and survivors."



Checklist: Step 1



Establish an internal working group at your organization to conduct an assessment to identify what is needed internally to support trafficking survivors.



Incorporate survivor-centered strategies, address vicarious trauma, and promote a culture of care that includes self-care for service providers and survivors, as well as staff that may also be survivors.



Resources

- [What Domestic Violence and Sexual Assault Organizations can do to Address Human Trafficking, archived webinar](#) (FUTURES)
- [Toolkit for Building Survivor-Informed Organizations](#) (National Human Trafficking Training & Technical Assistance Center)
- [Capacity Assessment Checklist & Action Plan](#) (FUTURES)
- [Guidelines for the Design and Operation of a Shelter Program for Trafficking Survivors](#) (CAST)
- [Assisting Trafficking Victims: A Guide for Advocates](#) (National Sexual Violence Resource Center)
- [Case Management and Service Planning Overview](#) (OVCTTAC)

2. Identify survivor needs and map services and resources available to support survivors of human trafficking in your local community.

Survivors have a range of short and long-term needs that underscore the importance of collaborating with a range of systems and providers in your community. Some of the needs of trafficking survivors are similar to DV/SA survivors, but others may diverge including, but not limited to: safety, housing or emergency shelter, food, clothing, medical care, legal representation, assistance with integration or reintegration, employment assistance, and medical services. Map your community resources to identify organizations and professionals that are addressing human trafficking and providing services. Work with others who could potentially join a trafficking team to build a joint and comprehensive list of community service agencies to support individualized needs of survivors, as well as systems with whom survivors interact, like courts, health programs, schools, civil and criminal law enforcement, public assistance, and substance abuse programs.

Once your organization has mapped out the available organizations in your community, determine and clarify the resources, capacity, and role of each organization to support trafficking survivors, as well as a point person within each organization, including whom to call for emergency needs like shelter, medical care, and legal support. Describe the types of services provided by each organization, (i.e. medical services, employment assistance, legal services, etc.). In rural communities, you may need to identify resources by region.

For example, a map of services, capacity, and contacts by region. Additionally, map community demographics, assess changes, and identify other forms of violence and issues that overlap with human trafficking, like increasing rates of domestic violence, labor exploitation, homelessness, etc. Identify patterns of trafficking in your community in order to understand survivors' experiences, determine needs, and engage culturally-relevant resources. Use existing lists of resources (such as those in the checklist below) that you can review and update as needed.



"...identify other forms of violence and issues that overlap with human trafficking."

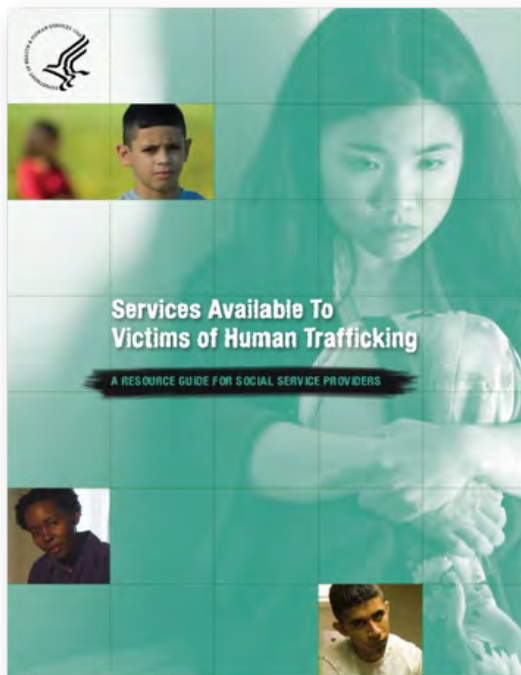
Checklist: Step 2



Map the community resources to identify organizations and professionals that are addressing human trafficking and providing services.



Determine and clarify the resources, capacity, and role of each organization to support trafficking survivors, as well as a point person within each organization.



“Services Available to Victims of Human Trafficking: A Resource Guide for Social Service Providers” lists key services and potential resources that may be available in your community.



Resources

- [Services Available to Victims of Human Trafficking: A Resource Guide for Social Service Provider](#) (Dept. of Health & Human Services)
- [Addressing The Needs Of Victims of HT: Challenges, Barriers, And Promising Practices](#) (DHHS)
- [Community Resource Mapping Toolkit to Support the Needs of Survivors of Human Trafficking, Domestic Violence, and Sexual Assault](#) (FUTURES)

3. Build relationships with key allies, including civil and criminal law enforcement, legal service providers, health care providers, and survivors.

A strong multidisciplinary team should include a range of partners that will meet survivor needs. Listed below are a few key allies that your organization should consider when thinking of potential team members, however this is not an exhaustive list. Your team should reflect the needs of survivors in your community, and each community will have unique needs.

a. Civil and Criminal Law Enforcement

"All law enforcement can improve their survivor-centered response and referral to service providers to increase victim safety, rather than having a primary focus on enforcement against traffickers."

Civil and criminal law enforcement personnel are primarily responsible for investigating and enforcing state and federal trafficking laws. In local communities, they may often be first responders for trafficking survivors. In accordance with the [Trafficking Victims Protection Act of 2000](#) (and subsequent reauthorizations), survivors are entitled to benefits; however, obtaining these benefits often involve the support and requirement to collaborate with local, state, and federal civil and criminal law enforcement. There are many different types of federal, state, local, and tribal civil and criminal law enforcement agencies that detect, investigate, prosecute, and/or enforce laws against traffickers. Federal law enforcement agencies that investigate human trafficking cases include but are not limited to the FBI, Homeland Security Investigations, Department of Justice, Department of Labor, Equal Employment Opportunity Commission, and the Department of State. Local and state law enforcement agencies that investigate human trafficking cases include, but are not limited to, child welfare agencies, police and sheriff's departments, district attorney's offices, Attorney General office, local and state labor agencies, and local and state agencies designed to uphold civil rights and combat discrimination and sexual harassment. Tribal law enforcement also investigates human trafficking cases. All law enforcement can improve their survivor-centered response and referral to service providers to increase victim safety, rather than having a primary focus on enforcement

against traffickers. It's important to find allies within law enforcement that practice survivor-centered responses and actively builds relationships with victim advocates or victim witness coordinators stationed within law enforcement agencies. Through collaboration, you can encourage establishing co-located advocates that can serve as liaisons with law enforcement agencies. Identify training needs for law enforcement on survivor-centered identification, interview, assistance and referral. Develop team protocols to better meet the immediate needs of survivors, including health care, connection to a community-based advocate, and language interpretation, if necessary.

Your community's anti-trafficking multidisciplinary team can help strengthen law enforcement's trafficking response and prevention efforts by providing or organizing training/awareness on HT and its intersections with DV/SA and promoting a survivor-centered and trauma-informed approach to working with survivors. Other members of your team can also benefit and better advocate for survivors from understanding law enforcement's role and protocol in working on trafficking investigations and cases.



[Visit this web page](#) from the Office for Victims of Crime Training and Technical Assistance Center for guidance on collaborating with law enforcement.

b. Legal Service Providers

While a survivor may not be ready to access legal assistance, it's important to both respect their decision and offer them referrals to legal programs for information about their rights, protections, and options. Your team should also consider making referrals to private attorneys that have specific expertise, especially if they are willing to provide legal advice or services pro bono. Trafficking survivors often have a multitude of complex legal needs and may need support for civil, immigration and criminal issues. Civil legal needs may include, but are not limited to: family, probate, housing, public benefits, tax, employment and labor, protection orders and injunctive relief. Criminal needs include, but are not limited to: vacatur, restitution, criminal defense, and other activities to enforce victims' rights.

Survivors who are not U.S. citizens require assistance from attorneys familiar with immigration law and serving immigrant survivors of violence. Immigration attorneys familiar with serving survivors of domestic violence, sexual assault, and human trafficking are best poised to assess and identify multiple forms of humanitarian and VAWA-related forms of immigration relief, assist the survivor with removal defense, and applying for forms of immigration relief, such as T nonimmigrant status (“T visa”), U nonimmigrant status (“U visa”), asylum, VAWA self-petition, and Special Immigrant Juvenile Status (SIJS).

Trafficking survivors that have been trafficked and coerced into criminal activity or have been otherwise systems-involved and facing criminal charges may also require assistance from a criminal defense attorney who can protect their rights and counsel them on various things, such as collateral immigration consequences. Your team may also benefit from training and support for attorneys and social service providers assisting trafficking survivors with legal needs.

c. Health Care Providers

The health consequences for survivors of DV/SA/HT can be severe, including physical injuries, mental health and substance use issues, traumatic brain injuries, difficulty managing chronic health issues and other poor health outcomes. Survivors also have lower access to health care services compared to non-abused individuals. Partnering with community health centers (also known as Federally Qualified Health Centers—FQHCs), can help increase health care access for survivors and improve their health, healing, and safety. Health centers deliver affordable, accessible, quality, and value-based primary health care to millions of people regardless of their ability to pay. Given their enormous reach and overarching goals to promote health and safety, health centers are uniquely positioned to be collaborative partners in violence prevention across the U.S. One in 12 people nationwide rely on federally funded community health centers for their health care needs, including people experiencing homelessness, agricultural and migrant health workers, low-income families and others. Community health centers also offer supportive services to promote health care access, including transportation, language interpretation/translation, and health education.

"Health centers deliver affordable, accessible, quality, and value-based primary health care to millions of people regardless of their ability to pay."



Many trafficking survivors do not have money or health insurance to pay for health care visits, and many are also fearful of public charge rules. Survivors with a Department of Health and Human Services certification letter and eligibility letter are eligible for Medicaid and health screening. A “health enrollment specialist” at your local community health center can help your clients identify their eligibility and enroll. You can also collaborate with religious organizations or government offices for financial support or advocate with private health settings for complimentary health services or fee waivers for survivors.

d. Survivors and Survivor Leadership Promotion

Collaborate with survivor-led programs to enhance your plan and services. Some organizations maintain speaker bureaus with individuals (survivors) who may help support your training and education for service providers, law enforcement, and other organizations. Promote the leadership development of survivors through empowerment retreats, peer learning circles, focus groups, Human Trafficking Leadership Academy, or by developing a speaker’s bureau and include honoraria, stipends, or payment for people’s time. Additionally, support the economic independence of survivors by increasing their access to other employment and educational opportunities.



Checklist: Step 3



Civil and Criminal Law Enforcement

Identify allies that will support survivors within law enforcement and also build relationships with criminal justice victim advocates or victim witness coordinators.



Identify training needs for law enforcement on survivor-centered identification, interview, assistance, and referral.



Legal Service Providers

Identify legal assistance options for survivors and share this information with survivors and document the expertise of each legal organization and/or specific attorneys and legal advocate.



Health Care Providers

Identify your local community health center by visiting findahealthcenter.hrsa.gov and learn more about their services so your multidisciplinary team can refer survivors for health care.



Collaborate with Survivors

Collaborate with survivor-led programs to enhance the multidisciplinary team and survivor services.



Resources

Law Enforcement Personnel Collaboration Strategies

- [The Collaboration Toolkit for Community Organizations: Effective Strategies to Partner with Law Enforcement](#) (Department of Justice)
- [Guidance for Collaborating with Law Enforcement](#) (OVCTTAC)
- [Collaborating with Law Enforcement: PowerPoint slides](#) (OVCTTAC)
- [Law Enforcement Training and Technical Assistance Consortium](#) (IPV Focused)

Legal Service Providers

- [Training and Support for Legal Needs of Trafficking Survivors](#) (Coalition to Abolish Slavery and Trafficking)

Collaboration with Health Care Providers

- www.Findahealthcenter.hrsa.gov, an online tool to locate the community health center nearest you.
- www.IPVHealthPartners.org, an online toolkit for establishing and expanding partnerships between community health centers and local DV programs to improve the health and safety of survivors of DV and human trafficking (FUTURES)
- [Building Sustainable and Fruitful Partnerships between Community Health Centers and Domestic Violence Advocacy Programs](#) (FUTURES)
- [Building Collaborative Responses with Healthcare: for Domestic Violence, Sexual Assault, and Human Trafficking Task Forces and Multidisciplinary Teams](#) (FUTURES)

Collaborate with Survivors and Promote Survivor Leadership

- [Toolkit for Building Survivor-Informed Organizations](#) (Office on Trafficking in Persons)
- [Human Trafficking Survivor Leadership in the United States](#) (Freedom Network)
- [Survivor-Led Organizations](#) (National Survivor Network)
- [United States Advisory Council on Human Trafficking](#) (Annual survivor led reports)

Resources (continued)

4. Join or create a multidisciplinary team to support trafficking survivors.

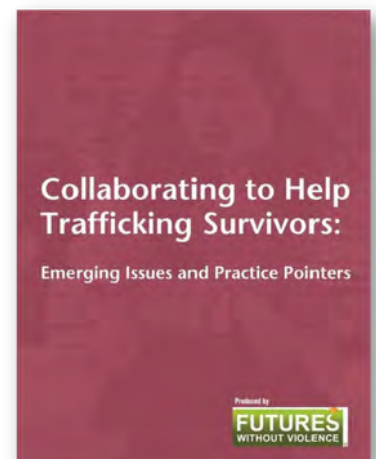
Formalize your multidisciplinary team after identifying local programs that are able to support trafficking survivors and are the most necessary for your team. Alternatively, local law enforcement and the State Attorney's Office may already have a multidisciplinary team, or task force that you could join. You could also consider integrating human trafficking response into an existing multidisciplinary team that addresses DV/SA and could seamlessly integrate human trafficking into the objectives of the team.

Establish shared goals and clarify roles and responsibilities to support survivors. Consider creating a Memorandum of Understanding (MOU) to clarify the mission, purpose, and structure of the team. Goals for the team should include: regular communication and collaboration to ensure no survivor falls between the cracks, strengthening linguistic and culturally appropriate advocate response, and leveraging the team to ensure immediate needs of survivors are met and on-going support is provided.

In the MOU, list expectations for roles and responsibilities for each organization, including assigning key representatives from each organization to form a working group; establishing a regular meeting schedule (i.e. monthly, twice monthly, etc.); and creating a referral process for specific services to be provided by each organization. It may also be helpful to develop an intake and referral flow chart that maps out a survivor's entry into and path through the multidisciplinary team. Additionally, incorporate team confidentiality rules, policies, and procedures that apply to each discipline.

For best practice, it is important to identify one main point of contact from each organization. These representatives can then be in charge of determining the regular meeting schedule, relaying information to the rest of their organization, and identifying gaps and services in their organization. The points of contacts can also be tasked with providing and receiving referrals within the team.

"...consider integrating human trafficking response into an existing multidisciplinary team that addresses DV/SA."



For direct service providers conducting case management, consider forming a working group or sub-committee within the team to develop strategies to support survivors, identify gaps, and build the capacity of service providers through training and development of procedures and protocols.

The Trafficking Victims Protection Act (TVPA) promotes addressing human trafficking through three P's: Prevention, Protection, and Prosecution. A fourth P, Partnerships, was added in 2009 by Secretary of State Hillary Clinton. Member organizations of a multi-disciplinary team working on human trafficking may have different goals and roles related to the four Ps, but the focus should always be centered on meeting the needs of survivors and respecting their choices. Additionally, there can be different levels and approaches of working together, among the team or with the community: a) In cooperation, there is a basic level of partnership, sharing of resources, minimal agreements, an understanding of community needs, and referral of services to each other. b) In coordination, there is increased trust, recognition of roles, exchange of information and resources, and a team effort to support survivors, in coordination with individual systems and with the collaborative. This may be limited to specific projects. c) In collaboration, the partnership has well defined roles and responsibilities, the team is engaged in planning and implementing, there are written plans, agreements, response protocols, and shared decision making. It's helpful to define the partnership level, to understand the needs and goals of working together.

"...the focus should always be centered on meeting the needs of survivors and respecting their choices."



Checklist: Step 4

- Determine whether local law enforcement or the State Attorney's Office already has a human trafficking multidisciplinary team that you could join, if there is another DV/SA multidisciplinary team that would provide a seamless inclusion of human trafficking, or formalize a human trafficking multidisciplinary team with partners that are able to support trafficking survivors.
- Establish shared goals and clarify roles and responsibilities.
- Create a Memorandum of Understanding (MOU) to clarify the mission, purpose, roles, and structure of the team.
- Identify points of contact within each organization.
- For direct service providers providing case management, form a working group or sub-committee within the team to develop new strategies.



Resources

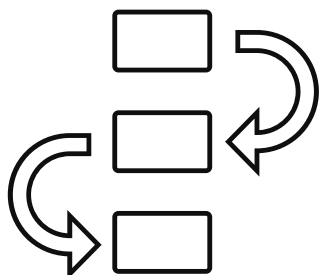
- [Collaborating to Help Trafficking Survivors: Emerging Issues & Practice Pointers handbook](#), (FUTURES)
- [Human Trafficking Task Force e-Guide](#) (OVCTTAC)
- [Collaborative Strategies and Tools to Meet the Needs of Survivors of HT](#) (archived webinar) (FUTURES)
- [Guidance on Memoranda of Understanding](#) (OVCTTAC)

5. Develop and modify protocols to support and refer survivors.

As part of a multidisciplinary team to address human trafficking, your organization should both develop and/or modify your own organization's protocol for supporting and referring trafficking survivors, as well as work with the multidisciplinary team to develop a separate service support and referral protocol for the team. Service protocols are important to ensure an established process so that roles and coordination of efforts are clear and meet survivor needs. Written protocols can operationalize the policies of the organization or team to help build an effective structure and trust among partners. The team should develop or adapt the protocols based on the local or state services and how you have decided to complement each other's services.

Possible protocol elements may include:

- Procedures to connect survivors to community-based advocates, based on how they are identified and by whom (health care, law enforcement, community based organization, etc.);
- Identification of a single point of contact within each organization working with survivors and a central case manager to ensure communication and coordination of services in different scenarios, referral flow chart, and relocation options;
- Response for minors, adults, male, groups, survivors with disabilities, and others with unique needs;
- Roles and responsibilities of team members;
- Guidelines on information exchange, confidentiality, and safety; and
- Language access and trauma-informed response to support the unique needs of survivors



"Service protocols are important to ensure an established process so that roles and coordination of efforts are clear and meet survivor needs."

Checklist: Step 5

- Develop and/or modify your own organization's protocol for supporting and referring trafficking survivors.
- Develop a separate protocol for your team, based on the local services and how you have decided to complement each other's services.



Resources

- [Task Force Operational Protocols Guide and Samples](#) (OVCTTAC)
 - [Developing a Protocol Using the Care Model](#) (OVCTTAC)
 - [Community Solutions, sample advocacy protocol and referral tracking tools](#) (South Bay Coalition to End Human Trafficking)
 - [Balancing Collaboration, Confidentiality and Privilege on Human Trafficking Cases, webinar slides](#) (OVCTTAC)
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6. Enhance assessment strategies to support HT survivors within your organization.

Human trafficking is prevalent and survivors can experience trafficking from a number of people, including but not limited to: family members, an intimate partner, community members, supervisors, and business owners. Trafficking survivors might be children, adults, U.S. citizens, or immigrants. There is no single profile for a trafficking survivor. Additionally, individuals may fear reporting, or may not recognize themselves as trafficking survivors, so may not disclose to a DV/SA advocate or other service provider that they are experiencing trafficking. As a result, using disclosure-driven screening practices in advocacy organizations and other settings that are only conducted when “warning signs” or “red flags” are present limits the number of survivors that can be reached. DV/SA advocates and service providers should consider providing information to all clients on trafficking (and intersections with DV/SA), and where to go for support if needed, including information for legal services, health care services, and advocacy programs. Assessment practices should be trauma-informed and survivor-centered, discussing options and helping survivors make informed decisions, to minimize re-traumatization.

Advocates and other service providers can adapt the “CUES” universal education approach initially developed for addressing DV/SA/HT in health care and advocacy settings. Advocates and other professionals can initiate conversations with all of their clients by using a [safety card](#) or brochure with information on the impact of violence, trafficking, and national or local resources for support.



The "Safe Places to Rest Your Head" safety card was developed for people experiencing homelessness and contains information on healthy and unhealthy relationships, human trafficking dynamics and health and safety info along with national hotlines and resources.

The National Health Resource Center on Domestic Violence, a project of FUTURES, offers more than 50 safety card tools that are population and setting-specific, as well as multi-lingual. [Click here](#) to view and order.

The CUES Approach

Follow the steps of “CUES” to address trafficking with all clients:

- Confidentiality: To ensure clients’ safety, always speak with them alone and review any limits of confidentiality. If a client needs language interpretation service, always use a third party, rather than a family member or friend of the client.
- Universal Education & Empowerment: Give each client two safety cards to start a conversation about trafficking and how it can impact health. One card is for the client to keep, and one they care share with a friend or family member.
- Support: Though disclosure of trafficking is not the goal, it will happen—know how to support someone who discloses. Work with the client to learn what their needs are, and share services that are available to them and make a warm referral if needed.

The “CUES” approach can be combined with other direct screening questions, or a needs assessment if this is a practice in your organization. For example, DV/SA programs may conduct a needs assessment with a trafficking survivor to determine which services they may connect a survivor to (for example: legal services, youth services, health care, services for people with disabilities, etc.). The overall goal for “CUES” is to ensure all clients – regardless of personal disclosures— receive information about DV/SA/HT and its impact on health, and where they (or a friend or family member) can go for support (local programs, hotlines, websites and text chat).

Checklist: Step 6



Adopt the “CUES” universal education approach for advocates and other service providers to use with clients in your setting, using a safety card or brochure with information on the impact of trafficking and resources for support.



Resources

- [“Safe Places to Rest your Head” safety card](#)
- [“CUES” Infographic](#)
- [www.IPVHealthPartners.org](#) and [www.IPVHealth.org](#) FUTURES’ online toolkits describing the CUES intervention
- [Integrating Assessment for Domestic Violence, Sexual Assault and Human Trafficking into Advocacy Programs: Promising Practices and Emerging Tools, archived webinar \(FUTURES\)](#)

7. Work together to expand and improve services.

"Support may include leveraging financial resources, or funds for housing, meeting basic needs for survivors through gift cards for food, gas and clothes; and education and job skills training."

After initiating work as a multidisciplinary team, identify any gaps in services and develop strategies to address them. Provide cross-trainings for your partnering agencies so that the team knows the expertise and services of each member organization, and consider bringing in outside trainers to address specific topics as needed. For example, a follow-up training on trauma-informed care may be necessary, or a training on how to support survivors' health needs. Here are some possible gaps that you may want to collectively address: universal education on trafficking; emergency and long term housing; case management procedures; accessibility of services to address unique needs; funding of staff positions to support survivors; and how to be a liaison with law enforcement.

Collaborate with faith and community-based programs to help address these gaps. Support may include leveraging financial resources, or funds for housing, meeting basic needs for survivors through gift cards for food, gas and clothes; and education and job skills training, among others. Ensure that anyone that is directly supporting survivors is trained on survivor-centered and trauma-informed services.



Checklist: Step 7

- Identify any gaps in services and develop strategies to address them.
- Provide cross-trainings for your partnering agencies as needed, and/or bring in outside trainers.
- Collaborate with faith-based and community-based programs to help address these gaps.



Resources

- [Internal preparedness and training needs check list and action plan](#) (FUTURES)
- [Assessing the Problem of Human Trafficking](#) (OVC)
- [The Colorado Project 2.0](#), sample plan to address human trafficking using the 4 Ps. (Laboratory to Combat Human Trafficking)
- [Guiding Principles for Agencies Serving Survivors of HT in the Regional Southeastern US](#)
- [SOAR to Health and Wellness Training](#) (Office on Trafficking in Persons)
- [Collaborating with Community Based Organizations and Faith Based Communities to Address Human Trafficking](#), (archived webinar) (FUTURES)
- [Futures Without Violence](#), individualized training and technical assistance

8. Collect information about services and clarify confidentiality within your collaborative

Work with your team to collect data that demonstrates the impact of services and collaboration, as well as identifies any gaps, and help make the case for needed support for services and funding. Create a process to track services and referrals provided to trafficking survivors, including the different types of abuse experienced that show the intersections of DV/SA/HT, from both your own organization and as part of your team. Work with your team to come up with a joint tool that can be used to track referrals provided among the partners and progress in meeting the needs of survivors. Include the date, services provided, any referrals made, and whether the referral was completed (follow through by client). The tool can be useful to identify specific types of cases, the needs of survivors, gaps in services, as well as community partners that would be helpful. The tool and tracking system can also help you advocate to local government and others, for additional resources to support HT survivors. Additionally, consider collaborating with a university or independent researcher for help evaluating or assessing service provision, through surveys, focus groups, or other research methods.

Maintaining the survivor's confidentiality is critical when documenting services and sharing across teams. Do not share any personally identifiable information about a survivor without a written release of information signed by the survivor. Ensure the tool you create only asks for de-identified information and only shares what is important for the team to know in order to improve and track services, e.g., it is generally not necessary for the entire group to know the survivor's name or other personal details unless a direct referral has been made from one organization to another and a release of information has been signed. Be mindful of mandatory reporting when you make referrals across the team and externally. It is a best practice to keep the survivor fully informed of the limits of confidentiality and to explain what might happen when a mandatory report is necessary. This gives the survivor more control of their situation, which is a critical piece of the healing process.

Document any presentations or trainings that your team hosts or participates in, either together or as an individual agency representing the team. Record details of the event, such as the location, type of event (e.g., presentation, training, special event), audience, number of individuals in attendance, materials distributed, and participating organizations. Also note key takeaways, outcomes, or other actions initiated at the convening.

Nationally, there are some systems in place to help collect information. The [Trafficking Information Management System](#) is designed to assist the Office for Victims of Crime (OVC) Human Trafficking Grantees with gathering information. The Human Trafficking Data Collection Project is planning national efforts, and many states have state data collection efforts, usually led by the state's Attorney General's Office.

"This approach can also help you advocate to local government and others for additional resources to support trafficking survivors."



Checklist: Step 8

- Create a process to track services and referrals provided to trafficking survivors, including the different types of abuse that show the intersections of DV/SA/HT (with de-identified information), from both your own organization and as part of your team.
- Work with your team to come up with a joint tool that can be used to track referrals provided among the partners and progress in meeting the needs of survivors.
- Clarify the scope of confidentiality and privilege in the context of collaboration with others.
- Document any presentations or trainings that your team hosts or participates in, either together or as an individual organization representing the team.
- Collect information about the issues and individuals being affected by human trafficking and the different intersections, including the culture and social structure of your community.
- Gather feedback from diverse community stakeholders and the people being served.
- Consider collaborating with a university or independent researcher to enhance evaluation and needs assessment approaches.



Resources

- [The Trafficking Information Management System](#) (Office on Victims of Crime)
- [National Human Trafficking Resource Center](#)
- [Service Needs Screening tool and referral sample](#) (South Bay Coalition to End Human Trafficking)
- [Assessing the Problem of Human Trafficking in the Community](#) (Office for Victims of Crime)
- [Guide for Doing a Needs Assessment](#) (Office for Victims of Crime)
- [Centering Racial Equity in Collaboration Survey](#) (Caminar Latino)
- [Maintaining Confidentiality](#) (Office for Victims of Crime)

9. Sustain your team's efforts

"Recognize your team's capacity, skills, resources, gaps, and internal challenges, in order to build and enhance your collaboration.."

Once you've established your team, take steps to ensure its sustainability. Identify champions across disciplines and cultivate engagement and buy-in. Develop and build internal infrastructure to support and sustain the work. Revisit roles and clarify leadership structure and coordination. Consider funding options and partnership opportunities to support your collaboration and services for survivors. Recognize your team's capacity, skills, resources, gaps, and internal challenges, in order to build and enhance your collaboration. Build a team culture of trust, respect, and communication. Take time to conduct team building activities, help build and develop the skills of newer leaders in your team, and maintain professional boundaries. Recognize and promote interdisciplinary and interpersonal collaborations within and across organizations, in order to enhance services.

New staff that are hired should also be oriented to the goals of the team and trained on the topic through an onboarding process. Trainings will both help sustain the efforts of your team, as well as your own organization's efforts to support trafficking survivors. Cross-training each other ensures that if one person leaves, the institutional knowledge does not leave with them. Also, include a review of protocols, laws and ethics surrounding different professions, such as medical, legal, and advocacy responses that each agency has. Be sure to address vicarious trauma as an organization and encourage collective care as a collaborative. It is important for the well-being of your staff members, increases staff retention, and ultimately benefits the survivors you serve.

Establish formal policies and protocols on trafficking for your organization and for your team (see #5) to help sustain your effort. Similarly, signing memoranda of understanding (MOUs) with your team partners (see #3) will codify the relationships and ensure longevity after any staff transitions.

Revisit your team's group agreements, purpose, goals, and work plan periodically to maintain commitment from partnering agencies. Engage in strategic and proactive planning. Use the information from the tracking tool (#8) to assess if identified gaps are being addressed.

Use the results of your team's evaluation process to measure your progress and make changes where needed. For example, are the rates of clients following through on referrals low? If so, what can be changed to increase the rates? It may be as simple as providing a client with the name of the person they will be speaking with and offering more information about what services the referral can offer.



Checklist: Step 9

- Create a plan within each of the organizations on your team to ensure that participation will continue even if a member leaves their position.
- Revisit your team's group agreements and goals periodically to maintain commitment from partnering agencies.
- Use the results of your team's evaluation process to measure your progress and make changes where needed.
- Develop an internal infrastructure to support the work, including leadership roles and funding opportunities.
- Use existing resources (human, financial, etc.) fairly and effectively to ensure long-term maintenance of the team efforts.
- Establish a training for new staff that join your organization that can be used on an ongoing basis.
- Create strategies to address vicarious trauma.



Resources

- [Grant Management Toolkit: Building Sustainable Anti-Trafficking Programs](#) (Office on Trafficking in Persons)
- [Development & Operations Roadmap for Multidisciplinary Anti-Human Trafficking Task Forces](#) (International Association of Chiefs of Police)
- [Vicarious Trauma](#) (Joyful Heart Foundation)
- [Collective Impact: Self-Assessment and Planning Tool](#)
- [What About You? A Workbook for Those that Work with Others](#)

10. Community engagement and awareness

Once you've set up your multidisciplinary team, help spread the word! Before you start doing outreach, you must be prepared to provide services, have systems in place, and be familiar with the community that is being impacted by human trafficking. Connect and build partnerships with organizations who already work and are engaged with the community, like homeless outreach programs, health programs working with migrant agricultural workers, legal outreach programs, and faith-based programs. Also build their capacity to provide universal education for human trafficking, as they may become an important first point of entry into services and safety for survivors.

Participate in health fairs, share on social media, radio, television, print, and e-news segments and other community events to distribute materials and offer prevention and intervention messages. Put posters in places where victims may visit, like laundromats, restrooms, and religious institutions where they may attend services. Be creative—if you know trafficking is occurring in particular places, distribute information in discrete ways. Present your approach at DV/SA/HT convenings and conferences, and department of health annual meetings.



"Connect and build partnerships with organizations who already work and are engaged with the community..."

Checklist: Step 10

- Connect and build partnerships with community-based organizations including homeless outreach programs, health programs working with migrant agricultural workers, legal outreach programs, and faith-based programs.
- Participate in health fairs, share on social media, radio, television, print, and e-news segments and other community events to distribute materials and offer prevention and intervention messages.
- Consider the different languages in your community and translate outreach materials into those languages.
- Put posters in places where survivors may visit, like laundromats, restrooms, and religious institutions where they may attend services.
- Distribute information in places traffickers are unlikely to notice including on matchbooks or lipstick containers with information hidden inside.
- Present your approach at DV/SA/HT convenings and conferences, and department of health annual meetings.
- Fundraise or hold toiletry drives for local DV/SA/HT programs.



Resources

- [Faces of Trafficking, Public Awareness](#): Series of videos and posters (OVC)
- [Human Trafficking Awareness Month](#)
- [Outreach and Awareness Strategies \(OVCTTAC\)](#)
- [Houston Area Council on Human Trafficking Sample Resources](#)
- [Human Trafficking Outreach Toolkit](#), Project TRUST

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What we do:

- Host national institutes
- Share resources and adaptable tools
- Host topical webinars
- Provide technical assistance and training by phone & email, virtually, and in-person/on-site

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<https://www.futureswithoutviolence.org/human-trafficking/>

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