

Center for the Prevention of Child Maltreatment

2024-2027 Strategic Plan

*Advancing the effort to end
child maltreatment in South Dakota.*



CPCM

KNOW | RESPOND | PREVENT

CENTER FOR THE PREVENTION OF CHILD MALTREATMENT

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EXECUTIVE SUMMARY

In 2014, the South Dakota Legislature established Jolene’s Law Task Force through SDCL2-6-31 to study the prevalence and impact of child sexual abuse (CSA) in the state. The Task Force, named after Jolene Loetscher, a victim of child sexual abuse, met during the 2014, 2015, and 2016 interim legislative sessions. The Task Force was chaired by Senator Deb Soholt and vice-chaired by Senator Alan Solano, and its membership included representatives from various branches of the South Dakota government, medical professionals, law enforcement, and the Tribal community. Each year, the Task Force issued reports summarizing its work, insights, and research regarding child sexual abuse in South Dakota.

Following the work of the Jolene’s Law Task Force, the South Dakota Legislature established the Center for the Prevention of Child Maltreatment (CPCM) in 2017 to develop sustainable solutions to reduce all forms of child maltreatment in the state. The CPCM operates within the School of Health Sciences at the University of South Dakota and is guided by an Advisory Board consisting of community leaders, policy makers, survivors, and advocates.

In November 2023, the CPCM hired a new Director who acknowledged the progress made and conducted interviews, surveys, and research to determine the organization’s future direction. As a result, the Director decided to streamline the CPCM’s priorities from five to three and identify specific strategies to focus on each year of the three-year plan. This approach aims to provide clarity internally and externally regarding the CPCM’s focus over the next three years. The plan outlines these three goals, specific strategies, and ways to measure their impact. The plan will be reviewed annually and updated as needed to adapt to the dynamic, ever-changing environment.

The CPCM operates under the framework of “Know, Respond, Prevent,” which emphasizes an iterative, interconnected approach to addressing child maltreatment as a critical public health priority. By prioritizing child maltreatment within the public health landscape, we can foster a comprehensive understanding of its impact on individual and community well-being. **Know** involves better understanding the landscape of child welfare in our state through data analysis, recent research, and evidence-based practices. This knowledge informs our response strategies. **Respond** encompasses what we do with the knowledge we’ve gained, including developing and providing training, education, convening interdisciplinary teams, advocating for legislative changes, and conducting public awareness campaigns. Effective response to what we know should lead to **Prevent**, aiming to reduce child maltreatment rates, prevent future harm, achieve a culture shift towards proactive prevention efforts, and improve outcomes for all children and families. By framing our prevention efforts as essential public health initiatives, we create a sustainable model that not only addresses immediate needs but also contributes to long-term community health. These prevention efforts further inform our understanding, creating a continuous quality improvement cycle where each phase feeds into the next.

KNOW



Understanding South Dakota’s child maltreatment landscape using state and local data, while also integrating the latest national research, evidence-based practices, and innovations to guide prevention and response strategies.

RESPOND



Putting knowledge into action by implementing evidence-informed strategies tailored to South Dakota’s landscape, such as developing and delivering specialized training, convening interdisciplinary teams, advising policy and legislative changes, raising public awareness, and providing comprehensive education and resources to prevent and address child maltreatment.

PREVENT



Implementing tailored, evidence-based strategies that proactively reduce child maltreatment rates, prevent future harm, and improve outcomes for all South Dakota children and families. Data from these prevention efforts continually informs our knowledge base, driving an ongoing cycle of responsive action.

STRATEGIC PLANNING PROCESS

Having a strategic plan is essential for any organization as it provides clarity of purpose, enables focused resource allocation, improves decision-making, enhances collaboration, and increases accountability. A well-crafted strategic plan serves as a roadmap for the organization's future, ensuring that all stakeholders are working towards common goals. It allows the organization to remain adaptable to changes in the external environment and effectively engage key stakeholders. By establishing measurable targets and key performance indicators, a strategic plan helps the organization track progress and hold itself accountable for achieving its objectives.

The CPCM conducted a comprehensive analysis in early 2024 to assess the current state of its work. This process included:

1. Hiring an external consultant to provide an objective perspective.
2. Completing a SWOT analysis to identify Strengths, Weaknesses, Opportunities, and Threats.
3. Engaging in discussions with original task force members and other key stakeholders across the state to gather insights and feedback.
4. Review the USD School of Health Sciences (SHS) Strategic Plan and consider how CPCM can align with the SHS' Strategic Priorities.
5. Conducting a survey among original task force members, advisory board members, and the internal CPCM team to collect data and opinions.
6. Holding several brainstorming sessions within the CPCM team to generate ideas and solutions.
7. Reviewing and gathering input on updated priorities at April 2024 Advisory Board Meeting.

The culmination of this process resulted in an updated strategic plan and revisions to the CPCM's Mission and Vision statements, ensuring alignment with the organization's goals and the needs of the community it serves.

PURPOSE

To end child maltreatment in our state.

MISSION

CPCM is committed to ending child maltreatment in South Dakota by empowering professionals, communities, and the public to know about, respond to, and prevent child abuse and neglect in South Dakota.



5-YEAR VISION

By 2030, South Dakota will have achieved a significant culture shift in preventing child maltreatment. Through a continuous cycle of understanding, responding, and preventing, extensive training and education initiatives will have equipped students, professionals, and the public with the knowledge and skills to identify and respond effectively to child abuse and neglect. Interdisciplinary teams across the state will be well-prepared to address cases using best practices, and comprehensive public awareness campaigns will foster a statewide commitment to prevention. This will result in resilient, self-healing communities where informed actions continuously improve child welfare outcomes.

3-YEAR STRATEGIC GOALS (MAY 2024-MAY 2027)

Training & Professional Development

Enhance the skills and knowledge of professionals working in child maltreatment prevention and response by developing competencies, curricula, and professional development opportunities. This will be achieved through collaboration with the state, community, and academic partners, ensuring that our training and education initiatives are informed by the latest data, research, and evidence-based practices.

Evaluating Progress

- Track the number of CAASt graduate certificates completed and compare year-over-year growth. Aim for a 20% increase in completed graduate certificates each year.
- Develop and implement at least one new CAASt program annually, targeting specific industries or institutions; this could include a new minor program.
- Record attendance at events and trainings, including the number of trainings hosted, locations, and attendee demographics. Obtain funding from at least 1 new source for training and educational opportunities per year, with representation from all major regions of the state and key industries.
- Conduct an annual training needs survey to identify gaps and develop targeted plans to meet the needs of professionals. Aim to address at least 80% of identified needs each year.
- Evaluate the effectiveness of training programs through pre- and post-assessments, aiming for a minimum 25% improvement in knowledge, attitudes, and self-reported behaviors.

Short-Term Outcomes

- Increased knowledge and skills among professionals
- Greater awareness of best practices in child maltreatment prevention and response
- Improved attitudes and self-efficacy in addressing child maltreatment



Interdisciplinary Prevention & Response Goal:

Strengthen the capacity of interdisciplinary teams to effectively prevent and respond to child maltreatment by collaborating to identify, strategize, and address specific issues throughout South Dakota. An interdisciplinary team comprises professionals from various sectors such as health, law, medicine, education, and childcare, who work together to prevent and respond to child maltreatment. Our role focuses on facilitating systemic improvements through best practices, training, policy and legislative advocacy, and data-driven initiatives, ensuring our efforts are informed by the latest research and best practices.

Evaluating Progress

- Convene and support at least one new interdisciplinary team to respond to or prevent child maltreatment across SD each year, ensuring geographic diversity and continued activity for as long as the team is needed.
 - Track frequency of meetings, technical assistance, and resources provided to teams
- Develop SMART goals and KPIs for each team based on their unique challenges and objectives. Monitor progress quarterly and provide support as needed.
 - Track frequency of meetings, technical assistance, and resources provided to teams
 - Create progress reports on goals and KPIs
- Conduct annual reviews with team members on the effectiveness of collaboration, to identify best practices, and address challenges. Aim for an 80% satisfaction rate and implement improvements based on feedback.
 - Track frequency of meetings, technical assistance, and resources provided to teams
 - Resilient Communities, ECCS, and Tribal Communities Workgroup

Short-Term Outcomes

- Enhanced coordination and collaboration among interdisciplinary teams
- Increased use of evidence-based practices by teams
- Policy and legislative changes that improve outcomes for children and families

Public Awareness

Shift the perception in South Dakota towards resilient, self-healing communities by building a powerful movement to end child maltreatment through a comprehensive public awareness campaign. This initiative will prioritize public health by leveraging data and evidence-based practices to educate the community, foster a statewide commitment to prevention, and promote collaborative efforts that support the well-being of children and families.

Evaluating Progress

- Implement an annual KAP survey to measure changes in public understanding, perceptions, and behaviors related to child maltreatment prevention. Aim for a 10% improvement in key indicators each year.
- Track media coverage, social media engagement, and website traffic. Set targets for reach and engagement based on baseline data and aim for a 15% increase annually.
- Monitor the adoption of child maltreatment prevention policies, practices, and programs by organizations and communities across the state. Aim for at least 2 new adoptions each year; these could include legislative activity, a new resilient community, etc.
- Conduct focus groups or interviews with community members to gather qualitative data on the effectiveness of awareness campaigns and identify areas for improvement. Aim to conduct at least two focus groups annually, representing diverse communities.

Short-Term Outcomes

- Increased public knowledge and awareness of child maltreatment
- Positive changes in attitudes and perceptions related to child maltreatment prevention
- Greater community engagement in prevention efforts

LONG-TERM OUTCOMES

- Reduced rates of child maltreatment in South Dakota
- Improved health, safety, and well-being of children and families
- Increased resilience and self-healing capacity of communities
- Sustained interdisciplinary collaboration and system-wide improvements in child maltreatment prevention and response

By incorporating these evaluation strategies and consistently measuring progress against our strategic goals, we will be better able to demonstrate CPCM's impact, identify areas for improvement, and adapt our approach as needed to ensure the greatest possible outcomes for children and families in South Dakota.

IMPACT

- A significant culture shift in preventing child maltreatment in South Dakota
- Empowered professionals, communities, and the public to effectively prevent and respond to child abuse and neglect
- A safer, more supportive environment for children and families to thrive

ANNUAL IMPLEMENTATION PLAN

CPCM will develop annual implementation plans that will outline and prioritize the initiatives to best achieve our strategic goals. These plans will be adapted, as needed, to the current conditions, changes in child welfare best practices, and organizational priorities. The first implementation plan will run from May 1, 2024, to May 1, 2025. This internal working document will function as a tool to track progress, make necessary adjustments, and ensure the team remains flexible and responsive to the evolving needs of the children and families we serve.

To ensure the successful implementation of our strategic plan, we will monitor progress through various means:

Weekly team meetings: These meetings will provide an opportunity for team members to report updates and discuss challenges they encounter while implementing their initiatives. The team will offer support and collaborate on problem-solving to address any issues that arise.

Quarterly reviews: Every three months, the CPCM team will assess our progress more comprehensively by reviewing Key Performance Indicators (KPIs) and benchmarks. This will allow us to make necessary adjustments to our strategies and tactics based on our findings. These meetings will take place prior to our Quarterly Advisory Board meetings to better inform program and strategic updates.

Annual strategic plan review: Each year, the Advisory Board will review the 3-year strategic plan and modify it as needed, considering both internal and external changes that may impact our work.

Annual implementation plan: To complement the 3-year strategic plan, we will create an annual implementation plan that outlines specific strategies, initiatives, and KPIs for the upcoming year. This plan will serve as a roadmap to guide our efforts and move us closer to achieving our long-term vision. Given the unpredictable nature of our work and the challenges in forecasting needs beyond a few years, we will focus our planning efforts on the next 12 months, ensuring that our strategies and initiatives are realistic, achievable, and adaptable to changing circumstances.

CONCLUSION

The CPCM has developed a comprehensive three-year strategic plan to guide its efforts in ending child maltreatment in South Dakota. This plan outlines three main goals: enhancing professional skills and knowledge through training and development, strengthening interdisciplinary teams' capacity to prevent and respond to child maltreatment, and shifting cultural perspectives through a public awareness campaign. These goals align with the organization's mission to empower professionals, communities, and the public to effectively know about, respond to, and ultimately prevent child abuse and neglect in South Dakota.

By emphasizing collaboration, adaptability, and measurable outcomes, CPCM's strategic plan unites all stakeholders in a shared vision and positions CPCM to make significant strides in its mission. Over the next three years, the plan is expected to enhance professional skills and knowledge, fortify interdisciplinary team capacities, and foster a cultural shift towards resilient and self-healing communities. Ultimately, this will contribute to creating a South Dakota where child maltreatment is rare, and children and families are safe, well, and resilient.

To ensure that all stakeholders across the state are informed and engaged in this process, the CPCM will communicate updates and progress through various channels. These will include a dedicated newsletter, a targeted social media campaign, and regular updates to the organization's website. By keeping stakeholders informed and involved, the CPCM aims to foster a sense of shared ownership and commitment to the strategic plan's success.



