



*The Governor's Office of*  
HUMAN TRAFFICKING  
PREVENTION

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# THE LOUISIANA CARE COORDINATION ROADMAP

**Advancing a Statewide Coordinated Response to Human Trafficking**

January 2026

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# MESSAGE FROM THE LOUISIANA OFFICE OF HUMAN TRAFFICKING PREVENTION

Dear Stakeholders,

We are honored to share with you the Care Coordination Roadmap Report, a strategic guide designed to improve Louisiana’s collective response to child trafficking and to offer a replicable model for other states working to protect children and youth from human trafficking and exploitation.

This work reflects the dedication of the **Louisiana Human Trafficking Collaborative**, an alliance between the Governor’s Office of Human Trafficking Prevention (OHTP), the Department of Children and Family Services (DCFS), the Louisiana Alliance of Children’s Advocacy Centers (LACAC), Louisiana State Police, and a statewide network of advocacy providers and frontline professionals.

This report is not simply a policy document—it’s a reflection of our shared commitment to building trauma-informed, survivor-centered systems that protect and empower our most vulnerable children. Through this Roadmap, we seek to support and inspire those on the front lines in Louisiana who are working to end human trafficking and strengthen the systems that serve youth in their community.

The immediate application of this report is intended to support and strengthen the Care Coordination Model and its execution within Louisiana. Additionally, we aim to share the findings from this report with leaders across the country to assist them in building a coordinated, multidisciplinary, and trauma-informed system of care for victims of child trafficking.

Together, we are creating safer communities, stronger networks, and more responsive systems of care for children across Louisiana and beyond.

Sincerely,

Office of Human Trafficking Prevention



*The Governor's Office of*  
**HUMAN TRAFFICKING  
PREVENTION**

# EXECUTIVE SUMMARY

Child trafficking is a pervasive and under-identified form of abuse affecting children across the United States. Historically, the state of Louisiana's response, like that of many other states across the country, has lacked consistency, interagency coordination, and survivor-centered protocols. This fragmented system often led to gaps in care, missed opportunities for early intervention, and repeated trauma for victims.

Through the *Louisiana Child and Youth Trafficking Collaborative or LCYTC*—supported by the Office for Victims of Crime *Improving Outcomes for Child and Youth Victims of Human Trafficking* grant—Louisiana developed a Care Coordination Model to ensure that all children, regardless of location or background, have access to a comprehensive continuum of care. This report reflects that vision and offers a structured framework to support the development of a coordinated service response to human trafficking.

## This report is organized into four key sections:

1. **Introduction:** Offers a contextual overview of the Care Coordination Model—its origins, guiding principles, and intended impact—so readers understand the vision and rationale behind the framework.
2. **Strategic Program Development:** Outlines four key stages for community leaders to take to design, implement, expand, and sustain the development of a Care Coordination Model.
3. **Program Implementation:** Outlines four key stages for Regional Care Coordinators and Care Coordination Teams to take to execute the Care Coordination Model within their respective communities.
4. **Evaluation Tools:** Provides practical tools aligned with each Roadmap stage, enabling both Louisiana partners and other states to assess their progress, measure effectiveness, and identify opportunities for continuous improvement.

When adopted effectively, a statewide model of care enhances identification, improves service delivery, minimizes re-traumatization, and supports the long-term recovery and healing of victims. Over time, these practices build local capacity to prevent and respond to human trafficking in their local contexts. We encourage state leaders in Louisiana and existing Care Coordination Teams to track their progress and utilize the Roadmap to improve their teams' responses. Further, this Roadmap offers a replicable, evidence-informed model to other states or jurisdictions committed to building a comprehensive, coordinated care system for child and youth victims of human trafficking.

This Care Coordination Roadmap is not just a guide—it is a proven pathway toward safety, healing, and justice.

# INTRODUCTION: LOUISIANA'S CARE COORDINATION MODEL

The Care Coordination Model utilizes a multidisciplinary team approach to effectively meet the emergent and long-term needs of children and youth who have experienced human trafficking.

**Care Coordination** is a specialized multidisciplinary team model aimed at addressing both the service and investigative needs of children and youth victims of human trafficking. **Care Coordination Teams** refer to regional human trafficking-specific multidisciplinary teams that respond to child trafficking cases. Care Coordination Teams are located throughout every region of the state, through a Children's Advocacy Center (CAC), and are led by specialized regional navigators known as **Regional Care Coordinators**.

Care Coordination comprises two distinct activities: advisory teams and case coordination. While regional advisory teams address systemic issues and opportunities in their community's anti-trafficking response, case coordination addresses the specific needs of individual victims. All children or youth determined to be a suspected or confirmed victim of human trafficking are eligible for Care Coordination services. Each Care Coordination Team is bound by a comprehensive protocol that outlines member responsibilities, shared principles, and team policies and practices.

## What is the Care Coordination Model?

### Advisory Council

#### Airplane level

*Addressing system-wide issues and opportunities*

A collaborative, multi-disciplinary team of field experts that meets regularly to address systemic issues and opportunities in their community's anti-trafficking response.

*Sample topics of meetings include:*

- Outreach and awareness
- Systemic challenges facing survivors
- Training
- Improving collaborative practices
- Writing protocols
- Conflict resolution
- Ongoing education for providers
- System mapping and identifying new partners



### Case Coordination

#### On the ground level

*Addressing the specific needs of individual victims*

A collaborative, multi-disciplinary team meeting to assess and respond to the needs of specific trafficking victims. Case coordination processes are based on the level of urgency affiliated with the client's case.

*Sample topics at case reviews include:*

- Social service needs
- Investigative interview
- Interpersonal support/mentoring
- Safety planning
- Mental health and general health care

#### Emergency Response

*An investigative multidisciplinary review of a specific case to address immediate needs of a victim and provide urgent interventions.*

#### Ongoing Case Review

*A multidisciplinary team meeting that occurs regularly to assess one or more cases for service needs, investigative updates, and referral opportunities.*



## HISTORY OF CARE COORDINATION IN LOUISIANA

Louisiana has taken steps over the last decade to study its anti-human trafficking efforts statewide and to improve its efforts through prevention education, protection for survivors, prosecution of perpetrators, and partnerships with community providers.

### ● **2017: Laying the Groundwork for Statewide Reform**

In response to growing concern about child trafficking in Louisiana, the Louisiana Governor's Office, with support from the National Criminal Justice Training Center (NCJTC), hosted nine *Regional Community Response to Human Trafficking Symposiums* (November 2017–March 2018). These convenings revealed critical gaps in victim identification, community awareness, and the need for a coordinated multidisciplinary response (MDT).

### ● **2018–2020: Launch of the Louisiana Child & Youth Trafficking Collaborative**

The Governor's Office was awarded the *Improving Outcomes for Child and Youth Victims of Human Trafficking* ("Improving Outcomes") grant program, funded by the Office for Victims of Crime (OVC). With \$1.6 million in federal funding, the Louisiana Child and Youth Trafficking Collaborative (LCYTC) was formally launched as a multi-year, statewide initiative to build a multidisciplinary team (MDT) model to enhance coordination of services for minor victims of human trafficking in Louisiana. This initiative was administered by the Louisiana Governor's Office in partnership with the Louisiana Alliance of Children's Advocacy Centers (LACAC), catalyzing unprecedented collaboration across state agencies, service providers, and law enforcement.

### ● **2021: Advancing a Statewide Vision for Survivor Care**

In 2021, Act 352 established the Office of Human Trafficking Prevention (OHTP), Louisiana's first entity solely dedicated to addressing and preventing human trafficking. Located within the Governor's Office, the OHTP develops, implements, and coordinates statewide programs and initiatives aimed at combating human trafficking in Louisiana.

Also, in 2021, the Louisiana Governor's Office was awarded a second round of *Improving Outcomes* funding to establish the Care Coordination Model and to improve the identification of labor and familial trafficking. Care Coordination Teams were formalized across the ten CACs and expanded to integrate emergency investigative response and community-based advisory teams. Furthermore, the grant enabled the creation of the state's first curricula on Labor Trafficking and Familial Trafficking and a new child and youth labor trafficking identification tool.

*Continued next page.*

## ● 2022–2023: Legislative Milestone and Enhancing Statewide Response

The Louisiana Legislature passed Act 662 in the 2022 Regular Legislative Session. Act 662 provides state funding for care coordination and victim advocacy services. Unbound Now and BCFS Common Thread provide advocacy services to all youth, ages 17 and younger, who are confirmed victims of sex trafficking. Advocates work alongside Care Coordination Teams to provide youth survivors with individualized support, crisis intervention, basic needs assistance, and more.

Act 662 also established a uniform statewide referral and response system for child sex trafficking cases, requiring all such reports to be made to the Department of Children and Family Services (DCFS), regardless of parental or caretaker culpability. Effective January 1, 2023, this legislative change strengthened the role of care coordination and streamlined referrals through a unified statewide system, reinforcing the model's core principle: no wrong door for victims.

## ● 2024 and Beyond: Sustainability, Replication, and Innovation

By the beginning of 2024, Care Coordination services were active in all 10 CAC regions for approximately five years. In 2024, 17 Regional Care Coordinators responded to over 2,300 referrals for suspected and confirmed cases of human trafficking. Regional Care Coordinators facilitated more than 1,300 Care Coordination meetings, 971 Emergency Response Staffings, and 49 regional Advisory Team meetings.

Louisiana continues to strengthen and expand its efforts in several key areas. First, state leaders are deepening their commitment to collaboration. In 2024, state leadership reimagined the Louisiana Child and Youth Trafficking Collaborative (LCYTC)—which evolved from a time-limited, grant-funded project to a statutorily-required human trafficking response as outlined in Act 662—to be the **Louisiana Human Trafficking Collaborative**, a partnership between the Governor's Office of Human Trafficking Prevention, DCFS, Louisiana Alliance of Children's Advocacy Services, Unbound Now, BCFS Common Thread, and Louisiana State Police. Leadership from these agencies now participate in monthly case reviews to provide tailored recommendations for particularly challenging cases. Second, the state is pioneering strategies to improve the investigation and prosecution of human trafficking cases in the state. Louisiana created **new Human Trafficking Investigative Specialists**, located at the Louisiana State Police who are now responsible for streamlining the process for vetting human trafficking allegations and providing technical assistance and analytical support to local jurisdictions. Finally, the Office of Human Trafficking Prevention is developing a **new screening tool** to improve the systematic identification of child sex trafficking victims, set to be released in Fall 2025.

These efforts not only enhance the state's own response infrastructure, but position Louisiana as a national model—offering both a replicable roadmap and technical assistance to other states seeking to implement a statewide model of care.

## ROADMAP FRAMEWORK

The Care Coordination Roadmap is designed to assist state and community leaders in assessing, building, and expanding a statewide multidisciplinary model of care. The Louisiana Care Coordination Model mobilizes top-down leadership and support to strengthen community-based responses to child/youth trafficking. Successful adoption of a care coordination service model requires multidisciplinary buy-in at both the state and local levels. For this reason, the Roadmap is divided into two key sections tailored to the distinct audiences involved in implementation:

**Strategic Program Development:** This section provides practical guidance for state leaders on establishing a robust foundation for a statewide model of care coordination. The section emphasizes the importance of a shared vision, interagency collaboration, and the necessary infrastructure to scale and institutionalize the model.

*Audience:* State government leaders, coalition leaders, executive directors, and other decisionmakers holding state or regional leadership roles.

**Program Implementation:** Aimed at community leaders and service providers, this section addresses the essential elements of care coordination and provides a framework for communities to develop and strengthen their anti-trafficking response.

*Audience:* Regional Care Coordinators, Care Coordination Teams, community leaders, direct service providers, police chief and sheriffs, district attorneys, and more.

Within each section, there are **four progressive stages of development** designed to guide state and community efforts from early planning through full implementation and long-term sustainability.

**Stage 1 - Foundation:** This stage initiates the first-level operations of care coordination by developing shared goals and strategic plans for service delivery. It includes defining mission and vision statements, building a coalition of partners, and initiating foundational practices for successful implementation.

**Stage 2 - Implementation:** This stage operationalizes the most essential care coordination practices by providing guidance for implementing protocols, launching service delivery, and strengthening partnerships.

**Stage 3 - Expanding Capacity:** This stage strengthens and expands care coordination through knowledge management, enhanced crisis response, and targeted efforts to address service gaps.

**Stage 4 - Sustainability:** This stage builds long-term infrastructure for the model's success by securing stable funding, implementing onboarding and knowledge-sharing systems, conducting evaluations, and embedding care coordination into existing institutional frameworks to ensure resilience beyond individual personnel.

Each organization may find itself at a different point along this continuum, depending on its current infrastructure, partnerships, and regional context. The stages are deliberately broad to allow flexibility and relevance across diverse jurisdictions and stakeholder environments. Evaluation tools are included at the end of this report to help teams assess their current standing and identify targeted strategies for moving forward. To make the framework actionable and relatable, each section includes examples or scenarios drawn from Louisiana's Care Coordination Model. These context-specific illustrations aim to bring the abstract into focus and offer guidance for adaptation in other states or regions.



# STRATEGIC PROGRAM DEVELOPMENT FOR A STATEWIDE MODEL

A statewide response to child and youth trafficking requires strong leadership and coordination before implementation begins. This section provides state government and nonprofit leaders with the foundational steps to launch a strategic, statewide service model for child and youth victims of trafficking.

## STAGE 1: FOUNDATION (GETTING STARTED)

### Convene State Leaders

Form a dedicated team to guide the development and implementation of the initiative by clarifying its mission, vision, and strategic priorities. The partnership should be formalized with an MOU or other agreement that clearly outlines the purpose and the responsibilities of each partner organization.

#### Guiding Questions:

- Who is currently championing anti-trafficking work in our state?
- Which agencies or organizations must be involved for this initiative to succeed (e.g., child welfare, state law enforcement, governor's or attorney general's office, child advocacy centers, domestic violence coalitions)?
- How can we balance institutional authority with grassroots knowledge and lived experience?

### STATE-LEVEL COALITIONBUILDING IN LOUISIANA

Beginning around 2016, a coalition of state leaders—including representatives from the Office of the Governor, the Louisiana Department of Children and Family Services, Child Advocacy Centers, and victim service nonprofits—began informally planning a coordinated statewide response to human trafficking. In 2017, the Louisiana Legislature created the Human Trafficking Prevention Commission and Advisory Board to increase coordination among public and private programs, strengthen prevention and intervention services, and make recommendations to the Governor and Legislature.

In addition to the work of the Commission and Advisory Board, the Louisiana Human Trafficking Collaborative is a formal partnership between the Governor's Office of Human Trafficking Prevention, Department of Children and Family Services, Louisiana Alliance of Children's Advocacy Services, Advocacy Services, and Louisiana State Police to guide implementation of the state's child and youth trafficking response, as outlined in [Act 662](#) (2022 Louisiana Legislative Regular Session).

## Review State and Federal Law

Complete a thorough analysis of existing human trafficking statutes, including definitions of human trafficking, mandated reporting requirements, confidentiality and information sharing, victim rights, and other victim protections.

### Guiding Questions:

- Does your state’s statutes define human trafficking as a form of child abuse?
- Does your child welfare agency investigate all reports of alleged child trafficking?
- What are the requirements of mandatory reporting?
- Are multi-disciplinary teams defined in state law?

### CHILD WELFARE RESPONSE IN LOUISIANA

In Louisiana, the Department of Children and Family Services investigates child abuse, including human trafficking, whenever a parent or caretaker is the alleged perpetrator. However, mandatory reporters are required by law to report all allegations of child trafficking, regardless of parental or caretaker culpability. Louisiana’s mandatory reporting requirements are outlined in Louisiana [Children’s Code art. 610](#).

## Regional Assessment & Resource Mapping

Complete a comprehensive assessment to understand the current landscape of services. Consider regional and community differences that shape human trafficking dynamics and community responses. Identify both geographic and programmatic gaps.

### Guiding Questions:

- What services currently exist across the state to address human trafficking, and who provides them?
- Are these services tailored to different forms of trafficking (e.g., labor vs. sex trafficking, adult vs. minor survivors)?
- How do services vary by region or community? Are there “service deserts”—geographic areas where survivors of human trafficking have limited or no access to support services?
- What data is available—and what’s missing—to accurately assess human trafficking in your state and across regions?

### REPORT & REGIONAL ANALYSES OF LOUISIANA

From November 2017–March 2018, with funding from the National Criminal Justice Training Center (NCJTC), the Louisiana Governor’s Office held a series of nine *Regional Community Response to Human Trafficking Symposiums*. The findings identified gaps in victim identification and the need for regional multidisciplinary responses. [View the report and regional analyses here.](#)

## Identify Consistent Funding Sources

Develop a comprehensive funding strategy to fund the program. Federal grant programs can provide short-term funding to build a new program and fund dedicated staff positions. State leaders should also identify diverse funding streams, such as grant funding, state appropriations, private foundation support, and local government contributions, to sustain the program.

### Guiding Questions:

- How do organizations in our state currently fund their work?
- Which federal grant programs are available to support the initial development of new programs and dedicated staff positions?
- What potential state or private foundation funding exists?

### FUNDING LOUISIANA'S CARE COORDINATION MODEL

Following the regional symposiums, the Louisiana Governor's Office was awarded the Office of Victims of Crime's (OVC) *Improving Outcomes for Child and Youth Victims of Human Trafficking* federal grant in 2018. This award marked the first major, coordinated investment in addressing child trafficking in the state of Louisiana. In partnership with the Louisiana Alliance of Children's Advocacy Centers (LACAC), ten Children's Advocacy Centers (CACs) across Louisiana hired specialized staff to develop human trafficking-specific multi-disciplinary teams, covering each parish of the state. The *Improving Outcomes* grant was awarded to the Louisiana Governor's Office again in 2021. In 2022, the Louisiana Legislature fully funded the Care Coordination Model, transitioning this funding away from federal grants, and expanded the number of Regional Care Coordinators to 17 across ten regions, covering all 64 parishes in Louisiana.

## Strategic Planning for Program Development

Establish program goals—measurable, mission-aligned objectives and deliverables that prioritize survivor outcomes—and a budget to support these goals. Strategic planning is a process that requires regular review to address evolving challenges or to expand on program goals.

### SMART Goals

SMART Goals is a framework to guide strategic program planning and execution through specific, measurable, achievable, relevant, and time-bound objectives. [Learn more about the SMART framework and to download worksheets here.](#)

### STRATEGIC PLANNING IN LOUISIANA

Louisiana's first *Improving Outcomes* project identified the following four goals.

- **Goal 1:** Reduce child and youth sex and labor trafficking in Louisiana.  
*Key Deliverable:* Identify a minimum of 72 child and/or youth human trafficking victims across the state each year.
- **Goal 2:** Strengthen identification of Louisiana children and youth at risk for sex and labor trafficking.  
*Key Deliverable:* Implement a screening tool across a minimum of 18 agencies statewide.
- **Goal 3:** Develop a strong collaborative statewide network of coordinated local multi-disciplinary teams.  
*Key Deliverable:* Establish human trafficking multi-disciplinary teams in all 9 regions of the state.
- **Goal 4:** Implement a comprehensive service system that supports the immediate and future health and well-being of child and youth victims of sex and labor trafficking.  
*Key Deliverable:* Provide case management by Regional Care Coordinators for a minimum of 72 child and youth victims of sex and labor trafficking; Create a Survivor Advisory Council and facilitate a minimum of 5 meetings over the course of the three-year period.

Since 2018, the goals of Care Coordination have expanded to reflect current practice, a deeper integration of child-serving systems, and a focus on long-term impact.



## Lived Experience Expert Involvement

Proactively identify and create opportunities to engage and hire survivor leaders/lived experience experts as integral partners in program development, training, and evaluation. Determine a budget for lived experience experts to ensure that they are being equitably compensated and meaningfully involved in shaping policies, protocols, curricula, and strategic decisions.

### Lived Experience Expert Resources

Engaging survivors and lived experience experts should be undertaken thoughtfully and in alignment with established best practices. For resources on lived experience expert engagement and professional development:

- The National Survivor Network has a number of resources to assist organizations ethically engage and hire lived-experience experts and survivors. Please visit [nationalsurvivornetwork.org](https://nationalsurvivornetwork.org) to review.
- Rebecca Bender's Elevate Academy is an online program that serves survivors of human trafficking by focusing on professional development and economic empowerment! Learn more at [rebeccabenderinitiative.org/elevate-academy](https://rebeccabenderinitiative.org/elevate-academy).
- Oregon's Trafficking Response and Intervention Program "Engaging with Lived Experience Experts" provides a trauma-informed process for working with lived experience experts from a state agency perspective. [Download the report here.](#)

### LIVED EXPERIENCE EXPERT RESOURCES

Louisiana established a *Survivor Advisory Council* in 2019 to guide and evaluate statewide anti-trafficking efforts. The Survivor Advisory Council played a vital role in shaping a standardized training curriculum, training Regional Care Coordinators and program staff, and overseeing the development of human trafficking multi-disciplinary teams. Their lived experience and expertise were central to ensuring that services were victim-centered and trauma-informed. The formation of the Survivor Advisory Council and compensation for its members were a key component of the project's strategic plan.

## STAGE 2: IMPLEMENTATION

### Care Coordination Hiring & Onboarding

Hire regional staff to facilitate the Care Coordination Model in their community. It is imperative that each coordinator is local to their regional position, as local community context is crucial to the role's success. Centralized leadership should create a uniform job description that clearly outlines the roles and responsibilities of each position. An onboarding and ongoing performance evaluation process should be developed to support new hires and strengthen their skills.

#### What Is a Care Coordinator?

Regional Care Coordinators are responsible for the facilitation of care coordination within a specified region. Care Coordinators serve as liaisons between law enforcement, judicial partners, and victim service organizations in their community, working to strengthen and enhance the multi-disciplinary response to child and youth trafficking.

A Care Coordinator is like the conductor of an orchestra or the coxswain of a rowing team. In other words, they are central to the success of their respective teams because they bring together the different members and ensure that they're moving together toward a common goal!

#### CARE COORDINATOR TASKS AND CORE COMPETENCIES:

- Plan, organize, and facilitate case coordination and advisory team meetings
- Build and sustain partnerships with law enforcement, service providers, and government agencies
- Ensure that activities related to case coordination case staffings are completed in a timely, victim-centered manner
- Facilitate and maintain communication between community partners
- Maintain team cohesion and address conflict management
- Be a human trafficking expert available to consult and support community organizations

Leadership should look for candidates with a background in child- or victim-serving agencies, experience working on multidisciplinary teams, or community organizing. Core competencies and skills prioritized by Louisiana include: strong oral and written communication skills, trauma-informed approaches, meeting facilitation, conflict resolution, and multidisciplinary collaboration.

### Protocol Guidelines

Centralized leadership should develop and provide minimum components of a protocol to ensure consistency in service delivery across the state. Review policy statements required by law or your agency, including regarding multidisciplinary teams, mandatory reporting, and child abuse. Provide guidance on the development of Care Coordination Teams, including meeting structures, emergency response time, and service planning.

#### Recommended Policy Statements

- Confidentiality
- Information Sharing
- Partnership Agreements
- Consent for Services
- Language Policy
- Mandatory Reporting
- Data Collection

Review the next section on [Program Implementation](#) for a discussion on minimum standards of protocol development, meeting structures, and more in Louisiana.

## Case Management and Organization

Provide Care Coordinators and Care Coordination Teams with template documents for case notes, service planning, meeting agendas, data collection, and related documents to promote consistent workflows and maintain consistency across regions. Consider adopting a centralized case management system that enables secure sharing of case information across regions and Care Coordination Teams. If your funding mechanism requires specific data to be collected for grant reporting purposes (e.g., a specific way of reporting on programmatic activities), develop data templates accordingly.

## Child Welfare Response

Review child welfare's processes for allegations of child abuse or child trafficking, in order to align services with child welfare response. Build strong partnerships with state and local child welfare offices. Support local child protection workers through targeted training and technical assistance.

### LOUISIANA DCFS HUMAN TRAFFICKING SERVICES

The Louisiana Department of Children and Family Services has a Child Welfare Human Trafficking Services team, which employs regional Human Trafficking Consultants to provide support and technical assistance to local workers. Human Trafficking Consultants also participate in regional Care Coordination Teams.

## Investigations and Prosecutions

Identify local, state, and federal law enforcement jurisdictions with expertise in human trafficking and child abuse. Collaborate with law enforcement partners for training local jurisdictions. Work with prosecutors to develop a framework for proactive investigations that prioritize both victim services and justice outcomes.

### PROACTIVE INVESTIGATIONS DEFINED

Proactive investigation involves law enforcement actively identifying and pursuing trafficking cases through intelligence gathering, community partnerships, and coordinated operations, rather than solely responding to reported incidents. This approach emphasizes prevention and early intervention while maintaining a victim-centered focus.

## STAGE 3: ENHANCING CAPACITY

### Professional Development

Assess the training needs of Regional Care Coordinators and establish professional development requirements to maintain training quality standards, current knowledge of trafficking trends, training techniques, and survivor-informed approaches. Create a centralized, online knowledge management and resource center for Care Coordinators. Create peer learning networks among coordinators.

#### CARE COORDINATION ROUNDTABLES

Louisiana's Care Coordination Roundtable is a monthly virtual meeting of Care Coordinators and program staff to review program updates, discuss challenges, and/or learn from guest speakers on emerging issues, intervention strategies, and other relevant topics.

### Service Expansion

Assess gaps in identification and services across regions and communities. Create programs and/or processes to support identification of new victim populations and increase access to services. This may include the development of specialized screening tools, training curriculums, outreach materials, or coalition-building with new partners to address gaps.

#### LOUISIANA CHILD AND YOUTH LABOR TRAFFICKING IDENTIFICATION TOOL

To improve Louisiana's labor trafficking response, program staff developed a screening tool and training on labor trafficking. The Louisiana Child and Youth Labor Trafficking Identification Tool assesses the presence of research-based indicators associated with labor trafficking among children and youth and identifies next steps for further monitoring, assessment, and/or reporting.

### Training & Education for Partners

Assess regional training needs and identify knowledge gaps among community partners, professionals, and vulnerable populations to prioritize outreach efforts. Establish standardized training materials and resources that have been developed, reviewed, and approved by local, state, and national experts, including survivors.

#### LOUISIANA STANDARDIZED TRAINING CURRICULA

The Louisiana Office of Human Trafficking Prevention has developed three standardized training curricula: (1) Human Trafficking 101, (2) Labor Trafficking, and (3) Familial Trafficking. All Care Coordinators are certified as trainers in the curriculum and deploy the training in their communities. Trainers are certified by attending a Train-the-Trainer program and completing a certification process.

### Screening Guidelines

Assess current screening practices and gaps among partners. Identify evidence-based screening or identification tool(s). Establish and implement clear processes for partners and community organizations to screen youth for human trafficking. Implement data tracking systems that monitor screening rates, identification outcomes, and risk indicators across agencies and communities.

#### SCREENING IN LOUISIANA

Louisiana utilizes Lighthouse, an online software platform, to screen youth and track trends. In 2024, Louisiana users completed 2,359 screenings. Learn more about Louisiana's Identification Tools under [Screening](#).

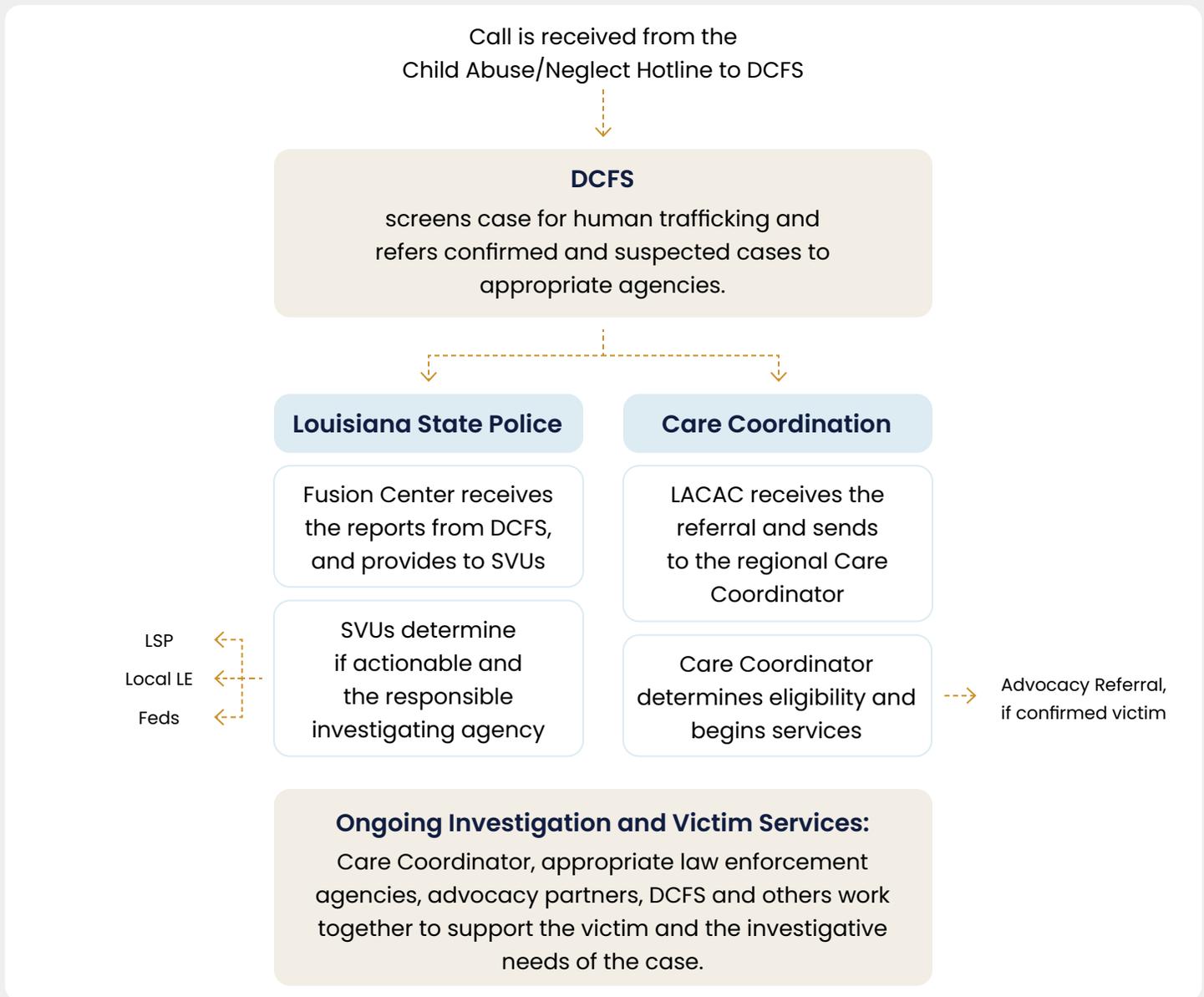
## Uniform Referral & Reporting System

Develop a statewide reporting system (or tipline) to streamline reporting of child trafficking and to activate Care Coordination Service Response when a report is made.

### LOUISIANA'S ONE-POINT-OF-ENTRY REPORTING SYSTEM

In Louisiana, mandated reporters and the general public must call the DCFS Child Abuse/Neglect Hotline at 1-855-4LA-KIDS (1-855-452-5437) to report allegations of child trafficking. If the report includes allegations that the child/youth's parent or caretaker is involved in a trafficking situation or another form of abuse/neglect, DCFS will investigate the case. Regardless of a child welfare investigation, DCFS refers the reports to Louisiana State Police to investigate and/or distribute to the appropriate law enforcement agency. At the same time, DCFS refers the cases for care coordination services and makes available advocacy services to confirmed victims. Once the report is received by LACAC, it is reviewed and sent to the appropriate Care Coordination Team for emergency response.

The following flow chart demonstrates Louisiana's one-point-of-entry referral process for reporting allegations of child trafficking.



## STAGE 4: SUSTAINABILITY

### Data Analysis and Assessment

Identify key performance measures. Aggregate and analyze data on a regular basis, reviewing and consolidating information to identify state-level trends and barriers. Produce public-facing reports for state leaders, synthesizing key data, trends, and illustrative examples that highlight system strengths, gaps in services, and innovative practices.

#### LOUISIANA ANNUAL DATA REPORT

The Louisiana Office of Human Trafficking Prevention produces an annual data report on human trafficking victim services, arrests, prosecutions, hotline data, illicit massage businesses, and more. The report is required by law and must be submitted to the Governor and the Legislature (see La. R.S. 46:2161-1.1).

### Evaluation Strategy

Determine whether an external evaluator is needed to complete evaluations (such as if required by a federal grant) or whether internal evaluation capacity is sufficient. Assess evaluation needs and scope by reviewing program goals, stakeholder requirements, and available resources. Design and implement a comprehensive evaluation plan that captures quantitative metrics and qualitative indicators measuring program effectiveness and survivor outcomes.

#### PURPOSE OF PROGRAM EVALUATION

The purpose of program evaluation is to equip agency leaders with qualitative and quantitative data to improve program performance. The findings of program evaluation can be used to assess effectiveness of services and client outcomes, identify strengths and weaknesses, and ultimately inform program improvements.

### Sustainable Knowledge Transfer

Develop processes for publishing findings in peer-reviewed journals and presenting at professional conferences to build program credibility, support broader field development, and contribute to the anti-trafficking knowledge base. Create comprehensive project documentation and knowledge transfer systems, including written evaluation reports, presentation materials, and implementation guides that ensure evaluation findings inform future program development and support model replication in other communities.

#### FAMILIAL TRAFFICKING

In 2023 the Louisiana Improving Outcomes team joined RTI International, OVC, the Oregon Improving Outcomes team, and the Kentucky Improving Outcomes team at the National NCA Conference in Huntsville, AL, to present on state responses to familial trafficking. At that conference, the panelists from Louisiana shared how their local CACs respond to cases of familial trafficking, and they shared information about the statewide familial trafficking curriculum and train-the-trainer model. This is just one example of how Louisiana's Care Coordination Model is benefiting survivors around the United States.

### Sustainable Funding

Secure diverse, long-term funding streams to sustain the program. Demonstrate measurable impact of the program to support the long-term continuity and/or expansion of child trafficking services.



## **PROGRAM IMPLEMENTATION FOR CARE COORDINATION**

This section examines the development and implementation of Regional Care Coordination services, which are facilitated by “Regional Care Coordinators” and carried out by “Care Coordination Teams.” Care Coordination Teams refer to the group of professionals from various disciplines who work collaboratively to investigate, respond to, and provide support services to minor victims of suspected or confirmed trafficking. Care Coordination comprises two distinct components: case coordination and advisory teams. The first section outlines case coordination (or case review) operations. Case coordination refers to a multidisciplinary team (MDT) meeting to assess and respond to the needs of specific trafficking victims’ cases. The second section discusses Advisory Team and Community Collaboration as a key pillar of the Care Coordination Model. Advisory Teams strengthen system-level and partner engagement, while community outreach and training activities build community capacity for trafficking identification and prevention.

# CASE COORDINATION

## Team Membership

Identify and formalize partnerships with key community stakeholders to establish your Care Coordination Team.

### STAGE 1: FOUNDATION

#### **Map community resources and identify key stakeholders.**

Each Care Coordination Team should determine the partners that make up the team's core membership. At minimum, a Care Coordination Team should be composed of a Regional Care Coordinator, local and state law enforcement, child welfare agency, and a victim advocate.

#### **Convene key stakeholders in an initial meeting to discuss the Care Coordination Model and obtain buy-in.**

The initial meeting should convene agency heads, responsible for signing partnership agreements, along with essential staff, who will participate in Care Coordination Team meetings.

#### **Formalize a Care Coordination Team with a Memorandum of Understanding (MOU) and a comprehensive protocol.**

A Memorandum of Understanding (MOU), or other similar agreement, is a voluntary agreement between two or more parties that outlines the relationship between them and defines their shared goals. MOUs should delineate the roles, responsibilities, and services of each partner.

### STAGE 2: IMPLEMENTATION

#### **Track the participation of members in Case Coordination meetings and assess member involvement.**

Establishing accountability measures and attendance expectations ensures consistent participation while accommodating legitimate scheduling conflicts and agency constraints. Members should participate consistently and in conformity with their roles and responsibilities. Where participation is inconsistent, Care Coordinators should take steps to address the issue promptly.

#### **Establish consistent procedures for team members who miss meetings.**

These procedures may include advance notice of absence, designation of a replacement representative, and follow-up briefings to ensure the absent team member stays informed.

#### **Maintain updated membership and partner databases.**

Tracking members and partners may consist of a simple spreadsheet or be embedded within a case management system.

#### **Identify opportunities to build trust and connection among partners.**

Encourage sharing successes and challenges openly to build trust and minimize conflict.

### STAGE 3: EXPANDING CAPACITY

#### **Develop a protocol and training for onboarding new team members.**

Onboarding may include: an overview of the team protocols, meeting procedures, confidentiality and information sharing policies, and/or a training requirement.

#### **Design and implement a process to include additional partners for specific cases or service needs.**

When appropriate, a provider can be included in the meeting to discuss a particular case, provided that strict confidentiality protocols are upheld.

#### **Expand the number of partner organizations.**

Include new partnerships with organizations serving high-risk populations that may not traditionally be connected to anti-trafficking efforts. Examples: homelessness coalitions, labor rights groups, English Language Learner (ELL) organizations, youth mentorship programs.

### STAGE 4: SUSTAINABILITY

#### **Assess and review MOUs annually to ensure they reflect changes in team membership, service scope, legal requirements, or operational procedures.**

#### **Systematize organizational learning and institutional knowledge by developing a resource library for team members.**

The library may include team protocols, member directory, best practice resources, awareness materials, regional data, and more.

***“Effective multidisciplinary teamwork requires a high level of trust built over time through collaborative work; honest, respectful communication; and a shared understanding that each member plays a unique and important role on the team.”***

Albright, Erin. “Multidisciplinary Collaborative Model for Anti-Human Trafficking Task Forces: Development and Operational Roadmap.” (2020).

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### **COMMUNITY RESOURCE MAPPING**

To guide community resource mapping, please review Futures Without Violence’s [Community Resource Mapping Toolkit: Supporting the Needs of Survivors of Human Trafficking, Domestic Violence, and Sexual Assault](#). This Toolkit can aid anti-human trafficking community collaborations to: a) recognize the needs of survivors; b) discern internal individual and organizational capacity and resources; c) identify community-based services, resources, point persons, and gaps to support survivors; and d) explore opportunities to improve services through collaboration strategies.

### **SAMPLE TEAM MEMBERS AND RESPONSIBILITIES**

In addition to the core team, it is also recommended that teams consist of District Attorney’s, medical provider (such as a Sexual Assault Nurse Examiner), forensic interviewer, and other representatives of the child advocacy center (such as a therapist or family advocate). Depending on the case, additional members may include: juvenile justice, community organizations, survivor consultants, youth representatives, behavioral health providers, or other representatives that the team deems necessary.

#### **Care Coordinator**

- Coordinates and oversees the Care Coordination Team and Advisory Team.
- Ensures team members remain in compliance with protocol and policies.
- Tracks and manages the case coordination caseload and monitors care plans.
- Receives and responds to new case referrals for consideration by the team.

#### **Victim Advocate**

- Provides relational advocacy, direct services, and crisis response to youth victims, meeting eligibility requirements.
- Acts as a liaison between Care Coordination Teams and victims (clients).
- Protects and promotes victims’ interests and right to confidentiality.

#### **Law Enforcement**

- Investigates allegations into child trafficking.
- Provides pertinent case information and updates into investigations, as needed.
- Updates the team on changes in law or local ordinances.

#### **Prosecutors**

- Provides updates on case progress and disposition.
- Educate the team of prosecutorial practices, policies, and legal definitions.
- Works alongside law enforcement and service providers to promote victim cooperation and stabilization.

#### **Sexual Assault Nurse Examiner**

- Performs necessary medical exams, including forensic evidence collection.
- Educates the team on pertinent medical conditions and/or conditions to promote physical health of the victim.

#### **Mental Health Professionals**

- Offers client-specific and trauma-informed therapies to survivors and provides updates, as pertinent.
- Educates the team about posttraumatic stress disorder (PTSD), trauma bonds, depression, anxiety, and other common mental health diagnoses.

# Protocol Development

Design comprehensive operational protocols to ensure effective service delivery.

## STAGE 1: FOUNDATION

**Facilitate structured discussions with Care Coordination Team members to create a shared vision, mission, and values statement to guide protocol development.**

**Develop protocols in collaboration with Care Coordination Team members that align with the team’s vision, mission, and values.**

Protocols should be signed by every represented agency on the team.

## STAGE 2: IMPLEMENTATION

**Operationalize care coordination protocols and monitor protocol adherence.**

Care Coordinators should monitor protocol adherence to ensure consistent implementation and identify areas for improvement. Coordinators should ensure confidentiality and information sharing policies are strictly upheld.

## STAGE 3: EXPANDING CAPACITY

**Implement regular case reviews to improve adherence to protocols and case outcomes.**

Consider implementing regular case reviews and feedback mechanisms through the Advisory Team.

**Update protocols to incorporate service disruption plans, such as for key staff transition or natural disasters.**

A Service Disruption Plan is a documented strategy outlining how an organization will prepare for, respond to, and recover from interruptions to its services. These disruptions can be caused by various events such as natural disasters, cyberattacks, pandemics, or equipment failures.

**Establish specialized response protocols for cases involving specific populations that may require different safety planning or service coordination approaches.**

Specific populations of interest may include victims of labor trafficking or familial trafficking, missing or runaway youth, or victims who are called to testify in court.

## STAGE 4: SUSTAINABILITY

**Update and renew written protocols annually to accurately reflect current practice.**

Protocol updates should be conducted annually—ideally during an Advisory Team meeting—and should include agency heads in the review and discussion. Following each update, all members should re-sign the protocols to acknowledge and affirm their commitment to the revised procedures.

## Screening, Referrals, and Intake

Establish systematic referral and intake processes with clear eligibility criteria, standardized forms, and defined response timeframes to ensure consistent, process-based case coordination.

### STAGE 1: FOUNDATION

#### **Identify minimum eligibility requirements and response times to facilitate case coordination meetings.**

When a case is referred, Care Coordinators should make an initial assessment of eligibility. At minimum, confirmed and suspected victims of human trafficking are eligible. The method of determining eligibility (i.e., validating human trafficking) should be outlined in the team's protocols.

#### **Develop communication systems that keep all team members informed about new referrals and meeting dates.**

Communication systems may include: emails, phone calls, case management or other messaging platforms.

#### **Determine which screening tool(s) are recommended for use by partners and community organizations.**

Screening tools support the systematic identification of potential trafficking victims and help ensure consistent processes for reporting and making referrals. Consult with state leaders on whether a state-specific or preferred screening tool(s) exists.

### STAGE 2: IMPLEMENTATION

#### **Follow standardized referral procedures, using process-based rather than relationship-based approaches.**

A relationship-based approach is when a partner or stakeholder reaches out to make a referral outside of the determined protocol process, often based on personal or informal connections. Following established protocols ensures all cases are handled fairly and in the same way every time.

#### **Receive referrals from key community partners, including juvenile justice, schools, and tribal agencies.**

Community partners can provide referrals for trafficking cases to Care Coordination Teams. Upon referral, Care Coordinators should ensure mandatory reporting guidelines are followed.

#### **Monitor referral response times and intake efficiency through data tracking systems.**

This can be tracked through simple spreadsheets, case management systems, or regular surveys of team members to understand their perceptions of response times. It is important to assess the factors that cause prolonged response times and address challenges promptly (for example, at an Advisory Team meeting).

#### **Maintain data on referrals and cases not eligible for care coordination.**

A case may be ineligible for care coordination due to inadequate information, age of victim, unverifiable allegations, or victimization that does not involve trafficking. Care Coordinators should utilize consistent processes for case closures, as identified in team protocols.

### STAGE 3: EXPANDING CAPACITY

#### **Increase referrals for all forms of child trafficking from community partners, including juvenile justice, schools, tribal agencies, medical care, and more.**

Assist community partners in victim identification by increasing training, encouraging use of a screening tool, engaging in relationship-building, and supporting agency-wide protocols.

#### **Expand screening implementation across all partner agencies and community organizations.**

Care Coordinators should work with community partners to develop an interagency human trafficking response protocol, which may include screening and assessment procedures to promote early identification of possible victims.

#### **Establish formal protocols for after-hours referrals and crisis response.**

These protocols may designate on-call staff, such as advocates, to notify team members of new cases and initiate urgent response planning during a crisis case—such as arranging emergency forensic interviews, medical examinations, or basic needs assistance.

### STAGE 4: SUSTAINABILITY

#### **Update and refine referral processes annually based on case outcomes, community feedback, and evolving trafficking scenarios to maintain effectiveness.**

#### **Analyze regional screening data regularly to identify emerging trends, track risk indicators, and inform targeted interventions for at-risk youth populations.**

## **A COMPREHENSIVE PROTOCOL SHOULD ACCOUNT FOR THE FOLLOWING:**

- Vision, mission, and values;
- Roles and responsibilities of each partner agency;
- Case Coordination Processes (Referrals, Eligibility and Intake, Emergency Response Case Coordination, Ongoing Case Coordination, Services Available, Notice of Meetings);
- Policies (Mandatory Reporting, Confidentiality, information sharing, data collection, language, and other policy statements as required by law or identified by the team).

## **GUIDING PRINCIPLES: SAMPLE DEFINITIONS**

**Trauma Informed:** Approaches delivered with an understanding of the vulnerabilities and experiences of trauma survivors. A trauma-informed approach responds by integrating knowledge about trauma into policies, procedures, practices, and settings. Trauma-informed approaches place priority on restoring the survivor’s feelings of safety, choice, and control.

**Survivor-Informed:** A program, policy, intervention, or product that is designed, implemented, and evaluated with intentional leadership and input from lived experience experts to ensure that the program or product accurately represents the needs, interests, and perceptions of the target population.

**Victim-Centered:** Approaches that place the crime victim’s priorities, needs, and interests at the center of the work; providing nonjudgmental assistance, with an emphasis on client self-determination, where appropriate, and assisting victims in making informed choices; ensuring that restoring victims’ feelings of safety and security are a priority and safeguarding against policies and practices that may inadvertently re-traumatize victims; ensuring that victims’ rights, voices, and perspectives are incorporated when developing and implementing system- and community-based efforts that impact crime victims.

**Confidentiality:** The act of protecting (i.e., not disclosing or sharing without consent) private information relating to a person served, established through federal and state statutes and regulations, ethical principles, and program policies.

**Multidisciplinary:** A planned and coordinated program of care involving two or more specializations for the purpose of improving services as a result of their joint contributions.

The above definitions were adapted from the Office of Victims of Crime *Achieving Excellence: Model Standards for Serving Victims & Survivors of Crime* [Glossary](#).

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## **LOUISIANA CHILD AND YOUTH TRAFFICKING IDENTIFICATION TOOLS**

The Office of Human Trafficking Prevention has developed two identification tools: the Louisiana Child and Youth Labor Trafficking Identification Tool (LLTT) and the Louisiana Child and Youth Sex Trafficking Identification Tool (LSTT). The Tools integrate evidence-based and legally relevant indicators of child trafficking to assist child/youth-serving professionals identify possible victims and to provide clear next steps for reporting, service referral, and/or monitoring. The Tools provide a narrative assessment framework and is not an interview tool. The indicators should not be asked directly to the child/youth. A narrative assessment tool is a structured framework to gather and assess information.

RTI International’s Improving Outcomes for Child and Youth Victims of Human Trafficking Training and Technical Assistance developed a Human Trafficking Screening Tool Matrix to help professionals identify screening and assessment tools that improve victim identification. [Download the matrix and learn more here.](#)

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***“The goal of screening is not to arrive at an unambiguous determination of a child’s trafficking status, but to prompt an in-depth assessment of the child’s needs.”***

Perry, David T., Danna Basson, and Hannah Haley. “Universal Screening Makes Exploitation Visible.” West Coast Children’s Clinic (2022).

## Case Coordination Meetings: Emergency Investigative Response

Develop and implement a clear Emergency Investigative Response protocol to expedite the response to investigate and coordinate care for child and youth victims of human trafficking.

### STAGE 1: FOUNDATION

**Incorporate Emergency Response meeting procedures within the Care Coordination Protocol that outlines specific timeframes for response and member participation.**

Tiered timeframes ensure timely coordination, prioritizing the most acute cases first. Cases with active safety concerns should be provided with a rapid response.

**Develop standardized meeting agendas for emergency meetings that prioritize immediate safety planning, medical evaluation, forensic interviews, evidence preservation, and emergency service coordination.**

Suggested meeting topics include: Presentation of victim information, screening results, safety assessment, immediate service plan and emergency service coordination, active investigative priorities, parental/guardian consent, victim status determination, and review of eligibility for continued services.

### STAGE 2: IMPLEMENTATION

**Convene emergency case coordination meetings within the determined timeframe to systematically address both victim safety and investigative integrity.**

**Implement consistent procedures for meetings.**

Establish and follow a clear, repeatable structure for how meetings are planned, conducted, and followed up on. In particular, emergency response meetings should prioritize the emergent needs of the case, eligibility for services, and identify a plan for ongoing service provision.

**Complete case summaries for all meetings using standardized templates that capture critical case information, decisions made, service plans and follow-up actions of each team member.**

Case summaries and service plans should be provided to members within 72-hours of the emergency response meeting. Case summaries should also identify a plan for ongoing consent for services.

### STAGE 3: EXPANDING CAPACITY

**Improve the Care Coordination Team's adherence to response times.**

To improve adherence to emergency response times, coordinators may implement tracking of case staffing response times. This can be achieved by recording the time elapsed from case referral to the holding of emergency response meetings within a case management system or a dedicated spreadsheet. Regular monitoring of this data will help identify patterns or delays, enabling proactive interventions to expedite responses.

**Develop emergency response protocols for missing/runaway and recovered clients.**

Care Coordination Teams should develop service plans for missing or runaway clients that can be activated immediately upon their recovery or reengagement with services.

### STAGE 4: SUSTAINABILITY

**Implement regular team performance reviews that assess collaboration effectiveness, identify barriers to attendance, and review victim outcomes during this initial emergency response.**

The Advisory Team should be responsible for leading performance reviews and identifying solutions to improve the emergency response process.

## Case Coordination Meetings: Ongoing Case Coordination

Implement regular case coordination meetings to monitor and assess care plans, gather investigative updates, and maintain a coordinated multi-agency response.

### STAGE 1: FOUNDATION

**Develop a standardized meeting format and timeline that ensures all team members can provide updates, identify barriers, and coordinate next steps.**

**Create documentation systems and templates to track decisions, action items, and outcome measures.**

Create a procedure for case closures.

**Create a procedure for case closures.**

### STAGE 2: IMPLEMENTATION

**Schedule ongoing case coordination meetings to monitor service plans, assess new service needs, and gather investigative updates.**

Suggested meeting topics include: Updates regarding victim, Forensic Interview Findings (if applicable), Medical Examination Findings (if applicable), Protection issues, Referrals provided to family, Psychological assessment/treatment and other mental health services, Legal and evidentiary issues, Support services, Trial schedule.

**Hold at least one ongoing case coordination meetings per client case, with additional meetings as needed based on case complexity.**

Human trafficking cases are complex and ever-changing. Care Coordinators should strive to facilitate case coordination meetings for at least three staffings following the point of initial referral for at least 50% of cases each year.

**Complete meeting notes and service plans for all meetings using standardized templates and provide to team.**

Complete documentation within 72 hours, tracking service delivery updates from each partner, progress toward established goals, newly identified needs or barriers, and revised action plans with responsible parties.

### STAGE 3: EXPANDING CAPACITY

**Engage in after-action reviews with team members to strengthen the system and identify areas of improvement.**

An after-action review, often referred to as a case review, is a structured process used to evaluate the handling of a case after its resolution. It aims to identify successes, challenges, and areas for improvement to enhance future responses and outcomes.

**Implement meeting schedules that adjust based on case needs.**

For example, more frequent contact during crisis periods, monthly reviews for stable cases, and annual reviews for long-term monitoring.

### STAGE 4: SUSTAINABILITY

**Create annual review processes for case management protocols and documentation systems to ensure continued effectiveness.**

**Implement systematic case closure procedures with debriefing sessions to capture lessons learned and improve service response and investigations.**

**Build institutional knowledge through comprehensive case archives and best practice documentation that supports long-term program continuity.**

In Louisiana, there are two types of case coordination: emergency response coordination and ongoing case coordination.

**Emergency Investigative Response** refers to a multidisciplinary investigative coordination and service planning effort with key agencies to address the immediate and emergent needs of victims and the investigative needs of law enforcement and/or child welfare. In Louisiana, investigative multidisciplinary teams are defined in the Children’s Code art. 507-514. The tiered response times in Louisiana are:

**TIER 1: 0–48 HOURS**

An emergency response meeting within 48 hours is required for cases involving confirmed victims of human trafficking where there is an open law enforcement or DCFS investigation or where the child or youth has an immediate safety concern and requires a crisis response.

**TIER 2: 0–72 HOURS**

Where a child or youth, who is confirmed for human trafficking, is referred to care coordination services and is presumed to be in a safe and stable environment, the emergency response meeting should be scheduled within 72 hours of the case referral. A safe and stable environment includes an environment with supervision and support, where a perpetrator is not accessible to the child in the home, and where the child is not at risk of being exploited or harmed.

**TIER 3: 72 HOURS–7 DAYS**

Cases involving a suspected victim of human trafficking may be scheduled for an emergency response meeting within 7 days of the case referrals. It is recommended that the response time for suspected cases be prioritized based on the apparent safety needs of the child or youth; therefore, a Care Coordinator may determine that a crisis response is needed and schedule an emergency case meeting earlier than 72 hours.

**Ongoing Case Coordination** refers to regular multidisciplinary team meetings that occur on a consistent basis (e.g., weekly, monthly), with frequency tailored to the needs of each individual case. These meetings aim to respond to one or more cases, address client service needs, and address issues related to investigations. The frequency of meetings may increase or decrease depending on the complexity or urgency of the case. Ongoing case coordination requires parental/guardian consent.

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**COMBATTING MEETING FATIGUE**

Early research has found that meeting fatigue is prevalent in employees who participate in video conference meetings over in-person meetings. One study found that meetings held through video conferences are perceived as more exhausting than meeting held through other mediums, and better management and structure within video conference meetings may prevent this exhaustion. Neshor Shoshan, Hadar, and Wilken Wehrt. “Understanding “Zoom fatigue”: A mixed-method approach.” *Applied Psychology* 71, no. 3 (2022): 827–852.

Care Coordinators should strive to organize a mixture of in-person and virtual meetings. When meetings are facilitated virtually, Care Coordinators should adopt consistent meeting procedures. Consistent procedures foster a predictable rhythm that increases efficiency and keeps the team aligned on shared goals. As a result, team members are more likely to perceive meetings as productive, leading to greater participation and clearer outcomes.

# Service Planning and Case Management

Build coordinated service planning systems to address urgent needs and provide services and support for youth and caregivers.

STAGE 1:  
FOUNDATION

**Create standardized service plan templates that guide both emergency responses and ongoing case coordination.**

**Map existing supportive services and resources in the community.**

Services include: housing/placement options, addiction recovery, medical and behavioral health care, job readiness, parenting and pregnancy support, and public benefits.

STAGE 2: IMPLEMENTATION

**Develop individualized service plans for clients and monitor progress.**

Maintain active case monitoring through monthly status reviews and partner check-in calls to ensure accountability and timely service delivery. Service plans should be shared with Team Members, who are provided updates as circumstances and needs evolve.

**Refer cases to advocacy services. Keep consistent communication with victim advocates to stay informed about client circumstances and to adjust service planning to their needs.**

Advocacy is a trust-based, relational model that supports survivors of human trafficking throughout their healing and recovery journey. Advocates provide survivors with individualized support, crisis intervention, basic needs assistance, and more.

**Routinely update service provider databases and agency contact information.**

STAGE 3:  
EXPANDING CAPACITY

**Develop service plans specific to runaway/missing youth and homeless youth.**

**Incorporate feedback from the youth victims and their caretakers into meetings to enhance service delivery.**

Care Coordinators should work with team members to establish a formal feedback mechanism that actively incorporates the voices and preferences of youth and their caregivers in service planning. Incorporating youth voice and choice leads to more personalized, relevant, and effective service plans.

**Provide clients with peer-to-peer survivor mentorship or support group opportunities.**

STAGE 4:  
SUSTAINABILITY

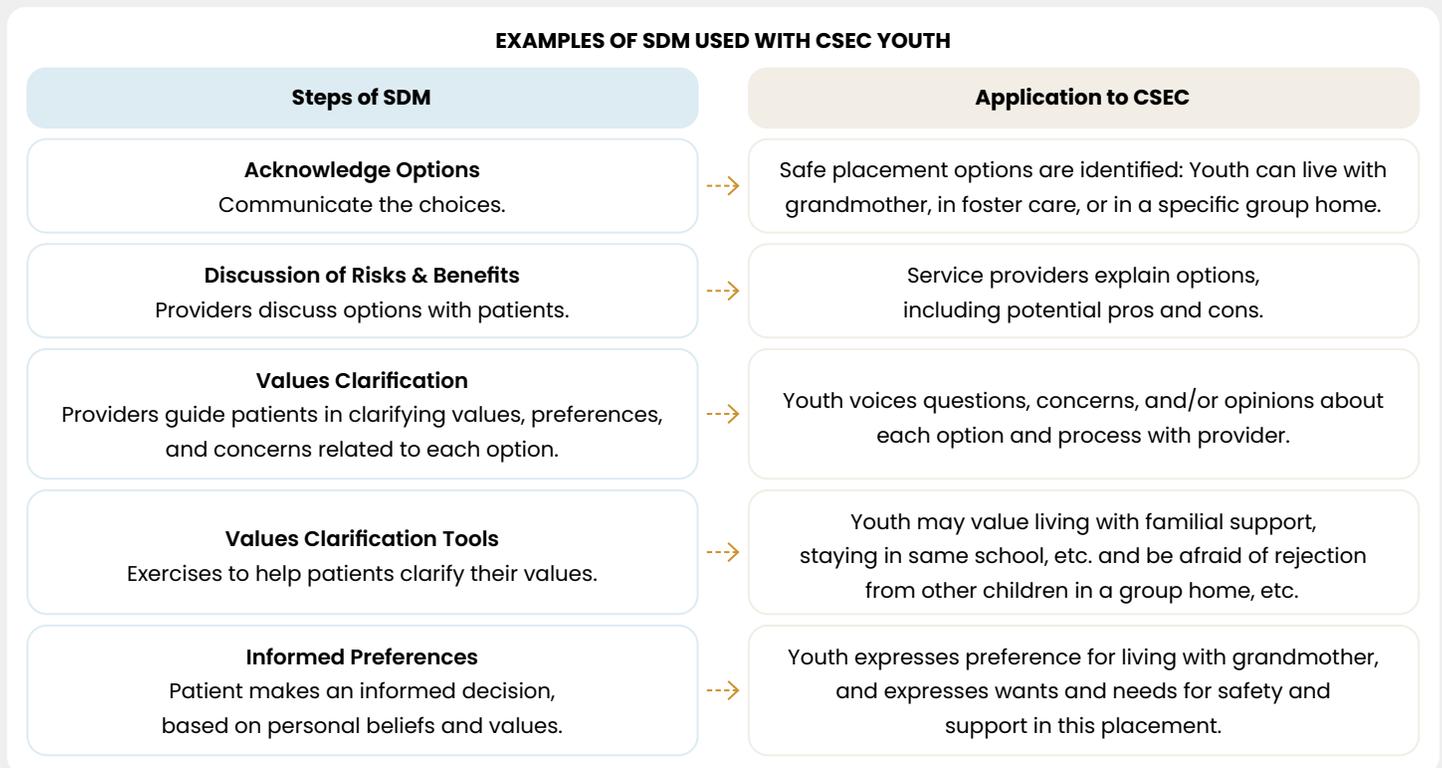
**Track and analyze service outcomes, including the types of services provided, completion of client goals, and duration of engagement.**

Implement regular review processes to analyze the effectiveness of service plans, identify gaps, and inform continuous improvement efforts.

**Maintain and regularly update a database of services, providers, and contacts to streamline referrals for services.**

**YOUTH VOICE AND CHOICE: THE SHARED DECISION MAKING MODEL**

Youth are more likely to engage meaningfully in their care plan if they are included and their preferences respected. Shared Decision Making is a model utilized by medical professionals to promote self-determination in patients. For sexually-exploited or trafficking youth, the Shared Decision Making Model provides a framework for youth to participate in their service provision and/or treatment plans. In situations where equally safe and effective options are available (for example, housing placement), the youth can collaborate with the provider to make an informed decision based on their personal values and goals. This Shared Decision Making graphic provides a recommended structure.



Sahl, S. (2019). Implementing shared decision making with child trafficking survivors. Delta 8.7 The Alliance Knowledge Platform of the United Nations University Centre for Policy Research.

***“Cases should be victim-centered, not victim focused or victim built. Like with sexual assault or domestic violence cases, a strong human trafficking case should not rest entirely on the victim’s statement.”***

Office for Victims of Crime (OVC), Faces of Human Trafficking: The Victim-Centered Case

## Investigations and Prosecutions

Coordinate with local, state, and federal law enforcement and prosecutors to pursue justice for crimes involving the trafficking and exploitation of children and youth.

### STAGE 1: FOUNDATION

**Identify local, state, and federal law enforcement agencies to serve on the Care Coordination Team.**

**Develop information-sharing agreements and communication systems that facilitate coordinated investigations while protecting the confidentiality of victims.**

### STAGE 2: IMPLEMENTATION

**Law enforcement is a key and engaged stakeholder in the Care Coordination Teams.**

**Care Coordination law enforcement partners receive training on human trafficking within their respective units or agencies.**

**Law enforcement partners adhere to care coordination protocols upon the recovery of a child and investigation into human trafficking.**

### STAGE 3: EXPANDING CAPACITY

**Collaborate with law enforcement agencies to develop crisis response protocols upon victim recovery or a proactive operation.**

Care Coordination Team members should be engaged in proactive investigation and crisis response planning, with prosecutors also collaborating directly with law enforcement for operational support.

**Deliver specialized training and technical assistance to law enforcement partners on labor trafficking and familial trafficking identification, investigation techniques, and victim-centered approaches.**

**Increase investigations and prosecutions across all forms of human trafficking by implementing proactive, victim-centered investigation strategies and coordinated multi-agency responses.**

This includes: sex and labor trafficking; familial trafficking and third party non-familial trafficking; and web-based and in-person trafficking.

### STAGE 4: SUSTAINABILITY

**Develop systems to track investigation and prosecution outcomes, identifying factors that contribute to successful cases.**

## HUMAN TRAFFICKING INVESTIGATIONS

Proactive investigation involves law enforcement actively identifying and pursuing trafficking cases through intelligence gathering and coordinated operations, rather than solely responding to reported incidents.

The International Association of Chiefs of Police developed “A Toolkit for Human Trafficking Investigations.” This Toolkit provides practical tools and resources to assist police agencies in building or enhancing their capacity to identify and assist human trafficking victims and conduct investigations using trauma-informed and victim-centered principles. [Download the toolkit here.](#)

# COLLABORATION AND COMMUNITY OUTREACH

## Advisory Team

Establish Regional Advisory Teams to address system-wide issues and opportunities for improvement in community anti-trafficking response.

### STAGE 1: FOUNDATION

**Develop written roles and protocols that clearly define Advisory Team responsibilities, decision-making authority, and meeting procedures.**

Care Coordinators are responsible for coordinating and providing administrative support for Advisory Team meetings. An Advisory Team may elect to create a formal structure, such as appointing a chair or other leadership positions. Advisory Teams may also create subcommittees to support major topics, such as protocol development or education and outreach.

**Identify agency supervisors who will participate in Advisory Team meetings.**

Advisory Team members should include the leadership of the partner agencies such as: Chiefs of Police, Regional Managers, District Attorneys, Executive Directors, and more. Advisory Team members should have policy- and decision-making power to ensure recommendations are integrated into agency practices.

**Determine preferred communication methods (e.g., in-person meetings, email, phone) and establish clear reporting structures between the Advisory Team and the Care Coordination Team.**

### STAGE 2: IMPLEMENTATION

**Conduct regular Advisory Team meetings to address protocol development, training needs, conflict resolution, and continuum of care improvements.**

Advisory Team meetings may address protocol development/review, case review, training needs, conflict resolution, and continuum of care improvements.

**Develop and execute outreach and training plans for stakeholders and the general public on human trafficking awareness and prevention.**

For more information on training and education, see below on [Training and Education for Partners](#).

**Implement guidance and recommendations developed through the Advisory Team to improve Care Coordination processes and protocols.**

The Advisory Team should provide clear, actionable guidance to improve Care Coordination. The Care Coordinator, with support from the Advisory Team, should ensure the recommendations are incorporated and implemented into practice.

### STAGE 3: EXPANDING CAPACITY

**Expand Advisory Team membership to include lived experience experts and community leaders with specialized expertise in areas addressing emerging trafficking trends.**

**Develop systematic processes for incorporating youth survivor voices and community feedback into Advisory Team decision-making**

**Connect with other regional Advisory Teams for knowledge sharing, best practice exchange, and coordinated responses to cross-jurisdictional cases.**

### STAGE 4: SUSTAINABILITY

**Institutionalize Advisory Team functions through formal governance structures and succession planning for leadership continuity.**

This should include transition planning and onboarding of new Advisory Team members.

**Establish ongoing evaluation and quality improvement processes that ensure continuous enhancement of Care Coordination and Advisory Team effectiveness.**

**Engage in advocacy and policy development at local and regional levels.**

Legislative advocacy may be a restriction of funding. Care Coordinators should consult with their agency leadership to understand the scope and limits of advocacy efforts.

## WHAT IS AN ADVISORY TEAM?

Advisory Teams, largely comprised of agency heads and supervisors of partner agencies, address system-wide issues and opportunities for improvement in their community's anti-trafficking response.

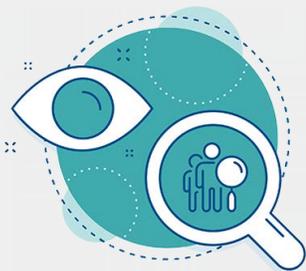
## ADVISORY TEAMS SAMPLE PROCESSES

In Louisiana, Advisory Teams meet at a minimum quarterly (four meetings per year) to address all aspects of the continuous improvement of care coordination processes, including protocol development, training/education, and improvement of the continuum of care for victims. The Advisory Team is responsible for establishing written roles and protocols for their efforts.



### MEMBERSHIP:

Members of the advisory team are typically agency leads of Care Coordination Team members and may include other public leaders that are not involved in case coordination. Advisory team members should primarily be decision-makers or people in positions of authority, who can make changes within organizations and systems.



### CO-FACILITATION:

Advisory teams may be co-facilitated with the existing bodies that do similar work, such as an oversight council of a CAC or regional human trafficking task force. If an advisory team is co-led, the MOU or protocol should explicitly outline the roles and responsibilities of each party.



### FUNCTIONS:

- Writing protocols and review of protocols
- Outreach and awareness
- Conflict resolution
- Ongoing education and training in the community
- Case Review/analysis
- Building relationships and identifying new partners

# Training and Education for Partners

Provide ongoing, role-specific training and education to community stakeholders to improve identification, referral, and trauma-informed response to all forms of child trafficking.

STAGE 1:  
FOUNDATION

**Map target audiences, including community organizations, service providers, or educational institutions, for training in your community.**

**Develop training infrastructure, including curriculums and documentation processes for tracking trainings.**  
Consult with state leaders on whether a state-specific or preferred training curricula exists.

STAGE 2:  
IMPLEMENTATION

**Deliver training sessions to community partners, professionals working with vulnerable populations, and other targeted audiences.**

Training topics include human trafficking, community response, or prevention education. Care Coordinators should strive to deliver at least one training a month.

**Maintain data on training activities, including topic of training, date of training, audience, and sign-in sheets.**

STAGE 3:  
EXPANDING CAPACITY

**Expand training reach to prioritize underserved populations and rural communities through targeted outreach strategies and materials available in multiple languages.**

**Increase training on underidentified forms of trafficking, such as labor trafficking and familial trafficking, and prevention education.**

**Develop specialized training tracks for specific professions or communities.**

Specialized tracks may include law enforcement, healthcare or first responders, hotels and hospitality, among others.

STAGE 4:  
SUSTAINABILITY

**Create train-the-trainer models with community partners to multiply outreach capacity and ensure sustainable knowledge dissemination.**

**Create evaluation surveys and tools to assess effectiveness of training and training delivery.**

## DEVELOPING A TRAINING PLAN

A training plan outlines who requires training, the topics to be covered, and how and when the training will be delivered. These plans can be flexible, serving as roadmaps for training outreach and opportunities over a quarter, six months, or a one-year period. One effective approach is to align the training plan with your community mapping efforts, prioritizing agencies and organizations that fall outside your usual network or that require additional training and support.

## Community Outreach

Establish and implement comprehensive community outreach strategies that engage varied stakeholders through awareness campaigns, educational programming, and partnership development.

### STAGE 1: FOUNDATION

**Identify opportunities to attend existing community events, health fairs, conferences, and public gatherings.**

**Develop and/or compile awareness and outreach materials that provide information on human trafficking and local resource connections.**

Examples: brochures, fact sheets, presentation templates, and educational resources.

### STAGE 2: IMPLEMENTATION

**Execute community outreach activities, including tabling events, information distribution, and awareness campaigns about human trafficking and child abuse.**

Care Coordinators should strive to participate in at least 10 community outreach events annually.

**Facilitate education sessions for partner agencies and community members interested in learning about care coordination services and resources for victims.**

**Deliver targeted outreach to underserved populations, including rural communities and other vulnerable groups.**

### STAGE 3: EXPANDING CAPACITY

**Establish storytelling guidelines and survivor-informed messaging protocols.**

Care Coordinators, and partner organizations, should strive to protect victim privacy while effectively communicating the evidence-based realities of human trafficking. Consider consulting with a lived experience expert to identify victim-centered messaging.

**Develop awareness resources and materials to support families and caregivers.**

**Create a public awareness campaign framework that frames child and youth trafficking issues in ways that resonate with local audiences.**

### STAGE 4: SUSTAINABILITY

**Establish ongoing community partnerships with schools, universities, professional associations, and community organizations to institutionalize trafficking awareness as part of regular educational programming.**

**Develop evaluation and feedback mechanisms to assess community engagement and awareness.**

Surveys, focus groups, or stakeholder interviews may help improve messaging strategies and inform community engagement and outreach.

## DEVELOPING A COMMUNITY OUTREACH STRATEGY

Community outreach is a strategic method of engaging with the public or targeted groups to provide relevant resources, information, and support on a specific topic. Examples of community outreach include: a media campaign during National Human Trafficking Prevention Month, providing information on labor exploitation or labor trafficking to migrant workers, or presenting information on your services at a City Council meeting. For guidance on developing a human trafficking outreach campaign, please review the [Human Trafficking Outreach Toolkit](#) by Project TRUST (Trauma Response to Uplift Survivors of Trafficking) and the U.S. Committee for Refugees and Immigrants.

Available on [humantrafficking.la.gov](http://humantrafficking.la.gov) are two outreach campaigns for Louisiana agencies and providers. The [Louisiana Natural Disasters and Human Trafficking Outreach Toolkit](#) provides awareness materials and messaging on human trafficking following natural disasters. The toolkit includes: awareness flyers; social media messaging and images; a client help card for direct service providers to disseminate; resource lists; and an implementation guide. Furthermore, Louisiana's [Victim Outreach Campaign](#) was created to reach individuals affected by human trafficking and to offer resources and support. The campaign materials address sex trafficking and labor trafficking experiences and are available in English, Spanish, and Vietnamese.



## EVALUATION TOOLS

**Strategic Program Development Assessment Tool:** Assists state and regional leaders in evaluating their current human trafficking response and prioritizing necessary action steps to develop or enhance a Care Coordination Model.

*Audience:* State government leaders, coalition leaders, executive directors, and other decisionmakers holding state or regional leadership roles.

**Program Implementation Evaluation Tool:** Assist Care Coordination Teams and community leaders to evaluate their Care Coordination response and to prioritize necessary action steps to enhance their operations.

*Audience:* Regional Care Coordinators, Care Coordination Teams, community leaders, direct service providers, police chief and sheriffs, district attorneys, and more.

# Louisiana Care Coordination Roadmap

## Strategic Program Development Assessment Tool

Date of Completion: \_\_\_\_\_

This Assessment Tool assists state and regional leaders in evaluating their current human trafficking response and prioritizing necessary action steps to develop or enhance a Care Coordination Model. Used alongside the Louisiana Care Coordination Roadmap (*Roadmap*), it enables state and regional leaders to track progress, identify next steps, and support long-term success. Within the Roadmap, there are four progressive stages of development designed to guide state and community-level efforts from early planning through full implementation and long-term sustainability.

- **Stage 1 - Foundation:** This stage prioritizes creating shared goals and strategic planning for a statewide service model.
- **Stage 2 - Implementation:** This stage operationalizes the most essential care coordination practices by providing guidance for implementing protocols, launching service delivery, and strengthening partnerships.
- **Stage 3 - Expanding Capacity:** This stage strengthens and expands care coordination through knowledge management, enhanced crisis response, and targeted efforts to address service gaps.
- **Stage 4 - Sustainability:** This stage builds long-term infrastructure for the model’s success by securing stable funding, implementing knowledge-sharing systems, and conducting ongoing evaluations.

### To Complete the Tool:

1. **Review each stage** (e.g., 1. Foundation) and associated activities (e.g., Convene State Leaders) against current practice.
2. **Mark each associated activity** with a status of “Not Started,” “In Progress,” or “Fully Achieved.” Your activity status will help you understand where there is room for progress.
3. **Assess your activity status and determine action steps.** Identify your next steps by reviewing which activities have yet to be fully completed.

Status	Guidance
<b>Not Started</b>	No action taken. Use when no policies, practices, or partnerships are in place.
<b>In Progress</b>	Initial steps have been taken but efforts are early or inconsistent. Use when planning has begun or pilots exist, but work is not yet achieved.
<b>Fully Achieved</b>	Well-established and consistent practice. Use when implementation is consistent. <i>Note: Activities categorized as “Fully Achieved” will still require ongoing assessment and maintenance to ensure sustainability.</i>

<b>Stage 1 - Foundation (Getting Started)</b>		<b>Status</b> <i>(Select one per action item)</i>		
<b>Activities</b>	<b>Action Items</b>	<b>Not started</b>	<b>In Progress</b>	<b>Fully Achieved</b>
<b>Convene State Leaders</b>	Form a dedicated team to guide the development and implementation of the initiative			
	Formalize partnership with an MOU or agreement that outlines purpose and responsibilities of each partner			
<b>Review State &amp; Federal Law</b>	Complete a thorough analysis of existing human trafficking statutes			
<b>Regional Assessment &amp; Resource Mapping</b>	Complete a comprehensive assessment to understand the current landscape of services			
	Consider regional and community differences that shape human trafficking dynamics and community responses			
	Identify both geographic and programmatic gaps			
<b>Identify Consistent Funding</b>	Develop a comprehensive funding strategy to fund the program			
	Secure funding for the program			
<b>Strategic Planning for Program Development</b>	Establish program goals, including measurable objectives and deliverables that prioritize survivor outcomes			
	Develop a budget to support these goals			
<b>Survivor Leader Involvement</b>	Engage and hire survivor leaders as integral partners in program development, training, and evaluation			
	Determine a budget for survivor leaders to ensure that they are equitably compensated and meaningfully involved			

<b>Action Steps</b>

<b>Stage 2 - Implementation</b>		<b>Status</b> <i>(Select one per action item)</i>		
<b>Activities</b>	<b>Action Items</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Fully Achieved</b>
<b>Care Coordination Hiring &amp; Onboarding</b>	Create a uniform job description that clearly outlines the roles and responsibilities of the position			
	Develop a hiring, onboarding, and ongoing performance evaluation process			
<b>Protocol Guidelines</b>	Review policy statements required by law or agency			
	Identify the minimum components of a protocol to ensure consistency in service delivery across the state			
<b>Case Management and Organization</b>	Provide template documents to promote consistent workflows and maintain consistency across regions			
	Select and adopt a centralized case management system that enables secure sharing of case information			
	Develop data templates if your funding mechanism requires specific data to be collected for grant reporting purposes			
<b>Child Welfare Response</b>	Review child welfare's processes for allegations of child abuse or child trafficking			
	Build strong partnerships with state and local child welfare offices			
	Support local child protection workers through targeted training and technical assistance			
<b>Investigations and Prosecutions</b>	Identify local, state, and federal law enforcement jurisdictions with expertise in human trafficking and child abuse			
	Collaborate and train local law enforcement partners			
	Work with prosecutors to develop a framework for proactive investigations			

<b>Action Steps</b>

<b>Stage 3 – Enhancing Capacity</b>		<b>Status</b> <i>(Select one per action item)</i>		
<b>Activities</b>	<b>Action Items</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Fully Achieved</b>
<b>Professional Development</b>	Assess the training needs of Regional Care Coordinators			
	Establish professional development requirements			
	Create a centralized, online knowledge management and resource center for Care Coordinators			
	Create peer learning networks among coordinators			
<b>Service Expansion</b>	Review state or regional data to assess gaps in identification and services across communities			
	Create programs/processes to support the identification of new victim populations and increase access to services			
<b>Uniform Referral &amp; Reporting System</b>	Develop a statewide reporting system (or tipline) to streamline reporting of child trafficking			
	Build mechanism to activate Care Coordination services when a report is made			
<b>Screening Guidelines</b>	Assess current screening practices and gaps among partners			
	Identify a screening tool and establish clear processes for partners/community organizations to screen youth			
	Implement data tracking and analysis systems to monitor screening rates, identification outcomes, and risk indicators			
<b>Training &amp; Education for Partners</b>	Assess regional training needs and identify knowledge gaps to prioritize outreach efforts			
	Establish standardized training materials and resources			

<b>Action Steps</b>

<b>Stage 4 - Sustainability</b>		<b>Status</b> <i>(Select one per action item)</i>		
<b>Activities</b>	<b>Action Items</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Fully Achieved</b>
<b>Data Analysis and Assessment</b>	Identify key performance measures			
	Aggregate and analyze data regularly, reviewing and consolidating information to identify trends and barriers			
	Produce regular narrative impact reports, synthesizing key data, trends, and illustrative examples			
<b>Evaluation Strategy</b>	Assess evaluation needs and scope by reviewing program goals, stakeholder requirements, and resources			
	Identify an evaluator, if an evaluator is needed			
	Design and implement a comprehensive evaluation plan			
<b>Sustainable Knowledge Transfer</b>	Develop processes for publishing findings in peer-reviewed journals			
	Present at professional conferences to build program credibility and support broader field development			
	Create comprehensive project documentation and knowledge transfer systems			
<b>Sustainable Funding</b>	Secure diverse, long-term funding streams to sustain the program			

<b>Action Steps</b>				

*For questions on this Tool or the Roadmap, or to adapt this tool for your needs, please email the Louisiana Office of Human Trafficking Prevention at [humantrafficking@la.gov](mailto:humantrafficking@la.gov).*

## Louisiana Care Coordination Roadmap

### Program Implementation for Care Coordination

Date of Completion: \_\_\_\_\_

This Evaluation Tool is a self-assessment tool to assist Care Coordination Teams and community leaders to evaluate their Care Coordination response and to prioritize necessary action steps to enhance their operations. Used alongside the Care Coordination Roadmap (*Roadmap*), Care Coordination Teams can track their progress through each step and determine action steps to move forward, ultimately achieving and sustaining best practices in all stages. It is recommended that Care Coordination Teams complete the evaluation annually. Within the Roadmap, there are four progressive stages of development.

- **Stage 1 - Foundation:** This stage initiates the first-level operations of care coordination by developing shared goals and strategic plans for service delivery.
- **Stage 2 - Implementation:** This stage operationalizes the most essential care coordination practices by providing guidance for implementing protocols, launching service delivery, and strengthening partnerships.
- **Stage 3 - Expanding Capacity:** This stage strengthens and expands care coordination through knowledge management, enhanced crisis response, and targeted efforts to address service gaps.
- **Stage 4 - Sustainability:** This stage builds long-term infrastructure for the model’s success.

#### To Complete the Tool:

Users should complete the tool by checking boxes and completing the self-assessment under each topic. To promote objective evaluation of Care Coordination practices, the stages should be evaluated according to current operations rather than preferred or desired practices.

**Use the following criteria to determine the stage for each topic.**

	<b>Stage 1: Foundation</b>	<b>Stage 2: Implementation</b>	<b>Stage 3: Enhancing Capacity</b>	<b>Stage 4: Sustainability</b>
<b>Assessment</b>	No boxes checked or some boxes checked in stage 1.	All boxes checked in stage 1. Some boxes are checked in Stage 2 or remaining stages.	All boxes checked in stages 1 and 2. Some boxes checked in stages 3 and 4.	All boxes checked across stage 1-3. Some or all boxes are checked in stage 4.
<b>Next Steps</b>	Work towards completing all stage 1 activities.	Work towards completing all stage 2 activities.	Work towards completing all stage 3 activities.	Engage in continuous assessment and sustainability efforts across all stages.

‘Your Stage’ will help you understand where your team currently falls and highlight areas for growth. Based on your stage, identify the action steps or improvements needed to move the team’s progress toward the next stage. After completing the tool, proceed to the Self-Assessment Summary for a review of your assessment.

# CASE COORDINATION

Team Membership	
<b>1</b>	<input type="checkbox"/> Map community resources and identify key stakeholders <input type="checkbox"/> Convene key stakeholders in an initial meeting to discuss the Care Coordination Model <input type="checkbox"/> Formalize a Care Coordination Team with a Memorandum of Understanding (MOU) (or similar agreement) and a comprehensive protocol
<b>2</b>	<input type="checkbox"/> Track the participation of members in Case Coordination meetings and assess member involvement. <input type="checkbox"/> Establish consistent procedures for team members who miss meetings <input type="checkbox"/> Maintain updated membership and partner databases (i.e., a list of partners and contact information) <input type="checkbox"/> Identify opportunities to build trust and connection among partners
<b>3</b>	<input type="checkbox"/> Develop a protocol and training for onboarding new team members <input type="checkbox"/> Design and implement a process to include additional partners for specific cases or service needs <input type="checkbox"/> Expand the number of new partner organizations
<b>4</b>	<input type="checkbox"/> Assess and review MOUs annually to ensure they reflect changes in team membership, service scope, legal requirements, or operational procedures <input type="checkbox"/> Systematize organizational learning and institutional knowledge by developing a resource library for team members

**Your Team Membership Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Protocol Development

1	<ul style="list-style-type: none"><li><input type="checkbox"/> Facilitate structured discussions with Care Coordination Team members to create a shared vision, mission, and values statement to guide protocol development</li><li><input type="checkbox"/> Develop a protocol in collaboration with Care Coordination Team members</li></ul>
2	<ul style="list-style-type: none"><li><input type="checkbox"/> Operationalize care coordination protocols and monitor protocol adherence</li><li><input type="checkbox"/> Strictly adhere to written confidentiality and information sharing policies</li></ul>
3	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement regular case reviews to improve adherence to protocols and case outcomes</li><li><input type="checkbox"/> Update protocols to incorporate service disruption plans, such as for key staff transition or natural disasters</li><li><input type="checkbox"/> Establish specialized response protocols for cases involving specific populations that may require different safety planning or service coordination approaches</li></ul>
4	<ul style="list-style-type: none"><li><input type="checkbox"/> Update and renew written protocols annually to accurately reflect current practice</li></ul>

**Your Protocol Development Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Screening, Referrals, and Intake

<b>1</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Identify minimum eligibility requirements and response time to facilitate case coordination meetings, following a referral for services</li><li><input type="checkbox"/> Develop communication systems that keep all team members informed about new referrals and meeting dates</li><li><input type="checkbox"/> Determine which screening tool(s) are recommended for use by partners and community organizations</li></ul>
<b>2</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Follow standardized referral procedures, using process-based rather than relationship-based approaches</li><li><input type="checkbox"/> Receive referrals from key community partners, including juvenile justice, schools, and tribal agencies</li><li><input type="checkbox"/> Monitor referral response times and intake efficiency through data tracking systems</li><li><input type="checkbox"/> Maintain data on referrals and cases not eligible for care coordination</li></ul>
<b>3</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Increase referrals from community partners for all forms of child trafficking</li><li><input type="checkbox"/> Expand screening implementation across all partner agencies and community organizations</li><li><input type="checkbox"/> Establish formal protocols for after-hours referrals and crisis response</li></ul>
<b>4</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Update and refine referral processes annually based on case outcomes, community feedback, and evolving trafficking scenarios to maintain effectiveness</li><li><input type="checkbox"/> Analyze regional screening data regularly to identify emerging trends, track risk indicators, and inform targeted interventions for at-risk youth populations</li></ul>

### Your Screening, Referral, Intake Stage: \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Case Coordination Meetings: Emergency Response

1	<ul style="list-style-type: none"><li><input type="checkbox"/> Incorporate Emergency Response meeting procedures within the Care Coordination Protocol</li><li><input type="checkbox"/> Develop standardized meeting agendas for emergency meetings that prioritize immediate safety planning, medical evaluation, forensic interviews, evidence preservation, and emergency service coordination</li></ul>
2	<ul style="list-style-type: none"><li><input type="checkbox"/> Convene emergency case coordination meetings within the determined timeframe</li><li><input type="checkbox"/> Implement consistent procedures for meetings (meeting notice, documentation, follow up, etc.)</li><li><input type="checkbox"/> Complete case summaries for all meetings using standardized templates</li></ul>
3	<ul style="list-style-type: none"><li><input type="checkbox"/> Improve the Care Coordination Team's adherence to response times</li><li><input type="checkbox"/> Develop emergency response protocols for missing/runaway and recovered clients</li></ul>
4	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement regular team performance reviews that assess collaboration effectiveness, identify barriers to attendance, and review victim outcomes during this initial emergency response</li></ul>

**Your Emergency Response Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Case Coordination Meetings: Ongoing Case Coordination

1	<ul style="list-style-type: none"><li><input type="checkbox"/> Develop a standardized meeting format and timeline that ensures all team members can provide updates, identify barriers, and coordinate next steps</li><li><input type="checkbox"/> Create documentation systems and templates to track decisions, action items, and outcome measures</li><li><input type="checkbox"/> Create a procedure for case closures</li></ul>
2	<ul style="list-style-type: none"><li><input type="checkbox"/> Schedule ongoing case coordination meetings to monitor service plans, assess new service needs, and gather investigative updates</li><li><input type="checkbox"/> Hold at least one ongoing case coordination meetings per client case, with additional meetings as needed based on case complexity</li><li><input type="checkbox"/> Complete meeting notes and service plans for all meetings using standardized templates and provide to team members</li></ul>
3	<ul style="list-style-type: none"><li><input type="checkbox"/> Engage in after-action reviews with team members to strengthen the system and identify areas of improvement</li><li><input type="checkbox"/> Implement meeting schedules that adjust based on case needs (for example: crisis, stable, and by request)</li></ul>
4	<ul style="list-style-type: none"><li><input type="checkbox"/> Create annual review processes for case management protocols and documentation systems to ensure continued effectiveness</li><li><input type="checkbox"/> Implement systematic case closure procedures with debriefing sessions to capture lessons learned and improve service response and investigations</li><li><input type="checkbox"/> Build institutional knowledge through comprehensive case archives and best practice documentation that supports long-term program continuity</li></ul>

### Your Ongoing Case Coordination

Stage: \_\_\_\_\_

Identify Action Steps or Link to Resources:

## Service Planning and Case Management

<b>1</b>	<input type="checkbox"/> Create standardized service plan templates that guide both emergency responses and ongoing case coordination <input type="checkbox"/> Map existing supportive services and resources in the community
<b>2</b>	<input type="checkbox"/> Develop individualized service plans for clients and monitor progress <input type="checkbox"/> Refer cases to advocacy services <input type="checkbox"/> Routinely update service provider databases and agency contact information
<b>3</b>	<input type="checkbox"/> Develop service plans specific to runaway/missing youth and homeless youth <input type="checkbox"/> Incorporate feedback from the youth victims and their caretakers into meetings to enhance service delivery <input type="checkbox"/> Provide clients with peer-to-peer survivor mentorship or support group opportunities
<b>4</b>	<input type="checkbox"/> Track and analyze service outcomes, including the types of services provided, completion of client goals, and duration of engagement <input type="checkbox"/> Maintain and regularly update a database of services, providers, and contacts to streamline referrals for services

### Your Service Planning and Case Management Stage: \_\_\_\_\_

*Identify Action Steps or Link to Resources:*



# COLLABORATION AND COMMUNITY OUTREACH

<b>Advisory Team</b>	
<b>1</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop written roles and protocols that clearly define Advisory Team responsibilities, decision-making authority, and meeting procedures</li> <li><input type="checkbox"/> Identify agency supervisors who will participate in Advisory Team meetings</li> <li><input type="checkbox"/> Determine preferred communication methods (e.g., in-person meetings, email, phone) and establish clear reporting structures between the Advisory Team and the Care Coordination Team</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct regular Advisory Team meetings (quarterly at a minimum)</li> <li><input type="checkbox"/> Develop and execute outreach and training plans for stakeholders and the general public</li> <li><input type="checkbox"/> Implement guidance and recommendations developed through the Advisory Team to improve Care Coordination processes and protocols</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Expand Advisory Team membership to include survivor leaders and community leaders with specialized expertise in areas addressing emerging trafficking trends</li> <li><input type="checkbox"/> Develop systematic processes for incorporating youth survivor voices and community feedback into Advisory Team decision-making</li> <li><input type="checkbox"/> Connect with other regional Advisory Teams for knowledge sharing, best practice exchange, and coordinated responses to cross-jurisdictional cases</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institutionalize Advisory Team functions through formal governance structures and succession planning for leadership continuity</li> <li><input type="checkbox"/> Establish ongoing evaluation and quality improvement processes that ensure continuous enhancement of Care Coordination and Advisory Team effectiveness</li> <li><input type="checkbox"/> Engage in advocacy and policy development at local and regional levels</li> </ul>

**Your Advisory Team Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Training and Education for Partners

<b>1</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Map target audiences, including community organizations, service providers, or educational institutions, for training in your community</li><li><input type="checkbox"/> Develop training infrastructure, including curriculums and documentation processes for tracking trainings</li></ul>
<b>2</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Deliver training sessions to community partners, professionals working with vulnerable populations, and other targeted audiences</li><li><input type="checkbox"/> Maintain data on training activities, including topic of training, date of training, audience, and sign-in sheets</li></ul>
<b>3</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Expand training reach to prioritize underserved populations and rural communities through targeted outreach strategies and materials available in multiple languages</li><li><input type="checkbox"/> Increase training on underidentified forms of trafficking, such as labor trafficking and familial trafficking, and prevention education</li><li><input type="checkbox"/> Develop specialized training tracks for specific professions or communities (such as law enforcement or healthcare)</li></ul>
<b>4</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Create train-the-trainer models with community partners to multiply outreach capacity and ensure sustainable knowledge dissemination</li><li><input type="checkbox"/> Create evaluation surveys and tools to assess effectiveness of training and training delivery</li></ul>

## Your Training and Education

**Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Community Outreach

<b>1</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Identify opportunities to attend existing community events, health fairs, conferences, and public gatherings</li><li><input type="checkbox"/> Develop and/or compile awareness and outreach materials</li></ul>
<b>2</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Execute community outreach activities, including tabling events, information distribution, and awareness campaigns</li><li><input type="checkbox"/> Facilitate education sessions for partner agencies and community members interested in learning about care coordination services and resources for victims</li><li><input type="checkbox"/> Deliver targeted outreach to underserved populations, including rural communities and other vulnerable groups</li></ul>
<b>3</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Establish storytelling guidelines and survivor-informed messaging protocols</li><li><input type="checkbox"/> Develop awareness resources and materials to support families and caregivers</li><li><input type="checkbox"/> Create a public awareness campaign framework that frames child and youth trafficking issues in ways that resonate with local audiences</li></ul>
<b>4</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Establish ongoing community partnerships with schools, universities, professional associations, and community organizations to institutionalize trafficking awareness as part of regular educational programming</li><li><input type="checkbox"/> Develop evaluation and feedback mechanisms to assess community engagement and community awareness</li></ul>

**Your Community Outreach Stage:** \_\_\_\_\_

*Identify Action Steps or Link to Resources:*

## Care Coordination Roadmap: Evaluation Tool Summary

Review your stage under each Care Coordination Activity and list below for a summary.

<b>Case Coordination</b>	<b>Stage</b>
Team Membership	
Protocol Development	
Screening, Referrals, and Intake	
Case Coordination Meetings: Emergency Investigative Response	
Case Coordination Meetings: Ongoing Case Coordination	
Service Planning and Case Management	
Investigations and Prosecutions	
Advisory Team	
Training and Education for Partners	
Community Outreach	
<b>Collaboration and Community Outreach</b>	<b>Stage</b>
Advisory Team	
Training and Education for Partners	
Community Outreach	

### What's Next?

Share your results with team members. The results of this evaluation will:

- (1) Assist Care Coordination Teams to prioritize necessary action steps to enhance their operations.
- (2) Establish a shared language among team members and a goalpost for success.
- (3) Encourage engagement of team members and community stakeholders to fill gaps through their participation.

Next Anticipated Completion Date: \_\_\_\_\_

*For questions on this Tool or the Roadmap, or to adapt this tool for your needs, please email the Louisiana Office of Human Trafficking Prevention at [humantrafficking@la.gov](mailto:humantrafficking@la.gov).*

# IMPORTANT DEFINITIONS

For precision and standardization of the language used in this document, we used the following terms throughout:

## **Advisory Team**

Meetings, largely comprised of agency heads and supervisors, to address system-wide issues and opportunities for improvement in their community's anti-trafficking response.

## **Advocate/Advocacy**

A trust-based, relational model that supports survivors of human trafficking throughout their healing and recovery journey. Advocates provide survivors with individualized support, crisis intervention, basic needs assistance, case management, and more.

## **Care Coordination**

A specialized multidisciplinary team (MDT) model aimed at addressing both the service and investigative needs of children and youth victims of human trafficking.

## **Care Coordination Team**

The group of professionals from various disciplines who work collaboratively to investigate, respond to, and provide support services to minor victims of suspected or confirmed trafficking.

## **Care Coordinator or Regional Care Coordinator**

Key staff who are responsible for the facilitation of care coordination within a specified region. In Louisiana, Care Coordinators are housed in Child Advocacy Centers.

## **Case Coordination**

A multidisciplinary team (MDT) meeting to assess and respond to the needs of specific trafficking victims' cases. Care Coordination Teams may use different words to describe these meetings (i.e. case staffings, case reviews, care coordination meetings, emergency staffings, etc.)

## **Case Management**

A service provided to a client that includes assessment, care planning, service coordination, monitoring the quality of service, and promoting the safety, well-being, and self-determination of the client.

## **Case Management System**

Software systems that allow professionals to track and manage client data and streamline workflows.

## **Child**

A person under the age of eighteen years of age. Children are a legislatively protected class of people who have special rules and regulations that must be followed if they are suspected of being a victim of crime or abuse.

## **Client**

An individual who receives services through a specific agency or organization. For the purposes of this document, the client is the child or youth who is receiving care coordination services.

## **Community Outreach/Outreach**

A strategic method of engaging with the public or targeted groups to provide relevant resources, information, and support on a specific topic. Outreach may also include efforts toward identifying a population with unmet needs and providing information or resources to persons who might otherwise not receive services.

## **Confidentiality**

The act of protecting (i.e., not disclosing, revealing, or sharing without consent) private information relating to a person served, established through federal and state statutes and regulations, ethical principles, and program policies. Confidentiality is rarely absolute, and limitations should be fully disclosed to persons served.

## **Confirmed Victim**

A person who is a victim of human trafficking, as defined in La. RS 14:46.2, La. RS 14:46.3, or the federal Trafficking Victims Protection Act (TVPA). The supporting evidence must be more than just an allegation or suspicion.

## **Crisis Response, or Crisis Intervention**

Provision of immediate crisis intervention, emotional support, guidance, and counseling at the scene of a crime, immediately after a crime, or become immediately necessary due to the crime. Crisis response may also become necessary upon the recovery of a missing victim.

## **Emergency Investigative Case Coordination**

A multidisciplinary investigative coordination and service planning effort with key agencies to address the immediate and emergent needs of victims and the investigative needs of law enforcement and/or child welfare.

## **English Language Learner, or Limited English Proficiency**

Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.

## **Familial Trafficking (also called family-controlled or family-facilitated trafficking)**

A type of trafficking that occurs when a person's family member or caretaker facilitates the exchange of labor or commercial sexual activity for something of value.

## Human Trafficking

The Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations recognize and define two primary forms of human trafficking: Sex trafficking is the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age. (22 U.S.C. § 7102(11)(A)). Labor trafficking is the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery. (22 U.S.C. § 7102(11)(B)).<sup>1</sup> Louisiana Law defines human trafficking in La R.S. 14:46.2 and trafficking of children for sexual purposes (i.e., child sex trafficking) in La R.S. 14:46.3.

## Labor Trafficking

The crime of using force, fraud, or coercion to induce another individual into labor or services.

## Mandatory Reporting

State and federal laws requiring individuals to report certain injuries or cases of abuse or neglect to an appropriate agency, such as child protective services, adult protective services, or a law enforcement agency. For more information on mandatory reporting in Louisiana, visit <https://dcfs.louisiana.gov/page/556>.

## Multidisciplinary Team

A group of professionals from various disciplines who come together to respond to reports of child abuse, neglect, or human trafficking, to support the complex care and service needs of the victim, and to address the criminal-legal components of the case.

## Ongoing Case Coordination

Regular multidisciplinary team meetings that occur on a consistent basis (e.g., weekly, monthly), with frequency tailored to the needs of each individual case. These meetings aim to respond to one or more cases, address client service needs, and address issues related to investigations.

## Professional Development

A wide range of activities designed to improve a variety of abilities, skills, and capabilities, including continuing education, formal and informal training, and leadership coaching.

## Protocol

A written document that provides standard procedures and role delineation for a particular process. Protocols are reviewed and updated periodically to reflect changes in policies and practices.

## Referral

An act of referring a victim to a program in the community for the purpose of matching a victim's unmet needs with organizations that can provide services to meet those needs.

<sup>1</sup> [https://www.justice.gov/humantrafficking#:~:text=Human%20Trafficking%20Defined&text=\(22%20U.S.C.,\(22%20U.S.C.](https://www.justice.gov/humantrafficking#:~:text=Human%20Trafficking%20Defined&text=(22%20U.S.C.,(22%20U.S.C.)

## **Safety Plan**

A personalized, practical plan that can help individuals anticipate dangerous situations and develop ways to keep themselves safe when they are in danger.

## **Screening Tool (also known as an identification tool)**

A tool designed to screen a person for a specific experience or criteria.

## **Service Plans, or Care Plans**

An individualized strategy developed to meet the unique needs and goals of a human trafficking victim/survivor. The plan may identify the specific services, interventions, and resources necessary to support the individual's recovery, safety, and well-being.

## **Sex Trafficking**

The crime of using force, fraud, or coercion to induce another individual into commercial sex acts. In Louisiana, it is not required to demonstrate the use of force, fraud, or coercion when the victim is under the age of 21.

## **Survivor**

A person who has experienced a crime and has survived that experience. Many people who have experienced trafficking prefer to use this word to describe themselves. Some people who have experienced human trafficking also prefer to describe themselves as a victim/survivor, survivor leader, or lived experience expert. When working with potential victims, we recognize the importance of using terms that the individual prefers when describing their experience.

## **Suspected Victim, or Potential Victim**

A person who has been subject to situations that have indicators of human trafficking. A trafficking event is considered "suspected" when specific information regarding the individual and the surrounding circumstances creates a reasonable belief that the individual is a victim of human trafficking. However, more information is still needed to determine if the person meets the definition of a victim of human trafficking as defined by La. RS 14:46.2, La. RS 14:46.3, or the federal Trafficking Victims Protection Act (TVPA).

## **Victim**

A legal term for a person who has experienced a crime and has rights within the criminal-legal system. "Victim" in this document primarily refers to victims of human trafficking.

## **Youth**

A person between the ages of sixteen and twenty-four years old. For the purposes of the Care Coordination Model, children and youth under the age of 18 are eligible for services.



*The Governor's Office of*  
**HUMAN TRAFFICKING  
PREVENTION**