

“—  
| All  
individuals  
have the  
right to live  
a life free  
from  
violence,  
exploitation,  
and  
victimization |  
—”

*-Katie Rhoades, MSW  
Founder, Executive Director of Strategy*

**2025-2027  
Three Year  
Strategic Plan**

Healing & Action  
NETWORK





“—  
| When I dare to  
be powerful, to  
use my  
strength in the  
service of my  
vision, then it  
becomes less  
important  
whether I am  
afraid. |  
—”

*-Audre Lorde*

As we approach the next three years outlined in our 2025 – 2027 strategic plan, we are reminded of how far we have come.

Since our opening in 2015, Healing Action Network has grown to fifteen full time employees, increased our operating budget to \$2.2 million, provided support and services to over 700 survivors of human trafficking, and have continued expanding the services to the following three main programs.



**Center for Survivors** – Holistic trauma recovery services to all survivors of human trafficking and exploitation.



**Coalition Against Trafficking & Exploitation (CATE)** – A united community coalition to prevent and respond to human trafficking and exploitation across Missouri.



**Volunteer Service Link** – Build capacity of community organizations to provide support to survivors of human trafficking by facilitating connection between dedicated anti trafficking trained volunteers and victim service organizations.

Being a survivor lead organization, Healing Action Network is infused with a profound sense of purpose that is anchored in principles of values-based managements, peer led initiative, trauma informed methodologies, and survivor centered approaches that shapes all our operations in our primary goal of catering to the unique needs of survivors of human trafficking.

The plan builds upon the progress and lessons learned over the prior nine year and identifies critical success factors for the next three years resulting in our four strategic priorities for 2025-2027.

# Mission

## FOSTERING SAFETY, HEALING, AND RECOVERY WITH SURVIVORS OF TRAFFICKING AND EXPLOITATION

**Fostering:** Cultivating a supportive and nurturing environment that focuses on prioritizing survivors' physical, emotional, and mental wellbeing.

**Safety:** Involves creating a secure environment that is free from threats, violence, and harm while also ensuring survivors' ability to express their authentic self without fear of judgment, re-exploitation, and discrimination. Allowing survivors to rebuild a sense of agency and self-worth.

**Healing:** Involves creating a trauma informed environment where survivors can address trauma, reclaim control over their lives, find meaning and purpose beyond their victimization, move towards a future of resilience and well-being.

**Recovery:** Involves providing supportive services, such as counseling, therapy, and peer programs, where survivors can address the underlying substance use issues, create positive relationships, establish healthy coping mechanisms, and reconnect with their community as empowered and resilient individuals.





# Vision

## COMMUNITIES THAT ARE FREE FROM TRAFFICKING AND EXPLOITATION

**Communities:** Interconnected networks of people, neighborhoods, towns, cities, and beyond, where individuals are empowered, safe, and free from the threat of trafficking and exploitation.

**Free From:** Liberated from the presence, influence, and impact of trafficking and exploitation. It signifies the absence of any form of coercion, manipulation, or abuse, allowing individuals to exercise their rights, make autonomous choices, and pursue their aspirations without fear or hindrance.

**Trafficking:** Refers to the illegal trade and movement of people, typically for the purposes of forced labor and/or sexual exploitation. It often involves the exploitation of vulnerabilities such as poverty, lack of education, migration, or discrimination, and it violates the fundamental human rights and dignity of the individuals involved.

**Exploitation:** Refers to the act of unfairly or unjustly benefiting from the labor, services, or sexual activities of another person through coercion, deception, or abuse of power. It involves taking advantage of vulnerabilities such as poverty, lack of education, minority, or immigration status to manipulate individuals into situations where they are coerced to work in violation of informed consent.

# Core Values



## COLLABORATION:

We're committed to collaborating with survivors, partners, and communities to combat human trafficking effectively. We foster inclusive partnerships, actively engage with survivors, and build alliances across the state to enhance our impact. We strive to create a network of support that empowers survivors, strengthens communities, and drives meaningful change in the fight against trafficking.



## SELF-DETERMINATION:

We believe members are the experts of their own lives. We believe in empowering individuals to control their own lives, respecting their autonomy and agency. This means providing tools, resources, and support for their recovery and healing, while ensuring their voice in decisions that affect them. We advocate for policies that uphold their right to choose their own futures, free from coercion or judgment.



## WELLBEING:

We believe in promoting the physical, emotional, and psychological health of survivors and communities affected by trafficking by prioritizing safety, dignity, and choice, offering comprehensive assistance tailored to individual needs. Our commitment drives us to create a world where survivors are supported, communities are resilient, and everyone can live a life of dignity and fulfillment.

# Core Values



## **AUTHENTICITY:**

We believe authenticity means being truthful, direct, and realistic in how we show up and in our interactions. We believe in honoring the diversity of human experiences, recognizing that each person is unique and deserving of respect. We strive to create a safe and inclusive environment free from prejudice and discrimination, where everyone feels valued and is understood.



## **TRANSPARENCY:**

We prioritize openness, honesty, and direct communication in all our work. This means providing accurate information, setting clear expectations, and encouraging feedback. We communicate openly about our operations and decision-making, keeping stakeholders informed of the impact of their support. This ensures trust from our clients, staff, and community members, and allows us to uphold our values effectively.



## **QUALITY:**

We believe in delivering effective and impactful services that do not cause harm. We prioritize evidence-based practice to ensure our efforts result in meaningful and sustainable outcomes for clients, staff, and the community.



# Strategic Goal

SOLIDIFY HEALING

ACTION NETWORK AS AN

ESTABLISHED GO TO

ORGANIZATION FOR

SURVIVORS AND

COMMUNITY MEMBERS IN

ADDRESSING HUMAN

TRAFFICKING IN THE

REGION.

# Strategic Priority #1



## ENSURE FINANCIAL SUSTAINABILITY AND STABILITY FOR LONG TERM IMPACT

- Refine financial management practices, focusing on maintaining stability and resilience in challenging economic environments.
- Diversify funding sources by increasing major donor revenue, corporate sponsorships, and implementing fees and other earned income programming.
- Enhance visibility, brand awareness, and public relations efforts to effectively communicate the organization's mission, impact, and value to stakeholders and the wider community.
- Determine and finalize updated legal structure that supports the diverse growth of the organization.



# Strategic Priority #2



INCREASE ORGANIZATIONAL CAPACITY TO MEET THE GROWING DEMAND FOR SERVICES ACROSS THE STATE.

- Eliminate waitlist for services.
- Increasing staff across all departments.
- Expand CATE's community Education and statewide partnerships.
- Increase AmeriCorps subsites and volunteer recruitment.
- Increasing board members to support all activities of a functioning board of directors.



# Strategic Priority #3

## EXPANSION

IDENTIFY AND MOVE INTO A NEW FACILITY THAT ALLOWS HAN TO CONTINUE TO GROW AND MEETING THE NEEDS OF SURVIVORS IN THE REGION.

- Identify and expand opportunities to provide services through nontraditional delivery methods.
- Move to another facility by January 2027.



# Strategic Priority #4



ENSURE OUR PEOPLE STAY EFFECTIVE,  
COMMITTED, AND HEALTHY.

- Address current average burnout rate of clinical staff and develop a plan to increase wellness.
- Create plans to consistently implement People Growth plans and reviews.
- Create and implement standardized recruitment and onboarding for all volunteers.
- Update succession plans for key leadership positions that includes steps to maintain current culture and values.
- Develop and implement a transition plan for founder.





[www.healingaction.org](http://www.healingaction.org)