



The  
CENTER for  
VICTIMS of  
TORTURE

Restoring the Dignity of  
the Human Spirit

## National Capacity Building Project

### 2014 Guide to Services and Resources

Sponsored by the Office of Refugee Resettlement

# Summary of the NCB Project's Technical Assistance and Training Components

## Needs Assessment for Survivors of Torture Programs

(See pages 3-4) By engaging in self-assessment and using internal data to determine areas for improvement, Survivors of Torture (SoT) programs can engage in continuous quality improvement. (SoT programs are torture rehabilitation centers who provide direct services to survivors and are either funded by the Office of Refugee Resettlement or are members of the National Consortium of Torture Treatment Programs.) The Organizational Self-Assessment Matrix is a tool for determining priority areas for capacity-building on an annual basis. A program's technical assistance plan can suggest topics for NCB training institutes and webinars, or for outside resources. An Excel version of the Matrix is available on HealTorture.org: <http://www.healtorture.org/content/ncb-participant-manual-and-information>.

## Consultations

(See page 5) Torture treatment staff is encouraged to contact NCB by phone or email for consultations or referrals on any issue related to the rehabilitation of torture survivors. We can help to identify challenges and provide recommendations on any aspect of an organization. We can also help to connect one center with a peer center that has the particular expertise that is being sought. NCB staff and contracted consultants are experienced in the following: curricular design and development, direct services with torture survivors, evaluation and research, statistics, financial sustainability, organizational development and governance, social work, psychology, immigration law, continuous quality improvement, e-learning, and training and conference logistics.

## Knowledge-Sharing

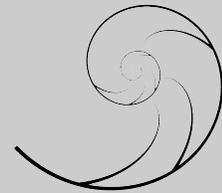
(See page 6) The Project offers a listserv called Heal\_Torture\_Talk for all participating program staff, boards, and other community providers associated formally with NCB-eligible programs. The listserv provides a means for torture treatment professionals to share successes, resources, and questions for colleagues. It is also the primary means to find out about upcoming NCB webinars and institutes. We also welcome your advice and suggestions on future training. The listserv membership is now more than 350 individuals, and includes a wide range of job titles and clinical specialties. There are also a few invited "friends of the torture treatment field" who participate as well. We strongly encourage all SoT staff to join this, as it is our primary means of communicating with you and of knowledge-sharing. To join, send an email to [Heal-Torture@cvt.org](mailto:Heal-Torture@cvt.org).

## Annual Training Institute

(See pages 7-8) This year the Project will organize a 2.5 day training institute. The proposed topic is complex trauma in torture survivors and was determined by survey feedback from NCB participants and input from the NCB Advisory Group, in addition to ORR staff. Eligible SoT programs may send one participant (appropriate to the target audience) per institute, with lodging and per diem costs covered by the Project, for up to 35 participants. (Registration and flights will need to be paid by the participants' agencies.) Additional participants may attend as space is available, using individual agency funds. Venues for institutes change from year to year.

## Contents of this Guide

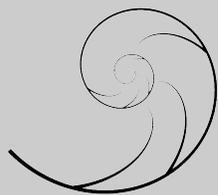
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*A note about the cover for this guide:*  
The Nautilus is a tropical cephalopod with a multi-chambered, spiral shell. As the Nautilus grows, it creates new, wider and larger chambers that are perfectly proportionate. Its shell structure describes a mathematical curve called a logarithmic spiral, which also approximates the Fibonacci number series, or the so-called golden ratio. In NCB we see the Nautilus as a symbol of ideas we strive to support: innovation, renewal, growth, continuity, change, rigorous scientific inquiry, and interconnectedness.

## Important dates

- January 13, 2014  
Fundamentals Orientation
- January 15, 2014  
Webinar
- January 22, 2014  
Advisory Group Meeting
- February 19, 2014  
Webinar
- March 2-5, 2014  
NCTTP Annual Meeting and  
Symposium - Washington, DC
- March 6, 2014  
ORR SoT Meeting - Washington,  
DC (proposed)
- March 19, 2014  
Webinar
- March 23-25, 2014  
AFP Annual Conference
- April 16, 2014  
Webinar
- April 23, 2014  
Advisory Group Meeting
- April 30, 2014  
Third Semi-Annual Report Due  
to ORR
- May 21, 2014  
Webinar
- June 18, 2014  
Webinar
- July 16, 2014  
Webinar
- July 23, 2014  
Advisory Group Meeting
- August 20, 2014  
Webinar
- September 17, 2014  
Webinar
- October 31, 2014  
Fourth Semi-Annual Report  
Due to ORR



## Online and Blended Learning Training

### Webinars

(See pages 9-10) Live educational webinars are offered monthly. Webinars are usually scheduled on the third Wednesday of the month, from 1-2 pm, Central Standard Time. Topics and expert presenters are determined by input from participating programs, the Advisory Group, and ORR program staff. Topics should also advance NCB's project objectives and capacity-building priorities. There is no charge for staff of eligible programs to attend. Webinars are recorded and archived on the Heal-Torture.org, where they can be viewed by a wider audience. They are advertised via the NCB listserv. We welcome ideas for topics or presenters; please contact Ann Lundberg, Logistics & Communications Coordinator, at [alundberg@cvt.org](mailto:alundberg@cvt.org).

### Fundamentals of Providing Services for Torture Survivors

(see pages 9-10) This nine week, 30-hour online course aims to teach core competencies of providing holistic services to staff new to working with torture survivors. This course combines nine online modules, online discussions, individual coaching from the instructor, and each participant has an individual mentor during the course. It is limited to 20 participants, and each are designated by their program's leadership to attend. Fundamentals is designed to supplement the training and orientation of staff or community partners that is done by each program specific to its respective model, philosophy, policies, and procedures. Please direct questions to Beth Scudder, Website and E-Learning Coordinator, at [bscudder@cvt.org](mailto:bscudder@cvt.org).

### HealTorture.org

(see page 11) This website, managed by NCB, is a resource center that supports torture treatment professionals. The website continues to be curated with up-to-date resources, which include: archived webinars, training manuals, pub-

lications, clinical tools, bibliographies, and links to outside resources. We welcome your ratings on quality and comments on materials provided. Also, please send us links to any resources that you think should be added to the site.

## Program Evaluation and Performance Measurement

(see page 12) The evaluation research consultant for the NCB Project supports ORR's priority to increase the expertise of SoT grantees in providing accurate client data and other measures of performance and impact. We have curated the Evaluation section of Heal-Torture.org to include many resources for those conducting program evaluation and performance measurement. The evaluation expert is available for individual phone consultations, as requested, and is available for one site consultation visit. Please contact Faith Ray, NCB Project Manager, at [fray@cvt.org](mailto:fray@cvt.org) for further information.

Materials related to reporting on the 17 Data Points are archived on Heal-Torture.org. They include a webinar reviewing the points, a data dictionary of codes, and subsequent modifications and clarifications on each point. The research and data collection committee of the National Consortium of Torture Treatment Programs has taken responsibility for common data collection. The committee maintains an archive of information from ORR and others toward the goal of uniform and accurate data collection. Access to these pages requires a login, password and membership in the Consortium.

## Logistical Support to the annual meeting of the NCTTP

(see page 13) Logistical support is being provided for the annual meetings and symposium of the National Consortium of Torture Treatment Programs by Ann Lundberg. The dates are March 2-5, 2014.

# Technical Assistance Needs Assessment

## Advisory Group

Each year, NCB solicits applications from torture treatment colleagues to participate in our Advisory Group, made up of 10 individuals from a various centers. This group meets four to five times a year and advises NCB on the direction of technical assistance and provides feedback on trainings. AG members are staff at centers funded by the Office of Refugee Resettlement or who maintain membership in the National Consortium of Torture Treatment Programs. This group guides us in our capacity-building efforts and represents the diverse needs and interests of survivors. The members of our FY2014 Advisory Group are: Lisa Matos (HealthRight), Dinali Fernando (Libertas), Cindi Arfken (Wayne State), Jim Guinn (Kentucky's STRC), Pete Dross (CVT), Jewel Roberts (ORR), and Chuck Goesel (NPCT of GCJFCS).

Advisory Group meetings are convened via phone or web conference at 2:00 PM Central Standard Time.

## Surveys

NCB occasionally sends out surveys to solicit your input and ensure that our work remains relevant to you and addresses your needs. We design surveys carefully, mindful of the value of your time, and make transparency a goal, letting you know what the responses were, and providing you with appropriate feedback from surveys that you complete.

Recently, we've sent out two major surveys: a *topics* survey and a *resource use* survey. The *topics* survey goes out at the beginning of each project period, and informs what topics we offer training on via webinars and in-person training institutes, as well as other of-

ferings such as literature reviews, website resources, and online or blended learning courses. For example, the survey conducted in the fall of FY13 led to offering institutes on *continuous quality improvement methods for internal change* and the proposed upcoming one on *complex trauma*; it informed our decision to create a literature review on group treatment for survivors of torture in partnership with National Partnership for Community Training; and it provided ideas for many of our webinars. The *resource use* survey is an example of an ad-hoc survey, which informed, among other things, the new delivery format for this Guide to Services!

## Technical assistance plans

Once you have completed the Matrix (see below), we encourage you to review the areas where your organization needs strengthening and invite you to contact us for technical assistance or specialized training for those areas of need.

Matrix forms and a sample technical assistance plan are available to download from [www.healtorture.org/content/ncb-technical-assistance-needs-assessment](http://www.healtorture.org/content/ncb-technical-assistance-needs-assessment). If you have any questions or would like any assistance in carrying this out, please contact Faith Ray at [fray@cvt.org](mailto:fray@cvt.org) / 202.827.8552.

## Organizational Self-Assessment (the Matrix)

### Introduction

We encourage you (program leaders, along with staff), to complete an annual self-assessment of your organization's capacities, to determine areas to

## Sample TA Plan

### Objective 1

Add mental health services for children and families of torture survivors. (Matrix category B)

### Activities

1. Contact colleagues in SoT programs who already have these services or are developing them.
2. Research possible funders for children's services.
3. Develop a strategic plan for the new services.

### Potential Resources

1. Use NCB SoT Program Profile database and NCB listserv to identify people to contact.
2. View videos from child and family services institute on HealTorture.org and discuss options for program development.

### Objective 2

Increase individual donor giving through a strategic approach (Matrix category E)

### Activities

1. Training to improve understanding of donors, donor priorities, and effective strategies to enlist donor support
2. Training to improve capacity of key staff in cultivating individual donors
3. Developing a strategic plan

### Potential Resources

1. Webinar series by NCB on proven individual donor solicitation models.
2. Other SoT programs with successful individual donor giving programs.

### Objective 3

Develop more pro bono resources for handling asylum cases (Matrix category E)

### Activities

1. Network with local Bar Association and large law firms
2. Organize training and coaching for lawyers

### Potential Resources

1. Healthright International trainers
2. HealTorture.org curriculum

## How to fill out the Matrix Tool

1. Review each dimension to be rated in the Matrix.
2. If you completed the Matrix last year, add last year's rating to this year's form, for comparison purposes.
3. For this year, place an X under the rating that you choose for each subcategory. If you feel that it falls somewhere between two levels of development, you can put "emerging-developing", "developing-consolidating", etc.
4. At the end of each section, add a short summary narrative. Programs find these very useful for providing context to the ratings.

Note: *If you would like more guidance in choosing rating for each dimension, see the notes in the Matrix that give an example of what might characterize a rating level for each dimension. If you feel that the section is not applicable to your organization you can put "N/A" and include brief comments/explanation.*

Note: *For those torture treatment programs that are part of a larger organization, whenever possible in assigning ratings, rate only the torture treatment program. In those instances where the treatment program and the larger organization cannot be looked at separately, note whether the rating shown refers to the larger organization or the treatment program.*

strengthen through NCB's technical assistance, or on your own. The Matrix is an assessment tool designed to help you review all aspects of your program and to facilitate consistency over multiple assessments over time. We recommend that you use this assessment tool to organize an annual staff discussion.

The process is simple: read the definitions of twenty-eight subcategories within six major organizational categories, and then determine where your organization rates on each dimension. In general, the purposes of this self-assessment are to:

- Provide an objective dashboard measure of your program's current strengths and weaknesses in the areas of organizational development.
- Suggest areas for technical assistance or improvement in the coming year.
- Measure changes over time in various aspects of your program.

A typable Excel form of the Organizational Assessment Matrix can be found at [www.healtorture.org/content/ncb-technical-assistance-needs-assessment](http://www.healtorture.org/content/ncb-technical-assistance-needs-assessment)

*Please see the note on the statistical validity of this tool in the left sidebar on the [Matrix page](#).*

***Why complete the Matrix? It helps you identify your needs and then communicate them to NCB—so that we can give you what you need!***

## Matrix Purpose and Process

Each program for torture survivors will assess itself based on its stage of development, effectiveness and experiences in the following functional areas:

- A. Overall Administration
- B. Relations and Capability for Impact
- C. Formalized Financial and Leadership Structure
- D. Crystallized Staff Structure
- E. Financial responsibility and Funding Diversification
- F. Employee Management

Each of these functional areas or capacities is divided into subcategories, for a total of twenty-eight dimensions to assess. Resource base fits under E. and is often referred to as financial sustainability by NCB. Sectoral expertise and impact assessment fit under B. and are often referred to as service delivery expertise and performance measurement by NCB. These three areas are the focus of much of our technical assistance.

The Matrix asks you to rate the functional capacities of the organization in one of four distinct stages of development:

- Emerging
- Developing
- Consolidating
- Sustaining

# Consultation & Knowledge Sharing

## Phone Consultations

Staff at survivors of torture programs are encouraged to contact NCB staff by phone or email for consultation requests on any issue related to rehabilitation of torture survivors. We can help to identify challenges and provide recommendations on any aspect of an organization. NCB staff and contracted consultants are experienced in the following: curricular design and development, direct services with torture survivors, evaluation and research, statistics, financial sustainability, organizational development and governance, social work, psychology, immigration law, continuous quality improvement, e-learning, and training and conference logistics. We will identify the appropriate expert and arrange payment for that consultant (paid for by NCB).

We also can help to connect one center with a peer center if there is a question or consultation issue that can be best addressed by a colleague in the field.

Past consultations have included the following topics:

- Performance measurement tools
- Development of a social work manual
- Community training
- Group therapy
- Strengths-based case management model

Contact Faith Ray ([fray@cvt.org](mailto:fray@cvt.org)) to start the process.

## Heal\_Torture\_Talk Listserv

The Heal\_Torture\_Talk listserv is a membership listserv that is open to all staff working in direct services programs for torture survivors who are

either ORR grantees, members of the National Consortium of Torture Treatment Programs (NCTTP), or ORR/TVRA staff. Subscribers may be clinical, administrative or executive staff. There is no limit to the number of eligible program staff who may participate.

Its purpose is to facilitate cooperation and information-sharing among programs serving torture survivors, promote best practices, and provide quicker access to people with relevant interests and experiences.

### Examples of uses of this listserv

- Announcement of new resources of common interest
- Questions about programmatic, organizational, technological, research or policy issues
- Responses to questions or postings from other subscribers
- News about our common interests (e.g. torture, torture treatment, refugee mental health, cultural competence, funding opportunities, work in rehabilitation or human rights, human rights, research/evaluation)
- Job postings within our field

### Listsers tips

- Reply to the whole listserv.
- Preserve client confidentiality: HIPAA rules apply.
- This is a closed membership listserv; please don't forward postings, but don't assume that your messages won't be forwarded.
- We encourage principled debate or discussion on issues.
- Keep messages to the point. Use links for additional information.
- Do not use "urgent" flags on email sent to the listserv.
- No posting copyrighted material

### How to use the listserv

To post a message to all the list members, send your email message to [Heal\\_Torture\\_Talk@cvt.org](mailto:Heal_Torture_Talk@cvt.org)

To reply to an individual person, hit the reply key on your email system.

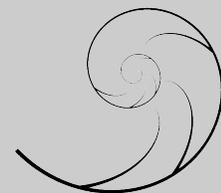
To reply to the entire list, hit the reply all key on your email system.

To subscribe to this listserv, please send an email to [healtorture@cvt.org](mailto:healtorture@cvt.org) with *Heal\_Torture\_Talk subscribe* in the message line. Give your organizational affiliation, title, and contact information in the email.

To facilitate discussion, please include a signature line that includes at least your name, organization, profession or position, location, and any disclaimer you may need.

Listsers messages are archived on the listserv webpage at: [http://mailman.cvt.org/mailman/listinfo/Heal\\_Torture\\_Talk](http://mailman.cvt.org/mailman/listinfo/Heal_Torture_Talk)

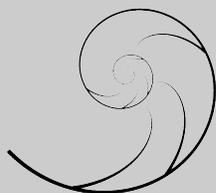
The archive is private to listserv members. You must log in to access it. If you do not know your password you can request it near the bottom of [the listserv webpage](#) under "Current Heal\_Torture\_Talk Subscribers".



## Heal\_Torture\_Talk Listserv

### Disclaimer

Information distributed is not checked for accuracy by NCB staff, nor can it be considered private. This listserv is not intended to provide therapeutic advice or counsel or professional services. Neither the Center for Victims of Torture (the list owner), nor the National Capacity Building Project (the list facilitator), its administrators, assistants or their delegates, nor any contributors, can be held liable in any way for any information and/or data made available, or omitted, from any and all information distributed through this forum. By continuing to remain subscribed to Heal\_Torture\_Talk you agree to hold harmless all of the above-named parties against any and all liability for any action that you may or may not take; and any and all other consequences regarding all postings, regardless of the cause, effects, or fault of any of the parties.



### NCB Team

#### Contact Information

Project Manager, Faith Ray:  
[fray@cvt.org](mailto:fray@cvt.org) / 202.827.8552

Logistics and Communications Coordinator, Ann Lundberg:  
[alundberg@cvt.org](mailto:alundberg@cvt.org) / 612.436.4856

Website and E-Learning Coordinator, Beth Scudder: [bscudder@cvt.org](mailto:bscudder@cvt.org) / 612.436.4858

Website: [www.healtorture.org](http://www.healtorture.org) / [www.cvt.org](http://www.cvt.org)

Contact for listserv and website related questions: [healtorture@cvt.org](mailto:healtorture@cvt.org)

- without prior permission.
- Any member can be removed from a listserv at NCB's sole discretion.
- Direct any questions, concerns, or subscription changes to [heal-torture@cvt.org](mailto:heal-torture@cvt.org) and not to the entire listserv.
- Use of the listserv implies that you have read and accept the Disclaimer by CVT/NCB (at left).

## Project Staff Bios

### Project Manager

Faith Ray joined the Center for Victims of Torture in April 2013 and is based in Washington, D.C. Faith provides oversight to the Project and guides the strategic objectives into day-to-day operations. She is the chief contact with the



Office of Refugee Resettlement and the NCB Advisory Group.

Prior to joining CVT, Faith served as a case manager at Advocates for Survivors of Torture and Trauma, working within a multi-disciplinary model. She has worked in direct service with immigrant populations for eight years in the U.S. Her experience includes refugee resettlement work and teaching ESL in Baltimore City Community College's refugee program. Before entering the field of human rights, she worked as a technical writer, an ESL instructor and textbook editor in Japan, and an editor and writer for a daily newspaper. She graduated from the University of North Carolina at Chapel Hill with a BA in News-Editorial Journalism and Mass Communication.

## Logistics and Communications Coordinator

Ann Lundberg handles logistics for institutes, surveys, the annual NCTTP meeting, and provides general administrative support to the



Project. She also coordinates the educational webinars.

Ann has worked at CVT since 1992. She first became actively involved with the organization as a volunteer in 1987 and has worked in many different capacities at the Center since then, including training logistics for the Minnesota Mainstream Project. Ann has been part of the National Capacity Building Project since its inception.

## Website & E-Learning Coordinator

Beth Scudder is responsible for digitally curating HealTorture.org and for marketing the website. Beth also facilitates NCB's e-learning, including the Fundamentals of Providing



Services to Torture Survivors course. She assists with webinars and administers the Heal\_Torture\_Talk

listserv.

Beth joined CVT in 2010. Before then, she worked in educational technology, training, technical writing, and book publishing. She has a BA in English and Communication from Macalester College and an MA in International Communication from American University's School of International Service. She grew up in the Middle East and India.

# Annual Training Institute

The purpose of the annual NCB institute, which lasts 2.5 days, is to provide effective training to address and meet the common needs and challenges that staff in torture treatment programs have. As a participant, you will be able to share common experiences with your colleagues, develop collaborative relationships, and exchange and experience new clinical, organizational development, research, and training concepts. The institutes have played a central part to torture treatment staff strengthening and building professional relationships. The topics of the institutes are determined by the expressed need of NCB participant organizations through surveys and evaluations, as well as input from the NCB Advisory Group and ORR.

Trainers and presenters for the institutes are drawn from the staff of many centers as well as outside consultants, which allows for an exchange of information and approaches. Typically, presenters/trainers are solicited from our colleagues in the field and are selected based on the expressed topical needs of the participants and the willingness of the presenters. Experts from outside of the torture treatment field may be hired to present at institutes, based upon the institute topic and needs of the group. In 2014 there will be one NCB-sponsored institute that will take place in the summer.

## Logistics/Expenses

**Please note a change in how institute expenses will be subsidized in 2014.**

This year NCB will cover lodging, meeting expenses and meals for one person from eligible centers to attend, up to 35 people. Attendees will be required to make and pay for their own travel arrangements and pay a registration fee. Because the institutes are based upon a specific topic, NBC will provide guidance to programs about who is appropriate to attend each institute, i.e. non-clinical staff would not be appropriate to attend an institute on clinical ser-

VICES. Programs that are collaboratives of several agencies must choose one person from one agency. If your organization would like to send more than one staff member, you have the option of using your own budget funds to request this if space is available.

It is very important that you notify NCB staff immediately if you find you must cancel your registered attendance at an institute. If it is early in the process, it may be possible to offer that registration spot to someone else; if it is late in the process, it may still be possible to cancel meals and sleeping rooms, etc. to avoid incurring cancellation charges.

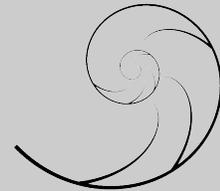
***“A great opportunity for networking and learning!”***

***- Participant***

## 2014 Institute

Based on survey responses and our Advisory Group’s feedback, we’re moving ahead on planning this year’s Institute!

- Proposed topic: *Complex Trauma in Torture Survivors*
- Location and date to be determined



## Feedback from past Institute participants

- “It was very well organized. The presenters were amazing and it was nice to see everyone’s passion & commitment.”
- “It was nice to share with and hear from colleagues but the especially helpful part was training in skills by professionals who are experts...”
- “Excellent setting & enriched my experience & knowledge.”
- “I intend to share information learned with my colleagues at my center, plan to do two piece training/presentation. Thank you!”
- “Great conference. One of the best experiences I have ever had at a conference.”
- “I learned and was inspired.”

## Past Institute Topics

- The Intersection of Forensic Mental Health Evaluation and Legal Representation
- Clinical Methodology
- Clinical Leadership
- Fundraising
- Social Services with Torture Survivors
- Legal and Social Services
- Advanced Clinical Methods
- Research and Data Collection
- Strategic Planning/Organizational Development
- Forensic Documentation
- Developing Community Providers
- Community-Oriented Approaches to Torture Treatment
- Clinical Supervision in Torture Treatment Programs
- Program Outcomes, Client Change: Evaluating for Practice and Reporting

## Expectations of Institute Participants

As an institute participant you will be expected to attend the entire institute. NCB staff will contact you after you have registered for an institute to conduct a needs-assessment phone call, which typically takes about 30 minutes to complete. As a participant you will

also be expected to participate in a one-month post-institute follow-up survey to help us evaluate the effectiveness of NCB institutes as a means of capacity building and technical assistance.



*The garden at the Marjorie Kovler Center in Chicago, IL, where NCB Institute participants visited in August 2012.*

## Continuing Education Credits

In most cases continuing education requirements are determined by each discipline's licensing authority on a state by state basis. While NCB at this time does not offer pre-approved CEUs for institutes, certificates of attendance outlining the dates and hours and other information on the institute are made available for each participant at the end of each institute. These certificates can be used by participants for submitting self-reported continuing education credits. A note of attendance may also

be available for Webinar attendees.

Ann Lundberg coordinates the logistics for all institutes. If you have any further questions, please contact her at [alundberg@cvt.org](mailto:alundberg@cvt.org), Tel. (612)436-4856.

# Online & Blended Learning Training

## Webinars

The NCB Project offers monthly web-based hosted conference calls (or webinars), designed to provide information and an opportunity for discussion on discrete topics. These webinars are offered at no charge to participants from NCB participating programs who are interested in the topic being presented. You must preregister for any live webinar you wish to attend.

Details for each webinar are distributed via the listserv (Heal\_Torture\_Talk) each month. *Be sure to sign up for the listserv to get all notifications of these training opportunities.*

To attend any webinar, follow the directions in the email distributed via the listserv. Webinars are usually held on:

Day: Third Wednesday of each month

Time: 2 p.m. Eastern, 1 p.m. Central, 12 p.m. Mountain, and 11 a.m. Pacific

Webinars are generally one hour in duration. This year we are again encouraging programs to publicize relevant webinars to community-based providers who provide services to the torture survivors served by your program. Examples are pro bono asylum attorneys, physicians and advanced practice nurses, and adjunct medical professionals.

## Webinar archive

Webinars are archived on the website: [www.HealTorture.org](http://www.HealTorture.org). (A list of the archived webinars is to the right.) Most NCB webinars are not password protected, but a few are. To see the few password-protected webinars, you must log in.

## Fundamentals of Providing Services to Torture Survivors

The *Fundamentals of Providing Services to Torture Survivors* course is an intensive nine-week, 30-hour on-line blended learning course brought to you by the National Capacity Building project of the Center for Victims of Torture. The course is directed toward staff members who are recently hired or new to working with torture survivors and are currently providing direct services to torture survivors within your program, and is intended to orient direct services staff that work with torture survivors to basic knowledge and current agreed-upon practices regarding providing holistic services for torture survivors. The course was developed in 2009 using special funding from ORR, and has been offered six times since then. It is generally offered once a year, and is provided free of charge to participating NCB programs.

## Course developers

The content was developed by a curriculum planning team of service providers drawn from NCB-eligible programs for torture survivors and encompassing diverse aspects of service delivery. They were David Gangsei, PhD (Coordinator and Core Concepts); Denise Ziya Berte, PhD with Margaret Lee Higgins, PsyD (Cultural Competence); Crystal Green, PhD, LMFT (Working with Interpreters); Regina Germain, Esq. (Legal Services); Sondra Crosby, MD with Michael Grodin, MD (Medical Services); Mary Fabri, PsyD with David Kinzie, MD (Mental Health); Heather Tracey, MSW, LISW (Social Services); Eva M. Solomonson, MSW, LISW (Holistic Care Planning); Amber Gray, MPH, MA, LPCC, ADTR, NCC (Self Care).

## Archived webinars

Legal Services - <http://healtorture.org/content/legal-webinars>

Mental Health Services - <http://healtorture.org/content/mental-health-webinars>

Note: one mental health webinar, on Narrative Exposure Therapy, requires login

Medical Services - <http://healtorture.org/content/medical-webinars>

Social Services - <http://healtorture.org/content/social-services-webinars>

Development - <http://healtorture.org/content/development-webinars>

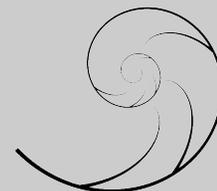
Evaluation & Data - <http://healtorture.org/content/evaluation-webinars-and-institute-presentations>

Specific Populations - <http://healtorture.org/content/specific-populations-webinars>

Iraqi Series - <http://healtorture.org/content/iraqi-webinars>

Administration/Operations - <http://healtorture.org/content/administration-webinars>

Advanced Clinicians series - <http://healtorture.org/advanced-clinicians>  
(Requires login)



## Participant reviews

“This course re-energized me to continue learning as I get started in my new job.”

“Being more aware of working with interpreters, asking questions of how clients would do things in their home country, asking more about their experiences/life in their home country, using more metaphors to refer clients for therapy and psychiatry, being more concrete in developing a holistic service plan and setting goals and objectives with clients. I ... will recommend incorporating some of the items in the class [care] plan to our program service plan. I have a greater understanding of the effects of trauma and feel that I can relate more to what clients are experiencing.”

“I am grateful to have been a participant. I feel much more prepared to work in an area that is completely new to me.”

“I remember being very confused about what was torture, what makes clients eligible, the legal system, etc. This course provides great explanations of it all and more. I think managers should actively try to encourage or recommend newly hired staff to take this course instead of having the staff learn this information on their own as time goes by.”

“I learned quite a lot about how to use different situations as opportunities for client empowerment. It was important to me to have all those reminders about taking a client-centered approach and using the client's own strengths and personal resources to help them along in their healing. I now have a constant voice in my head that tells me to focus not just on the client's traumatic history, but on who they are as a full person.”

## Lesson topics

- Core concepts & eligibility requirements
- Cultural competence
- Working with interpreters
- Legal services
- Medical services
- Mental health services
- Social services
- Holistic care planning
- Self-care

## Course Requirements

- Participants in the course must be providing direct services to torture survivors in one or more of the following service areas: medical, mental health, legal, social services and case management.
- The participants must also be recently hired staff or new to working with torture survivors (within twelve months of hire).
- Each participant is required to have an assigned mentor within their organization. The mentor is an experienced staff person who will meet with the participant for one hour each week during the course to discuss the course content and how it relates to their own organization's work.
- Each participant must have access to a computer with internet access in order to participate in an introductory webinar and access on-line learning modules, videos and the threaded discussion group.
- Because this is a large time commit-

ment, it is important that organizations be committed to providing participating staff members work time to participate in the course as well as the mentor who will meet with them weekly.

## Facilitator

Mary Bunn is a licensed clinical social worker with expertise in international mental health, trauma and resilience in immigrant and refugee communities and trauma-informed, cross-cultural programming for communities impacted by chronic violence, trauma and stress. Previously Associate Director of Heartland Alliance Marjorie Kovler Center, Ms. Bunn now works as a consultant to national and international organizations addressing the mental health and psychosocial needs of displaced and violence-affected communities. She also serves as adjunct faculty member at the University of Chicago, School of Social Service Administration where she teaches a course on global mental health. Ms. Bunn has worked in the field of torture treatment, gender based violence, sex trafficking of minors, disaster relief, and survivors of war trauma. She has trained and presented her work nationally and outside the U.S, her work has taken her to Iraq, Cambodia and Thailand.

***“What a great way to introduce new staff to the comprehensive nature of this work! ... we were able to have fruitful discussions about the broader concepts raised by the course material. Very useful and enriching for new staff!” ~Course mentor***

# HealTorture.org

In June of 2009, working with a project team made up of members from many of the NCB participating partners, the NCB Project launched HealTorture.org. HealTorture.org is designed to serve as a primary portal to information and resources on serving the needs of torture survivors from a multi-disciplinary perspective. Beth Scudder manages the website ([bscudder@cvt.org](mailto:bscudder@cvt.org)). You can use materials from this site in orienting new staff in your programs or in training local community providers and collaborating partners.

HealTorture.org is intended to be a communal resource for participating programs. If you have an upcoming event you would like highlighted on the site, a resource you have found to be valuable, or a promising practice that should be featured, please send an email to [healtorture@cvt.org](mailto:healtorture@cvt.org). Similarly, if there is an area that you would like to see more resources available for, please contact [healtorture@cvt.org](mailto:healtorture@cvt.org). We invite you to rate resources from 1 to 5 stars and to write any comments you may have on a particular resource. Active participation in the website will make it more useful. Use the search engine at the top to find content on topics of interest.

New materials are added regularly. Look for notices of new materials through the Heal\_Torture\_Talk listserv and the monthly e-newsletter.

## Newly revised sections

### Evaluation

In late 2013, we worked with Paul Chandler, data analyst, to dramatically improve the Evaluation section of the website ([www.healtorture.org/content/evaluation](http://www.healtorture.org/content/evaluation)). Evaluation is not

only a priority for the Office of Refugee Resettlement and other funders; it also allows you to demonstrate the impact you have on your clients' lives with more accuracy and detail; and communicate your results more powerfully to your supporters.

But SoT programs generally lack a dedicated data analyst or evaluation specialist to lead this process of evaluation, so you need material communicated in an exceptionally clear, straightforward way.

The information we share with you is specifically valuable for you as providers of services to torture survivors. It's arranged to be useful for both the beginning evaluator and the experienced practitioner. We hope you agree and look forward to your feedback!

### Medical

At the end of 2013, we worked with Kate Sugarman, MD to revise the Medical section of the website ([www.healtorture.org/content/medical](http://www.healtorture.org/content/medical)). We reorganized the information to be easier for busy medical practitioners to access. We also identified new resources, and added new descriptions for select items. We anticipate that this revised Medical section will be helpful to all medical professionals who see survivors of torture, especially primary care physicians and other medical professionals who are not embedded in a torture treatment program. We expect that the revisions we have made will make it much easier for medical professionals to find resources quickly that address their concerns, from chronic pain of torture survivors, to working with survivors in a primary care setting, to using complementary and alternative treatments.

## Highlighted content

### Social Services

A series of three video training lectures on the technique of “solution-focused counseling” by Mary Bunn, clinical social worker, formerly with the Heartland Marjorie Kovler Center for Torture Survivors in Chicago. Also at this link are a series of videos on Motivational Interviewing, by Ed Stellan:

[www.healtorture.org/content/social-services-videos](http://www.healtorture.org/content/social-services-videos)

A series of webinars on Strengthening Case Management by Joan Hodges, MA, formerly with the Program for Survivors of Torture and Severe Trauma:

[www.healtorture.org/search/node/strengthening%20case%20management](http://www.healtorture.org/search/node/strengthening%20case%20management)

### Asylum cases

Training for lawyers serving asylum seekers: [www.healtorture.org/content/legal-training](http://www.healtorture.org/content/legal-training)

Training for mental health evaluators serving asylum seekers:

[www.healtorture.org/mental-health-evaluators](http://www.healtorture.org/mental-health-evaluators)

### Children & youth

[This section](#) was recently revamped to include new materials and make it more accessible. Some of the new materials included several excellent video presentations on working with children:

- [Trauma focused assessment and treatment for children](#)
- [Studies of adversity, resilience, and child mental health](#)
- [Disrupted attachments: how torture threatens the fabric of family life](#)

# Program Evaluation & Performance Measurement

While the Office of Refugee Resettlement does not currently require all SoT grantees to collect and report on the seventeen (17) data points, it strongly encourages programs to continue this process. (Thirteen points are intake demographics on clients; one point is the number of clients served by four service types; two points are provider training; and one point is hours of pro bono service contributed during the reporting period every six months.) Data is reported separately for new and continuing clients. See the PDF Instructions for Completion of the ORR-SF-PPR -B for detailed instructions.

The document, along with reporting forms and related webinars can be found here [www.healtorture.org/content/office-refugee-resettlement](http://www.healtorture.org/content/office-refugee-resettlement).

New SoT grantees are strongly encouraged to begin preparing to collect these data points by following the checklist below:

- Review 17 data point definitions, reporting forms, and timelines on [www.HealTorture.org](http://www.HealTorture.org).
- Compare these fields with the information your program is currently collecting and note any changes needed in detail.
- Consult with IT staff or advisors on the proper way to collect field data (e.g. age, new and continuing).
- Assemble relevant staff to discuss new expectations and map out a process (flow charting is useful-- [management\) that fits your organization's structure and staffing.](http://www.healtorture.org/content/planning-importance-project-</a></li></ul></div><div data-bbox=)

- Amend intake forms (paper or electronic) to reflect the needed data fields, along with any other data you are collecting
- Train relevant staff and/or community providers on the process and their specific responsibilities for data collection
- Ensure buy-in by service providers by clarifying "what's in it for them".
- Test the process and look for missing information, inconsistencies, etc.
- When the process is working smoothly, develop electronic data collection, as needed to make reporting as efficient as possible.

There is also extensive information on all aspects of client data collection in a Client Data Toolkit on [www.HealTorture.org](http://www.HealTorture.org): [www.healtorture.org/content/client-data-toolkit](http://www.healtorture.org/content/client-data-toolkit).

## Related webinars

The following webinars and related resources are available on [www.HealTorture.org](http://www.HealTorture.org) on key elements of planning, collecting and reporting on performance measures for your program. We welcome your ratings on the website of any of these.

1. [PDF: ORR Phase Two Performance Measures: Program Outcomes and Indicators Working Definitions](#) (These are the definitions ORR would like us to use) Othieno
2. [Webinar: Creating a Logic Model and Theory of Change for Program Proposals](#) Versolato/White
3. PowerPoint slides: [Determining Client & Group Outcomes](#) (from Group Work Institute) Othieno
4. PowerPoint slides: [Outcome Based Evaluation](#) (from Practicing Outcome Evaluation Institute) Othieno
5. Webinar: [Demonstrating Client Improvement to Yourself and Others: Setting up an Evaluation System to Succeed \(part 1\)](#) Vinson
6. Webinar: [Demonstrating Client Improvement to Yourself and Others: Understanding and Using your Outcome Evaluation System \(part 2\)](#) Vinson
7. Webinar: [Demonstrating Client Improvement to Yourself and Others: Making Sure Client Numbers Reflect Client Reality \(part 3\)](#) Vinson
8. Webinar: [Measurement, Assessment, and Data in a Cross-Cultural Context: Making Sure Your Data Informs, and Doesn't Hurt, Your Services and Program](#) Vinson
9. Webinar: [Assessing Trauma & Associated Symptoms in Refugees & Torture Survivors](#) Hollifield
10. Webinar: [Using Data to Improve Program Quality](#) Cohen

# Logistical Support of NCTTP Annual Meeting

The NCB Project provides logistical support for the annual meeting of the National Consortium of Torture Treatment Programs (NCTTP). The 2014 meeting is scheduled to be held at George Washington University, Washington, DC March 2 through March 5, 2014. Please contact Ann Lundberg at [alundberg@cvt.org](mailto:alundberg@cvt.org), Tel. (612) 436-4856 for logistical information about the annual meeting.

The NCTTP membership is encouraged to be part of the planning process. Surveys will be sent out to the membership to solicit input on various aspects of the meeting and asking for items to include in the meeting agenda. Please respond promptly to these requests. If you would like to take a more active role in planning/producing the meeting, please let one of the planning committee know. If you have questions about the agenda for the meeting or if there are topics you would like considered for the agenda, please contact one of the planning committee.

## 6th Annual Research Symposium

On March 5th the NCTTP will host the 6th Annual Research Symposium which will take place at the Jack Morton Auditorium at George Washington University in Washington, DC.

The objective of the symposium is to provide a multidisciplinary forum for the exchange of original research and/or systematic literature review among professionals working in clinical services, involved in public policy, or conducting research with survivors of state sponsored torture. This symposium is directed to physicians, psychologists, social workers, physical therapists, and

lawyers in disciplines such as medicine, psychology, social work, case management, epidemiology, justice and reparation.

Abstracts for presentations were accepted until November 30, 2013. If you have questions, please contact José Quiroga MD at [jquirogamd@aol.com](mailto:jquirogamd@aol.com)

## The National Consortium of Torture Treatment Programs

The National Consortium of Torture Treatment Programs (NCTTP) exists to advance the knowledge, technical capacities and resources devoted to the care of torture survivors and to act collectively to prevent torture worldwide. The primary purpose of the NCTTP is to foster the development, in quality as well as quantity, of specialized programs devoted to caring for survivors of torture. Member organizations share knowledge and expertise through regular communication and cooperation, building stronger individual organizations as well as a stronger network of care.

Membership in the NCTTP is open to non-profit organizations actively providing medical or mental health services to torture survivors. Members of the National Consortium of Torture Treatment Programs are located across the United States and reflect the newness of the torture treatment movement. Members range from very recently started programs to ones more than 25 years old. Torture treatment programs that are funded by ORR are especially encouraged to contact the NCTTP to inquire about membership. To find out more about membership contact: Lin Piwowarczyk, NCTTP President at [piwo@bu.edu](mailto:piwo@bu.edu).

## 2014 Planning Committee

The planning committee for the 2014 meeting includes:

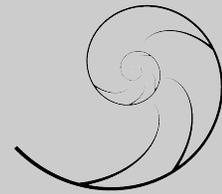
Lin Piwowarczyk, President, NCTTP  
The Boston Center for Refugee Health and Human Rights, [piwo@bu.edu](mailto:piwo@bu.edu)

Crystal Riley, Vice President, NCTTP  
The Torture Treatment Center of Oregon, [rileyc@ohsu.edu](mailto:rileyc@ohsu.edu)

Karen Hanscom, IRCT Representative  
ASTT, Baltimore, MD

Jose Quiroga,  
The Program for Torture Victims,  
[jquirogamd@aol.com](mailto:jquirogamd@aol.com)

Ann Lundberg  
The Center for Victims of Torture,  
[alundberg@cvt.org](mailto:alundberg@cvt.org)



## NCB support

The National Capacity Building Project is not administered by the NCTTP. The NCB is able to provide services to the NCTTP thanks to the technical assistance grant awarded by the Office of Refugee Resettlement to The Center for Victims of Torture.

# Contact Information

Organization	Contact	E-Mail	Phone	City	St
<a href="#">ACCESS Center for Torture Survivors</a>	Husam Abdulkhaleq*	HAbdulkhaleq@accesscommunity.org	313-216-2242	Dearborn	MI
<a href="#">Advocates for Survivors of Trauma and Torture</a>	Karen Hanscom,* Maria Brown**	klh@astt.org or mbrown@astt.org	410-464-9006	Baltimore	MD
<a href="#">Arab Survivors of Torture Healing and Health Trauma Recovery Center of Southeast Michigan</a>	Luay Haddad* Manuel Tancer	lhaddad@med.wayne.edu mtancer@med.wayne.edu	313-745-4644	Detroit	MI
<a href="#">Bellevue/NYU Program for Survivors of Torture</a>	Dr. Allen Keller,* Sarah Haacke	allen.keller@nyumc.org sarah.haacke@nyumc.org	212-562-8490 212-562-8624	New York	NY
<a href="#">Boston Center for Refugee Health and Human Rights</a>	Lin Piwowarczyk,* Amy Shepherd**	piwo@bu.edu; amy.shepherd@bmc.org	617-414-5082 617-414-4794	Boston	MA
<a href="#">Center for Survivors of Torture</a>	Celia VanDeGraaf* Russ Adams	director@cstnet.org russ@cstnet.org	214-827-2314 512-358-4612	Dallas	TX
<a href="#">Center for Survivors of Torture (AACI)</a>	Michele Lew,* Armina Husic Sarita Kohli	Michele.Lew@aaci.org; sarita.kohli@aaci.org; armina.husic@aaci.org	408- 975-2730	San Jose	CA
<a href="#">Center for Survivors of Torture and War Trauma</a>	Kristin Bulin*	Kristin @stlcenterforsurvivors.org	314-533-4114	St. Louis	MO
<a href="#">Center for Victims of Torture</a>	Ruth Barrett-Rendler,* Pete Dross**	rbarrettrendler@cvt.org; pdross@cvt.org	612-436-4800	Minneapolis	MN
<a href="#">Chaldean &amp; Middle Eastern Social Services Survivors of Torture Program</a>	Zina Asmar-Salem*	zinaasmar-salem@c-mss.org	619-631-7400	El Cajon	CA
<a href="#">City of Portland</a>	Robert Duranleau*	rmd@portlandmaine.gov	207 775 7915 x 224	Portland	ME
<a href="#">Florida Center for survivors of Torture - A Program of Gulf Coast Jewish Family &amp; Community Services, Inc.</a>	Ann Marie Winter* Mark Cassini	awinter@gcjfs.org MCassini@gcjfs.org	727-479-1800 (AMW) 305-805-5060 x 116 (KG)	Clearwater	FL
<a href="#">Harvard Program in Refugee Trauma</a>	Richard Mollica* or Jim Lavelle	rmollica@partners.org; jlavelle@partners.org	617 876 7879	Cambridge	MA
<a href="#">Healthright International</a>	Lisa Matos* Kelly Barneche**	lisa.matos@healthright.org kellybarneche@healthright.org	212-523-1927 212-523-9125	New York	NY
<a href="#">Heartland Alliance Marjorie Kovler Center</a>	Mary Lynn Everson* Marianne Joyce	meverson @heartlandalliance.org mjoyce@heartlandalliance.org	773-381-4070 773-751-4038	Chicago	IL
<a href="#">IConn Torture Survivors Program</a>	Alicia R. Kinsman	akinsman@iconn.org	203-336-0141 x273	Bridgeport	CT
<a href="#">International Institute of New England</a>	Carolyn Benedict-Drew	cbenedictdrew@iine.us	617-695-9990	Boston	MA
<a href="#">International Rescue Committee</a>	Ken Briggs - Tucson Elisabeth Williams - Phoenix	ken.briggs@rescue.org elisabeth.williams@rescue.org Donna.Magnuson@rescue.org	520-319-2128 602-433-2440 X214	Tucson Phoenix	AZ
<a href="#">International Trauma Studies Program-REFUGE</a>	Jack Saul*	jacksaul@mac.com; info@itspnyc.org	212-691-6499	New York	NY
<a href="#">Khmer Health Advocates</a>	Theanvy Kuoch* Mary Scully**	Tkuoch @KhmerHealthAdvocates.org mfs47@aol.com	860-561-3345	W. Hartford	CT

# Contact Information

Organization	Contact	E-Mail	Phone	City	St
<a href="#">Legal Aid Foundation of Los Angeles - Legal Assistance for Torture Survivors Project (LAFLA)</a>	Mary Ann Heimann or Michael Ortiz	mheimann@lafla.org mortiz@lafla.org	323-801-7971	Los Angeles	CA
<a href="#">Libertas Center</a>	Lars Beattie Dinali Fernando	lars.beattie@mssm.edu dinali.fernando@gmail.com	718-334-6209	Elmhurst	NY
<a href="#">Lowell Community Health Center, Inc</a>	Sheila Och* Dorcas Grigg-Saito	sheilaOC@lchealth.org dorcasgr@lchealth.org	978-746-7851	Lowell	MA
<a href="#">Lutheran Immigration and Refugee Service, Detained Torture Survivor Legal Support Network</a>	Megan Bremer*	mbremer@lirs.org	410-230-2718	Baltimore	MD
<a href="#">NESTT - New England Survivors of Torture and Trauma</a>	Karen Fondacaro Susan Martel	kfondaca@uvm.edu susan.d.martel@uvm.edu	802 656 5715 802 565-5715	Burlington	VT
<a href="#">Northwest Health and Human Rights</a>	Beth Farmer	bfarmer@lcsnw.org	206-816-3252	SeaTac	WA
<a href="#">Program for Survivors of Torture and Severe Trauma (PSTT) at NVFS</a>	Cyndy Dailey*	cdailey@nvfs.org	(703) 533-3302 x197	Falls Church	VA
<a href="#">Program for Torture Victims</a>	Trip Oldfield* Jose Quiroga**	TOldfield@ptvla.org; jquirogamd@aol.com	213-747-4944 x251	Los Angeles	CA
<a href="#">Refugee and Asylum Assistance Project at Community Legal Services and Counseling Center</a>	Mojdeh Rohani*	mrohani@clsacc.org	617-661-1010 x128	Cambridge	MA
<a href="#">Refugee Center for Healing Torture Trauma</a>	George Tyndall* Dona Abbott**	gtyndall@bethany.org dabbott@bethany.org	616-224-7593	Grand Rapids	MI
<a href="#">Philadelphia Partnership for Resilience</a>	Juliane Ramic	jramic@nscphila.org	215-893-8400	Philadelphia	PA
<a href="#">St. Louis Mental Health Board</a>	Cassandra Kaufman	ckaufman@stlmhb.com	314-535-6964 x14	St. Louis	MO
<a href="#">Survivors International Trauma Recovery Center</a>	Cecilia Lipp* Alicia Boccellari	cecilia.lipp@ucsf.edu alicia.boccellari@sfdph.org	4150437-3000	San Francisco	CA
<a href="#">Survivors of Torture, International</a>	Kathi Anderson*	kanderson@notorture.org survivors@notorture.org	619-278-2407	San Diego	CA
<a href="#">TASSC</a>	Gizachew Emiru*	gizachew@tassc.org	202 529 2991	Washington	DC
<a href="#">The Center for Justice and Accountability</a>	Pamela Merchant,*	pmerchant@cja.org	415-544-0444	San Francisco	CA
<a href="#">The Survivors of Torture Recovery Center (STRC)</a>	Bibhuti K. Sar	b.k.sar@louisville.edu	502-852-3932	Louisville	KY
<a href="#">Torture Treatment Center of Oregon</a>	Joshua Morse*, Program Manager Mark Kinzie, Director	morsejo@ohsu.edu kinziem@ohsu.edu	503-494-6148 or 503-494-6140	Portland	OR
<a href="#">Utah Health and Human Rights</a>	Jocelyn Romano Brent Pace	jocelyn.romano@uhhr.org brent.pace@uhhr.org	801-363-4596	Salt Lake City	UT