



Strategic Planning Presentation on Strategic Initiatives

September 13, 2022

Agenda

1. Purpose

Martha Greenway

2. Overview of Strategic Planning Process

Martha Greenway

3. Presentation of Strategy Teams' Suggested Strategic Initiatives

Martha Greenway and Christine Koehn

4. Council Discussion

- a. Clarifying Questions
- b. Initiatives that are not Supported
- c. Significant Substantive Changes to Wording

5. Council Discussion

- a. Essential Strategic Initiatives That are Missing

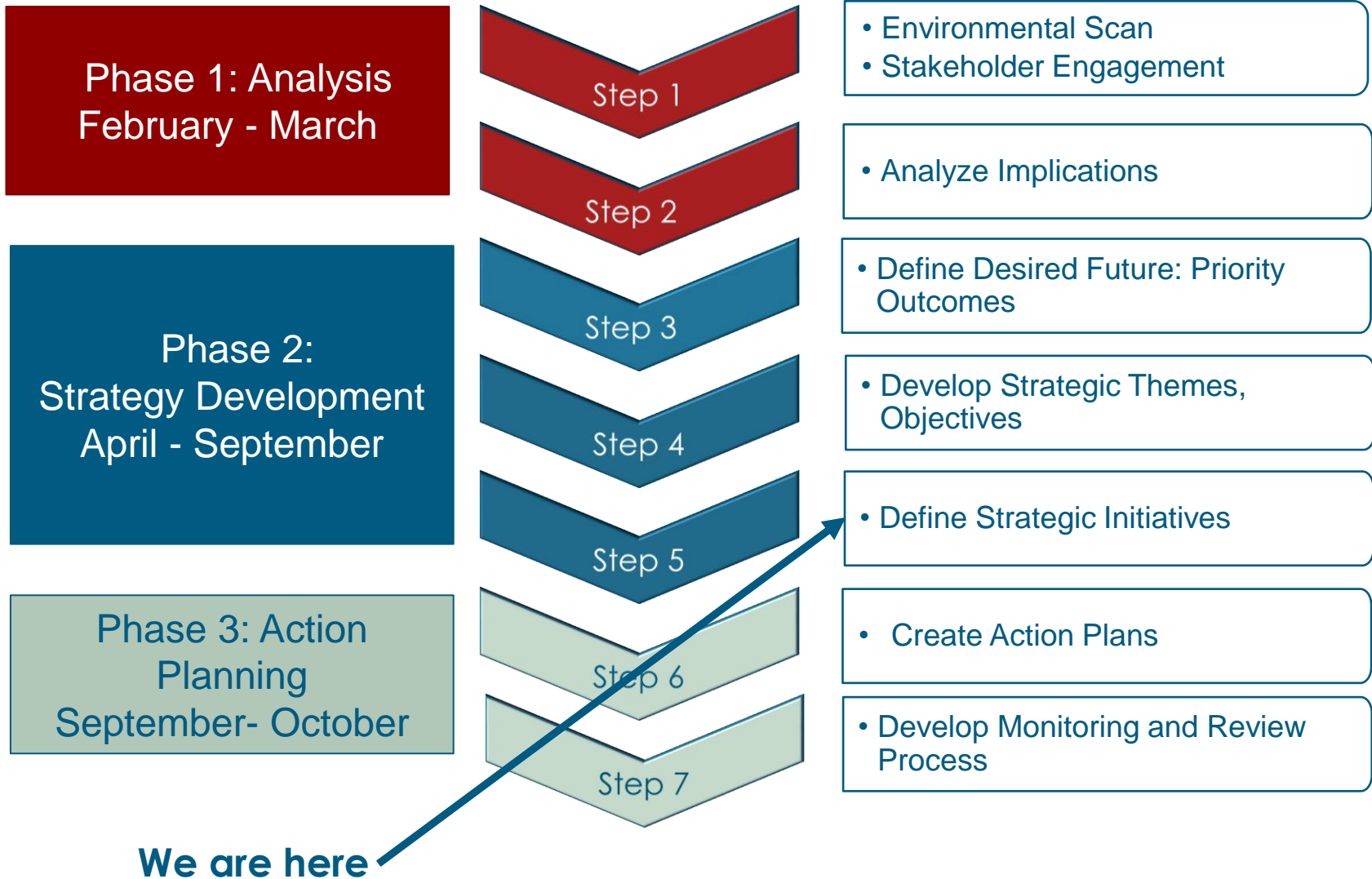
6. Next Steps

Martha Greenway

Today's Purpose

- ✓ Review and seek to understand Strategy Team recommended strategic initiatives
- ✓ Identify any initiatives that are of concern (that members do not think they can support)
- ✓ Make any significant conceptual changes to language of the strategic initiatives
- ✓ Identify any missing strategic initiatives that are essential to achieving the objectives
- ✓ Confirm next steps

Project Overview



Vision: All NH families are afforded comprehensive and responsive supports, so they are healthy, learning, and thriving now and in the future.

Priority Outcomes

- Increase families' partnership in, knowledge of, and choices for their child's development
- Increase families' access to integrated quality early childhood opportunities and services
- Increase comprehensive wellness of young children
- Ensure children achieve early childhood developmental and educational goals
- Increase providers' and educators' knowledge and access to resources for quality programs and services

Themes	Objectives
Strategic Theme 1 Quality, consistent, equitable access to opportunities and services for all NH families	1. Increase early intervention and primary prevention 2. Increase accessible childcare and early learning options 3. Increase family awareness, voice, influence, engagement and knowledge 4. Enhance quality of early childhood programs and services
Strategic Theme 2 Early childhood workforce capacity and quality	1. Increase workforce 2. Increase knowledge of workforce regarding early childhood development
Strategic Theme 3 Investment in early childhood programs and services	1. Leverage and sustain new and existing funding 2. Increase business and community support for early childhood programs and services
Strategic Theme 4 Systems integration	1. Increase state, regional, and local level collaboration and program integration 2. Enhance family navigation of integrated programs and services 3. Increase community voice and influence in design of programs and services
Strategic Theme 5 Office of Early Childhood	1. Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system 2. Expand public understanding of the importance of quality early childhood experiences for all children

Strategic Initiative Checklist

- ☐ Results in sustained changes in practices and approaches
- ☐ Targets observable, tangible changes in system and staff behavior
- ☐ Not episodic events or activities
- ☐ Not reliant upon a specific, externally marketed product
- ☐ Generally require cross-functional, multi-year efforts to full implement
- ☐ Sufficient impact to transform statewide practice and improve one or more priority outcomes

Strategic Theme: *Include the title of your strategic theme from the strategic planning framework.*

Team Members: *List team members in alphabetical order by last name, with their title and department/organization.*

Objective 1: *Include the objective from the strategic planning framework.*

Success Defined: *If this objective is achieved, how will we know? What changes will we observe in children, families, providers and systems? What results will improve?*

Strategic Initiative 1A: *Include a short phrase or title that defines the effort on the part of the district that will bring about fundamental changes to improve this objective.*

Brief Description: *Add a few sentences to more fully articulate what this strategic initiative entails. Describe what will be developed or implemented, the types of employees targeted and what changes in behavior are required. Do not detail the action steps or resources needed to implement the initiative – this will occur in the action planning stage to follow in January.*

Rationale: *Provide references to support the efficacy of this initiative in improving the objective. What evidence or experience suggests this effort will bring about the desired change? How does this initiative reflect stakeholder input?*

Important findings for implementation: *If your research revealed essential practices or conditions that are necessary for effective implementation of the initiative, include those in this section.*

Strategic Theme 1

Quality, consistent, equitable access to opportunities and services for all NH families

Team Members

Name	Organization
Marianne Barter	NH Child Care Advisory Council
Annie Censullo	Bureau of Child Development and Head Start Collaboration. DHHS/Division of Economic & Housing Stability
Robin deAlmeida	Parent Information Center
Richard Lavers	NH Department of Employment Security
Katherine Leswing	NHED, Office of Social Emotional Wellness
Joelle Martin	Milford Thrives/Milford Kids Thrive
Aurelia Moran	DHHS ECIT:DPHS/BPHCS MCH Home Visiting Program
Christine Morrissey	DHHS ECIT, Child Protection
Shirley Tomlinson	DHHS ECIT- Office of Health Equity
Rachel Valladares	NHED, Migrant Education Program

Strategic Theme 1

Quality, consistent, equitable access to opportunities and services for all NH families

Objective 1:	Increase early intervention and primary prevention
Initiative 1a:	Eliminate barriers to access by engaging diverse family perspectives early in the planning process
Initiative 1b:	Increase provider awareness of and collaboration with all available primary prevention and early intervention services

Strategic Theme 1

Quality, consistent, equitable access to opportunities and services for all NH families

Objective 2:	Increase accessible childcare and early learning options
Initiative 2a:	Expand eligibility for childcare assistance costs, increase the amount of assistance for each family, and increase awareness and utilization of NH Child Care scholarship assistance
Initiative 2b:	Expand options for and access to childcare and-early learning statewide, particularly in areas where options are limited

Strategic Theme 1

Quality, consistent, equitable access to opportunities and services for all NH families

Objective 3:	Increase family awareness, voice, influence, engagement, and knowledge
Initiative 3a:	Establish a Statewide Family Engagement Framework including feedback loops
Initiative 3b:	Expand Welcome Baby program to every baby in New Hampshire
Initiative 3c:	Expand NH parent/caregiver access to family support/Family Resource Centers (FRCs)

Strategic Theme 1

Quality, consistent, equitable access to opportunities and services for all NH families

Objective 4:	Enhance quality of early childhood programs and services
Initiative 4a:	Increase participation in NH QRIS
Initiative 4b:	Increase family awareness of quality care and early learning options

Discussion

1. What clarifying questions do you have?
2. Are there any of the recommended strategic initiatives that you could not support?
3. Is there any language that requires significant, substantive change?

Strategic Theme 2

Early childhood workforce capacity and quality

Team Members

Name	Organization
Dianne Chase	Bureau of Child Development – working on workforce initiatives
Kendra Dix	B8 & NH Family Voices
Jen Doris	NHED, Office of Social Emotional Wellness
Kristi Hart	DHHS ECIT: DPHS/BPHCS MCH Home Visiting Program
Marti Ilg	Division of Economic and Housing Stability NH DHHS
Nicole Levesque	Bureau of Career Development
Gene Patnode	DHHS: workforce
Sue Watson	Comprehensive Family Support Services

Strategic Theme 2

Early childhood workforce capacity and quality

Objective 1:	Increase workforce
Initiative 1a:	Promote early childhood careers and career path
Initiative 1b:	Engage more people into the early childhood field
Initiative 1c:	Promote the availability of workforce incentives and tax credits and expand them beyond early childhood education to include family support and health

Strategic Theme 2

Early childhood workforce capacity and quality

Objective 2:	Increase workforce knowledge regarding early childhood development
Initiative 2a:	Equip the early childhood workforce with evidence-based practices to meet the needs of children and families

Discussion

1. What clarifying questions do you have?
2. Are there any of the recommended strategic initiatives that you could not support?
3. Is there any language that requires significant, substantive change?

Strategic Theme 3

Investment in early childhood programs and services

Team Members

Name	Organization
Christine Brennan	NHED, Deputy Commissioner
Christina D'Allesandro	New Hampshire Charitable Foundation
Joelyn Drennan	NH Children's Trust
Ben Hoffman	Bureau of Child Development and Head Start Collaboration Division of Economic and Housing Stability
Debra Nelson	DHHS ECIT
Terry Ohlson-Martin	NH Family Voices
Melissa White	NHED, Division of Learner Support
Becky Whitley	NH Senate

Strategic Theme 3

Investment in early childhood programs and services

Objective 1:	Leverage and sustain new and existing funding
Initiative 1a:	Create and implement a comprehensive early childhood system funding plan
Initiative 1b:	Develop and implement a wages study across the various roles within the early childhood field

Strategic Theme 3

Investment in early childhood programs and services

Objective 2:	Increase business and community support for early childhood programs and services
Initiative 2a:	Create and implement a plan to increase businesses' financial investment in the early childhood system
Initiative 2b:	Create and implement a plan to increase community awareness of and engagement in building the capacity of the early childhood system

Discussion

1. What clarifying questions do you have?
2. Are there any of the recommended strategic initiatives that you could not support?
3. Is there any language that requires significant, substantive change?

Strategic Theme 4

Systems Integration

Team Members

Name	Organization
Sandy Alonzo	NAMI New Hampshire (National Alliance on Mental Illness)
Sarah Fox	NH Alliance of Early Childhood Coalitions (representing the EC Regional leads on B8)
Stefanie King	Office of Social Emotional Wellness NHED
Michelle Lewis	B8 & Parent Information Center
Claudette Mallory	DHHS/DEHS/Bureau of Child Development and Head Start Collaboration
Hannah MaynardYung	NH DHHS- Children's Behavioral Health
Lara Quiroga	Amoskeag Health
Molly White	Office of Social Emotional Wellness NHED
Heidi Young	DHHS ECIT
Steve Zadravec	Portsmouth School Department

Strategic Theme 4

Systems Integration

Objective 1:	Increase state, regional, and local level collaboration and program integration
Initiative 1a:	Affirm and institutionalize the early childhood regions and networks, ensure ongoing support, and foster collaboration with families and local communities
Initiative 1b:	Formalize, strengthen, and broaden local early childhood coalitions that integrate with regional and state structures
Initiative 1c:	Establish a shared, compatible early childhood data system to inform decision-making

Strategic Theme 4

Systems Integration

Objective 2:	Enhance family navigation of integrated programs and services
Initiative 2a:	Increase individualized support for families in navigating the system
Initiative 2b:	Increase navigators to support families
Initiative 2c:	Build cultural and linguistic competence of early childhood professionals to better support families

Strategic Theme 4

Systems Integration

Objective 3:	Increase community voice and influence in design of programs and services
Initiative 3a:	Create approaches to specifically engage under-represented groups to influence decisions about programs and services that affect them
	Note that 1b also addresses this objective: Formalize, broaden, and strengthen local early childhood coalitions that integrate with regional and state structures

Discussion

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2. Are there any of the recommended strategic initiatives that you could not support?
3. Is there any language that requires significant, substantive change?

Strategic Theme 5

Office of Early Childhood

Team Members

Name	Organization
Jeanne Agri	Community Action Program Belknap-Merrimack
Jane Bard	Children's Museum of New Hampshire
Athena Cote	DHHS
Christina D'Allesandro	New Hampshire Charitable Foundation
Krishna A Dubreuil	Department of Education
Debra Nelson	DHHS ECIT
Colleen Popores	Parent Representative (Employee at DHHS, but on Team as representative of Parents)
Molly White	NHED, Office of Social Emotional Wellness
Rebecca Woitkowski	Parent Representative/ New Futures

Strategic Theme 5

Office of Early Childhood

Objective 1:	Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system
Initiative 1a:	Establish a collaborative process to define the role of the Office of Early Childhood, including structure, primary responsibilities, fiscal structure and functions
Initiative 1b:	Establish authority in Office of Early Childhood for leadership of Office to cultivate political will

Strategic Theme 5

Office of Early Childhood

Objective 2:	Expand public understanding of the importance of quality early childhood experiences for all children
Initiative 2a:	Coordinate messaging across key early childhood champions to ensure a diverse set of voices that will expand public understanding of the importance of early childhood experiences for all children and families
Initiative 2b:	Clarify and communicate roles and responsibilities of the early childhood system to include early childhood agencies, families, policy makers, service providers

Discussion

1. What clarifying questions do you have?
2. Are there any of the recommended strategic initiatives that you could not support?
3. Is there any language that requires significant, substantive change?



Priority Outcomes

- Increase families' partnership in, knowledge of, and choices for their child's development
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Vision: All NH families are afforded comprehensive and responsive supports, so they are healthy, learning, and thriving now and in the future.

Themes	Objectives	Initiatives
Strategic Theme 1 Quality, consistent, equitable access to opportunities and services for all NH families	1. Increase early intervention and primary prevention 2. Increase accessible childcare and early learning options 3. Increase family awareness, voice, influence, engagement and knowledge 4. Enhance quality of early childhood programs and services	1a. Eliminate barriers to access by engaging diverse family perspectives early in the planning process 1b. Increase provider awareness of and collaboration with all available primary prevention and early intervention services 2a. Expand eligibility for childcare assistance costs, increase the amount of assistance for each family, and increase awareness and utilization of NH Child Care scholarship assistance 2b. Expand options for and access to childcare and early learning statewide, particularly in areas where options are limited 3a. Establish a Statewide Family Engagement Framework including feedback loops 3b. Expand Welcome Baby program to every baby in New Hampshire 3c. Expand NH parent/caregiver access to family support/Family Resource Centers (FRCs) 4a. Increase participation in NH QRIS 4b. Increase family awareness of quality care and early learning options
Strategic Theme 2 Early childhood workforce capacity and quality	1. Increase workforce 2. Increase workforce knowledge regarding early childhood development	1a. Promote early childhood careers and career path 1b. Engage more people into the early childhood field 1c. Promote the availability of workforce incentives and tax credits and expand them beyond early childhood education to include family support and health 2a. Equip the early childhood workforce with evidence-based practices to meet the needs of children and families
Strategic Theme 3 Investment in early childhood programs and services	1. Leverage and sustain new and existing funding 2. Increase business and community support for early childhood programs and services	1a. Create and implement a comprehensive early childhood system funding plan 1b. Develop and implement a wages study across the various roles within the early childhood field 2a. Create and implement a plan to increase businesses' financial investment in the early childhood system 2b. Create and implement a plan to increase community awareness of and engagement in building the capacity of the early childhood system
Strategic Theme 4 Systems integration	1. Increase state, regional, and local level collaboration and program integration 2. Enhance family navigation of integrated programs and services 3. Increase community voice and influence in design of programs and services	1a. Affirm and institutionalize the early childhood regions and networks, ensure ongoing support, and foster collaboration with families and local communities 1b. Formalize, strengthen and broaden local early childhood coalitions that integrate with regional and state structures 1c. Establish a shared, compatible early childhood data system to inform decision-making 2a. Establish and promote a comprehensive and inclusive system for families to navigate and access resources that leverage existing tools 2b. Increase individualized support for families in navigating the system 2c. Build cultural and linguistic competence of early childhood professionals to better support families 3a. Create approaches to specifically engage under-represented groups to influence decisions about programs and services that affect them
Strategic Theme 5 Office of Early Childhood	1. Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system 2. Expand public understanding of the importance of quality early childhood experiences for all children	1a. Establish a collaborative process to define the role of the Office of Early Childhood, including structure, primary responsibilities, fiscal structure and functions 1b. Establish authority in Office of Early Childhood for leadership of Office to cultivate political will 2a. Coordinate messaging across key early childhood champions to ensure a diverse set of voices that will expand public understanding of the importance of early childhood experiences for all children and families 2b. Clarify and communicate roles and responsibilities of the early childhood system to include early childhood agencies, families, policy makers, service providers

Discussion

- ✓ Are there any strategic initiatives that are essential to achieving these objectives that are missing?

Next Steps

- ✓ Hold three community forums for input into strategic initiatives and implementation
 - September 20, 1:00-2:30 pm, Gorham
 - September 21, 9:30-11:00, Concord
 - September 22, 6:00-7:30, via Zoom
- ✓ Convene groups to develop strategic initiative action plans
 - We will set 2-hour workshop dates for each strategic initiative
 - Members of the Council, Subcommittee and Strategy Teams may join any workshop
 - Workshops will be held between October 1 and October 28
 - Dates will be announced next week (week of September 19)
- ✓ Share strategic plan implementation plan with Council for Thriving Children on November 8