



Strategic Plan Feedback Session

September 20-22, 2022

Today's Purpose

Seek community input on the draft strategic plan for the early childhood system in New Hampshire



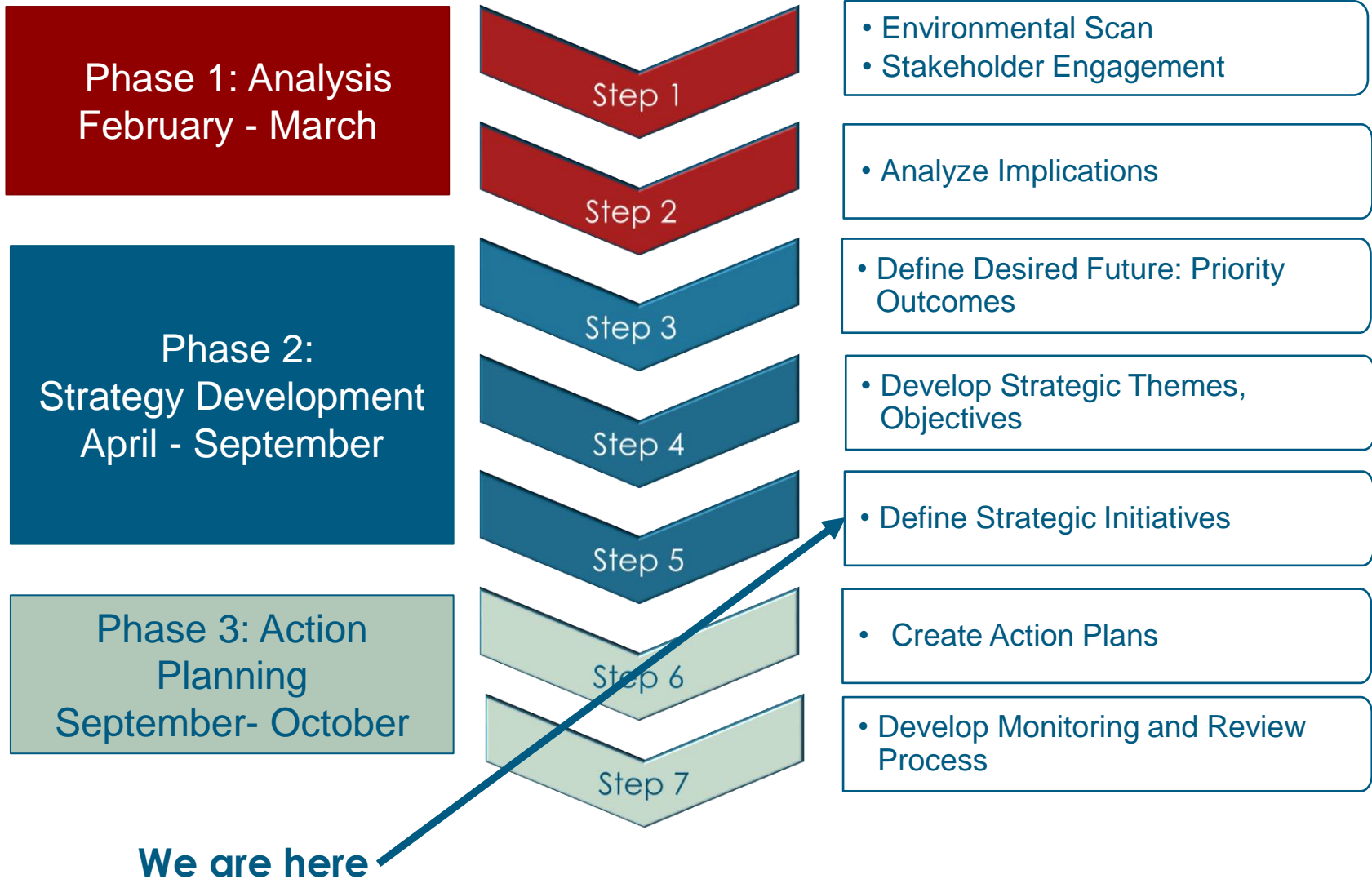
- Appointed by the Governor
- Co-led by the state's Department of Health and Human Services and the Department of Education
- Includes family member advocates, early childhood experts, health care leaders, state legislators, business leaders, and Commissioners from other state agencies
- Come together to enhance the well-being of young children and families in New Hampshire

Greenway Strategy Group provides analysis
and strategic guidance
to social impact organizations
to improve outcomes for children, families and learners of all ages.

Expertise

- ☐ Strategy design, implementation and monitoring
- ☐ Program evaluation
- ☐ Performance design and improvement
- ☐ Financial analysis
- ☐ Governance

Project Overview



Analysis Findings: Stakeholder Input

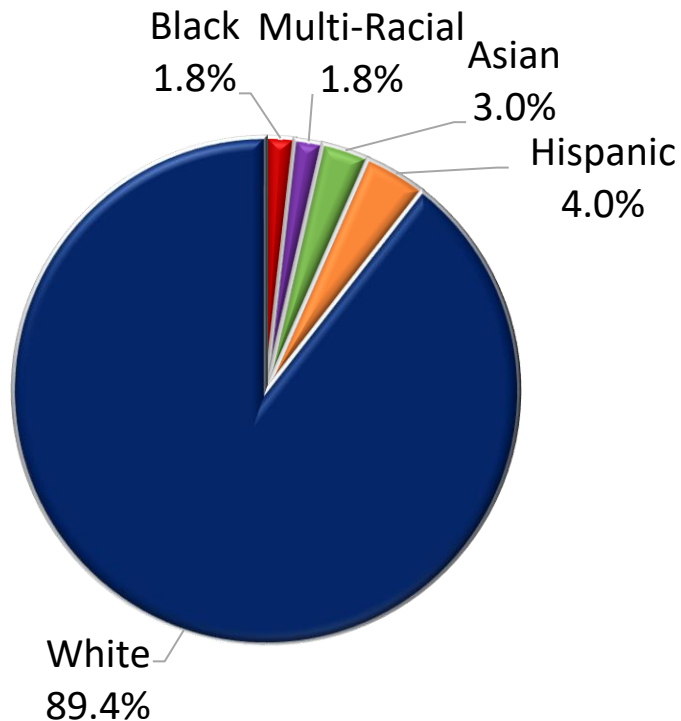


- Growing collaboration and alignment
- Broad bipartisan support for early childhood
- Strong providers
- Variety and quality of services
- Parent programming and engagement
- Strong advocates
- History of innovation
- Private funding support
- Strong federal funding

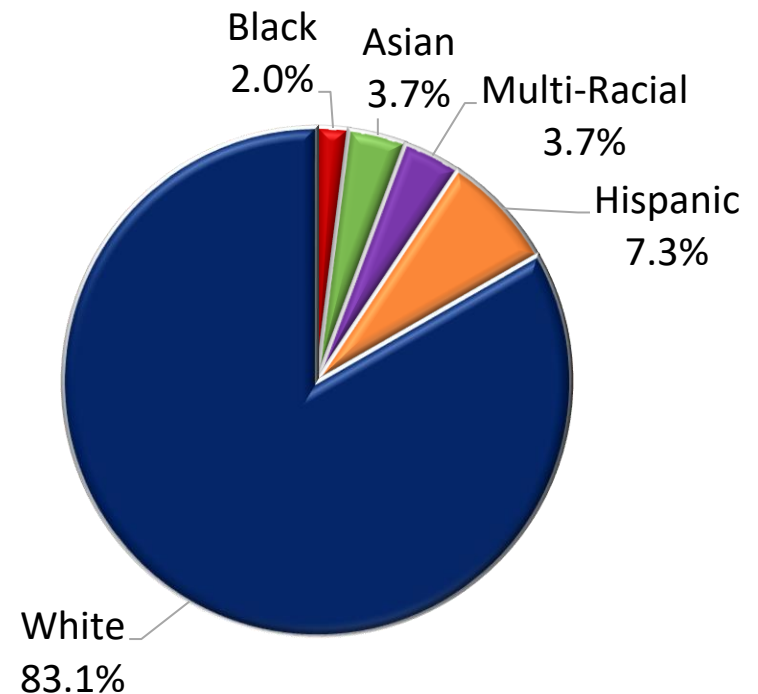
- Provider workforce
- Lack of integration, communication, coordination, and common vision among those in the system
- Lack of affordable, quality care and services
- Inadequate financial investment
- Lack of awareness and understanding about available services and programs
- Gaps in child behavioral and mental health services
- Need for more community-driven approaches
- Emerging social needs that limit access

Children in New Hampshire are proportionally more diverse than the overall state population

NH Total Population, 2021

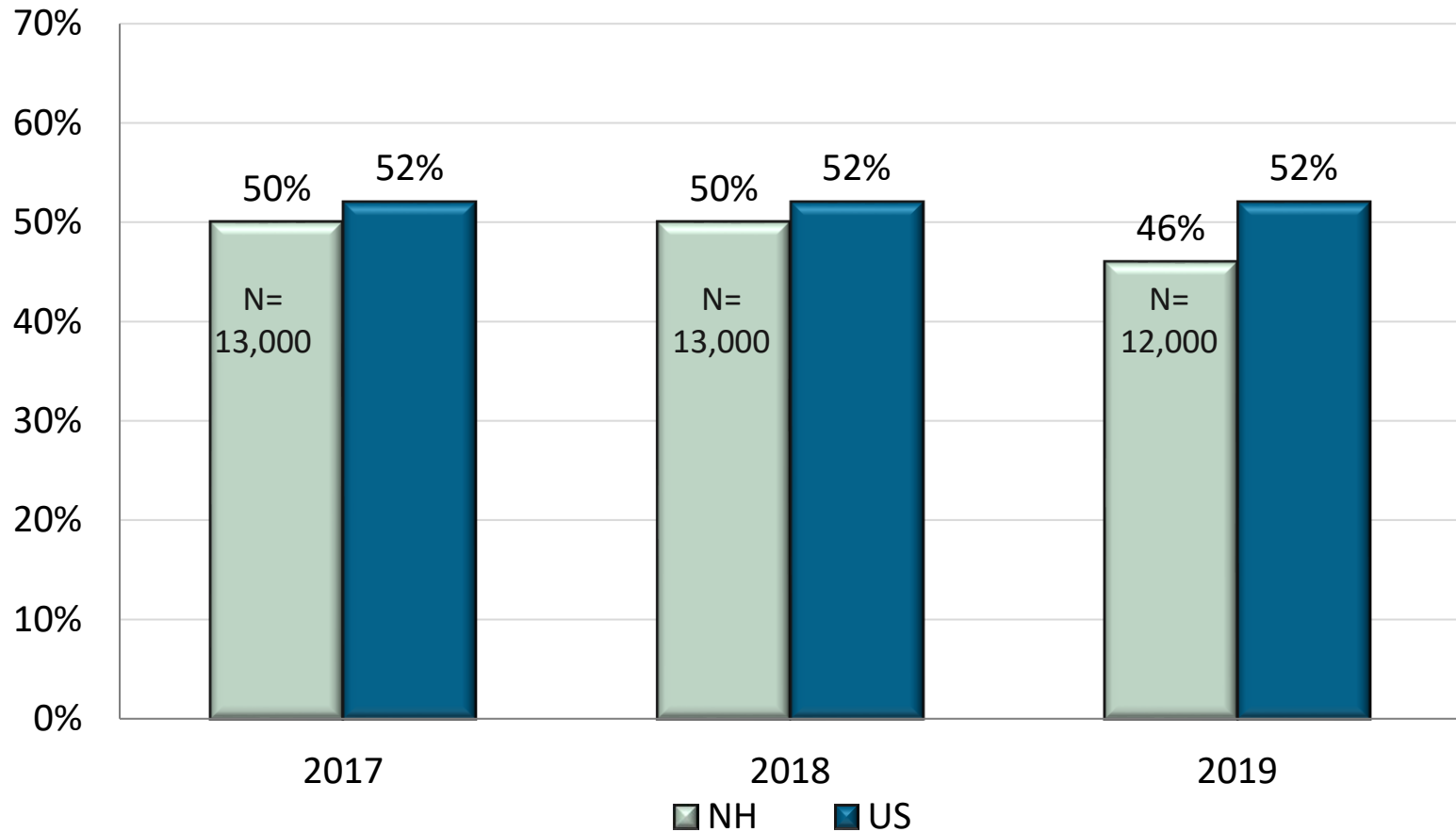


NH Children 0-11 Population, 2020



The proportion of younger N.H. children not in school decreased slightly while the national rate stayed the same

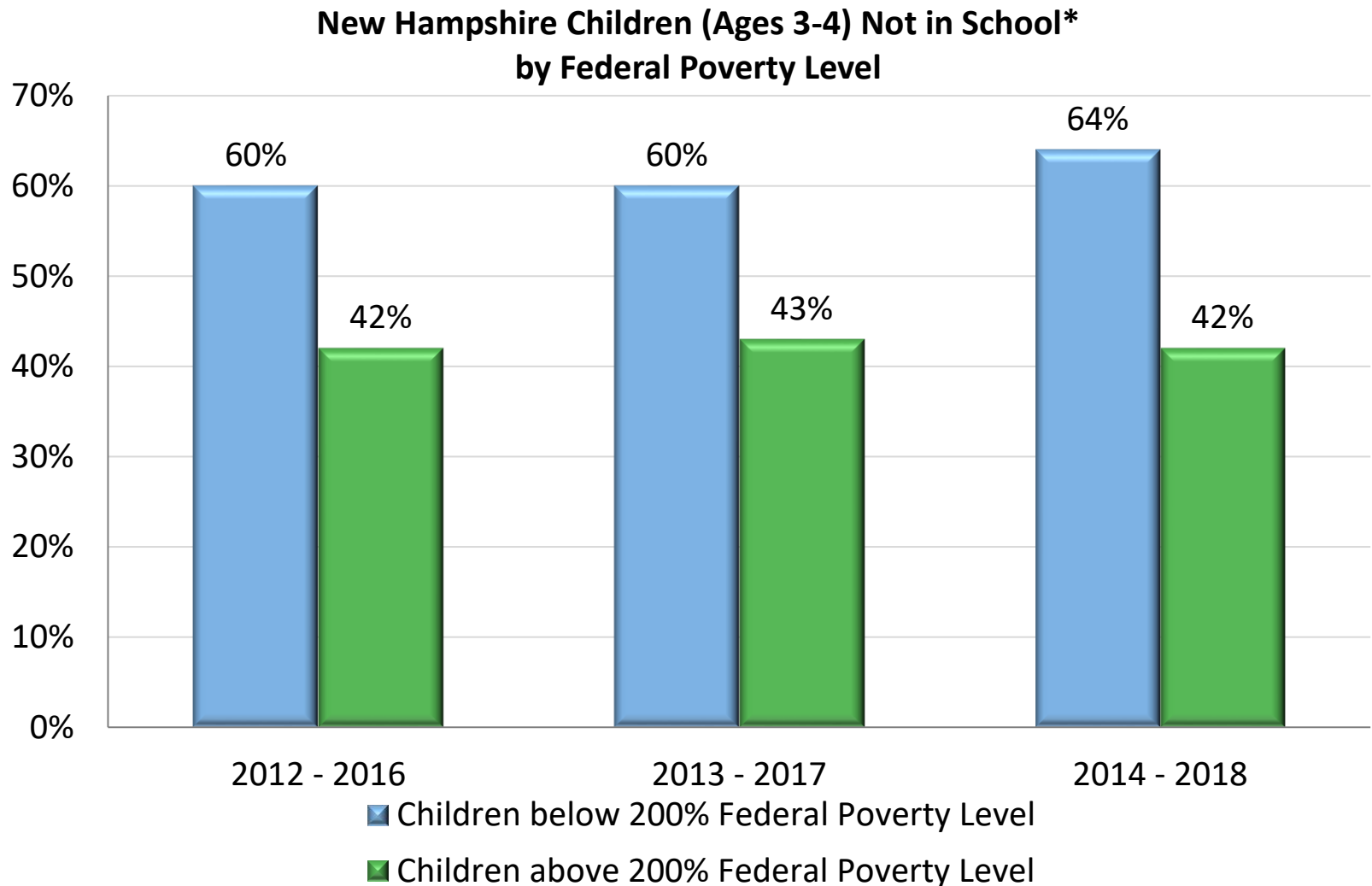
Young Children Ages 3-4 Not in School*



*Not in school is defined as the share of children ages 3 to 4 not enrolled in school, including nursery school, preschool, or kindergarten, during the previous three months. "Nursery school" and "preschool" include any group or class of institution providing educational experiences for children during the years preceding kindergarten. Head Start is included, while care in a private home would not be.

Source: US Census Bureau, American Community Survey; Child Trends Analysis, National Survey of Children's Health.

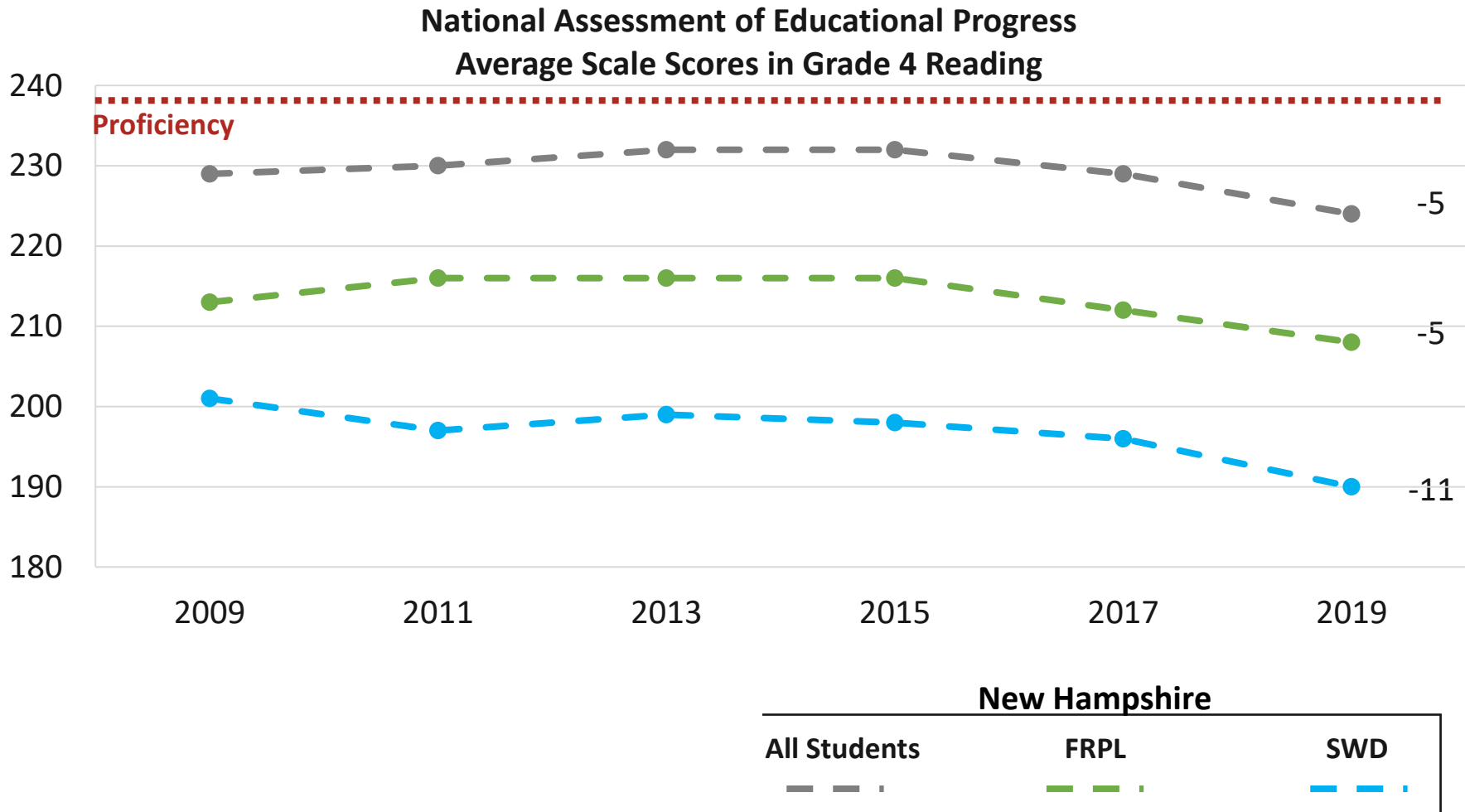
The percentage of lower-income young children not in school rose slightly, while the percentage of other young children not in school has not changed



*Not in school is defined as the share of children ages 3 to 4 not enrolled in school, including nursery school, preschool, or kindergarten, during the previous three months, including Head Start but not care in a private home.

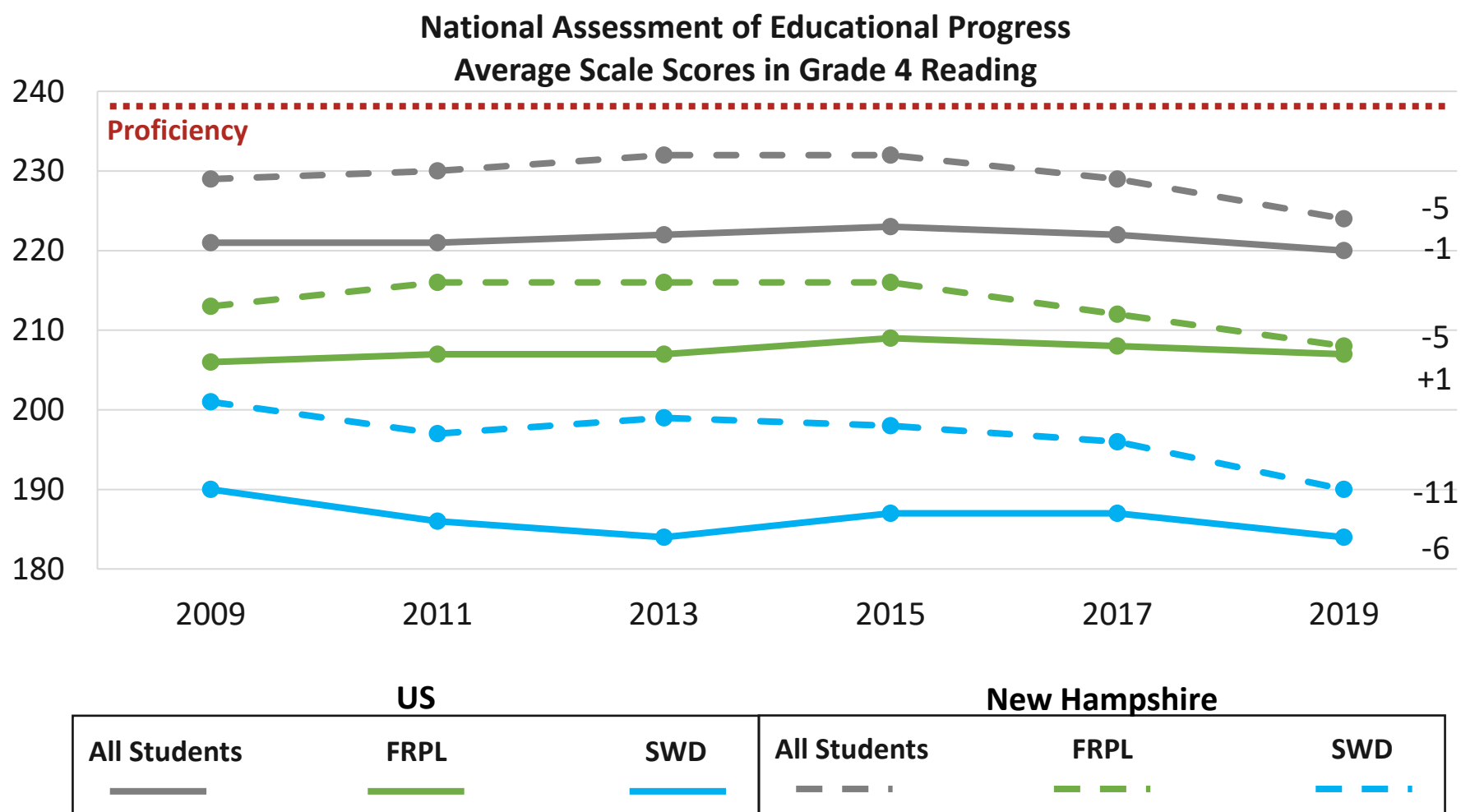
Source: Population Reference Bureau, US Census Bureau, American Community Survey.

N.H. has seen larger declines in 4th grade NAEP scores than the nation overall



Source: The Nation's Report Card, US Department of Education.

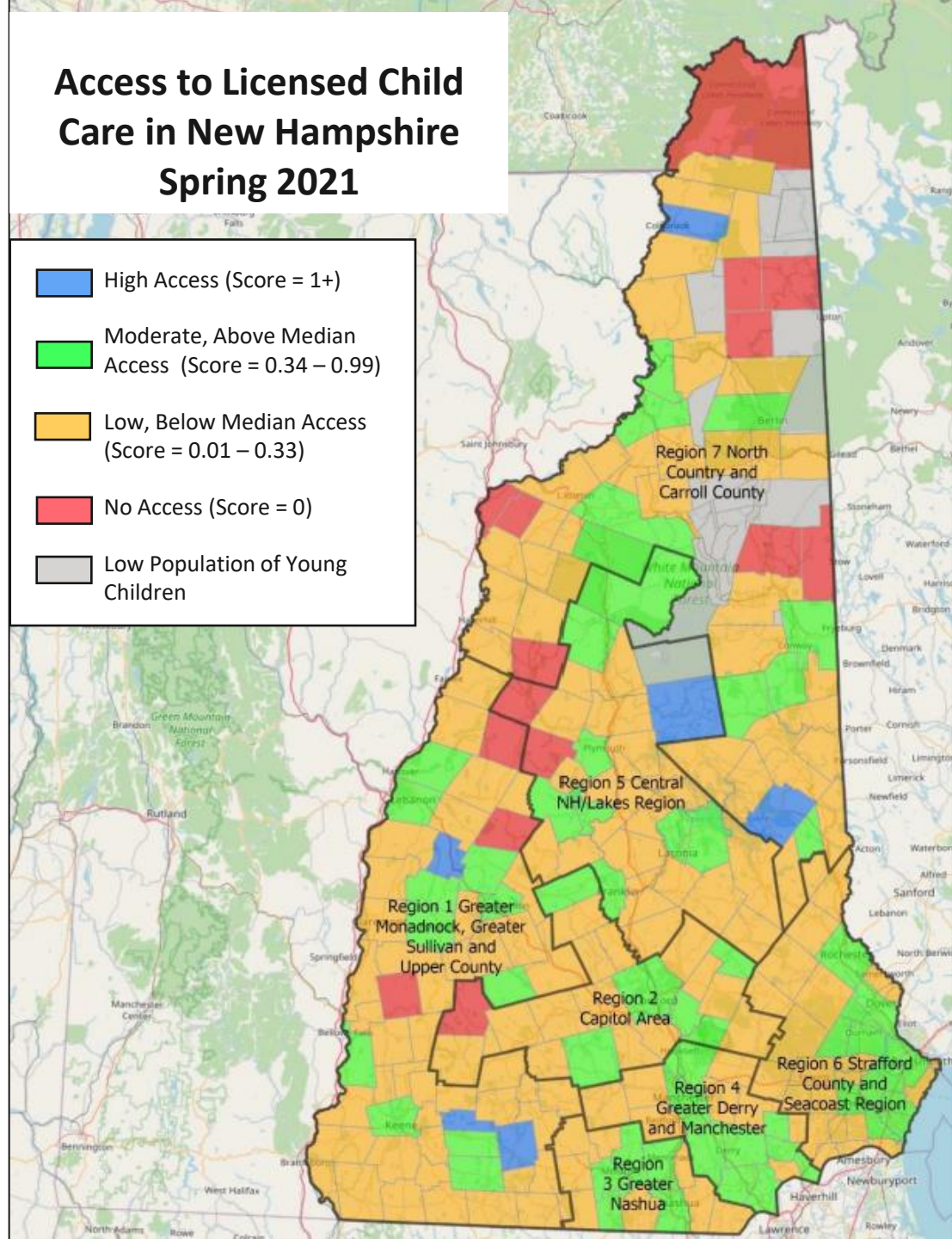
N.H. has seen larger declines in 4th grade NAEP scores than the nation overall, with 2019 NAEP scores much closer to the national average



Source: The Nation's Report Card, US Department of Education.

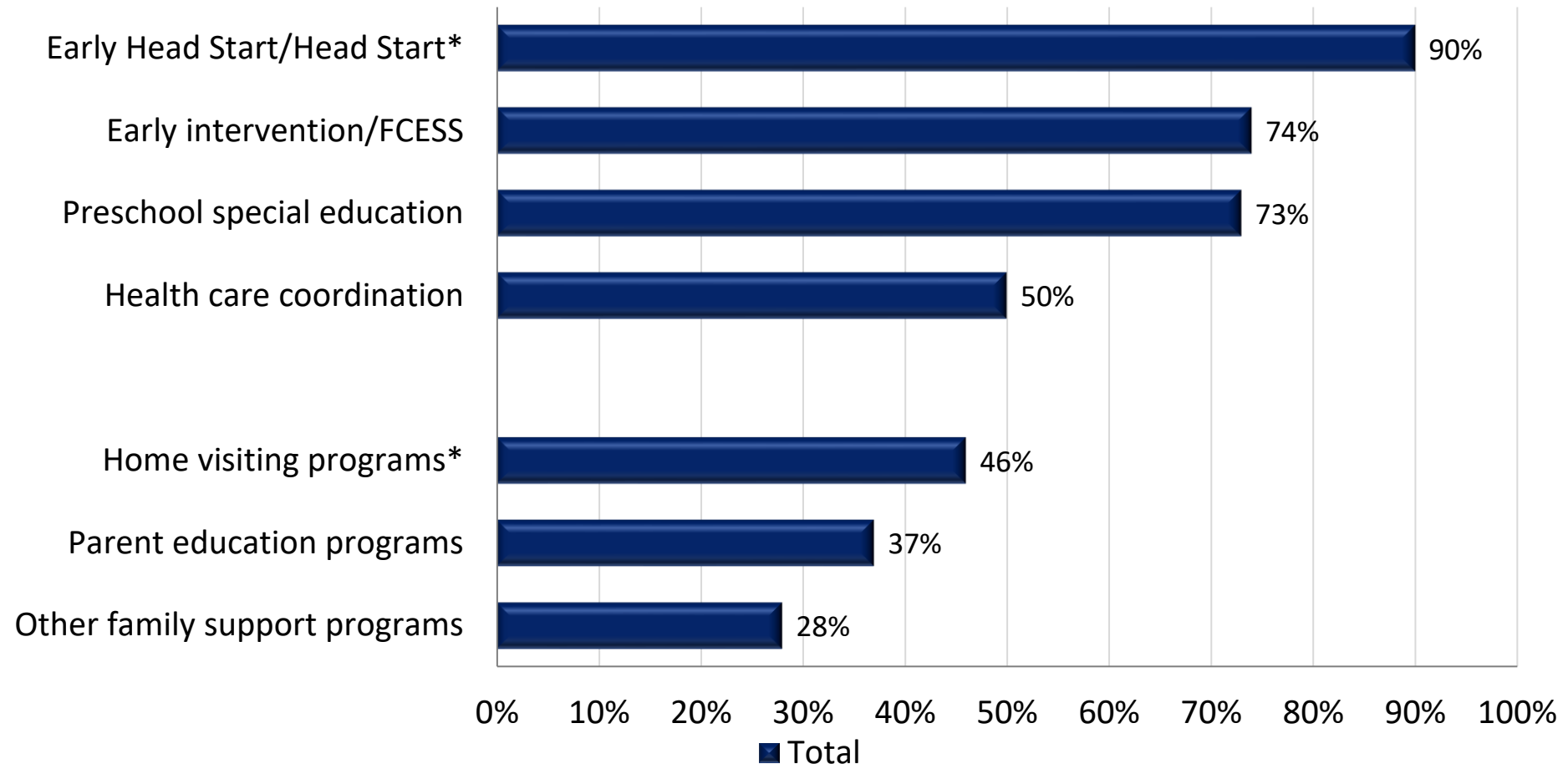
Access to licensed child care in New Hampshire is highest in urban areas, with about one licensed slot for every three children in the state within a 20-minutes driving distance of their home.

Source: *New Hampshire's Early Childhood System in the Time of COVID-19: Child Care Access and Regional Systems Coordination*, October 2021.



Families were not aware of many available early childhood services; knowledge was lowest for home visiting and parent education programs

Percentage of Survey Respondents Reporting They Have Heard of Specific Programs:
2020



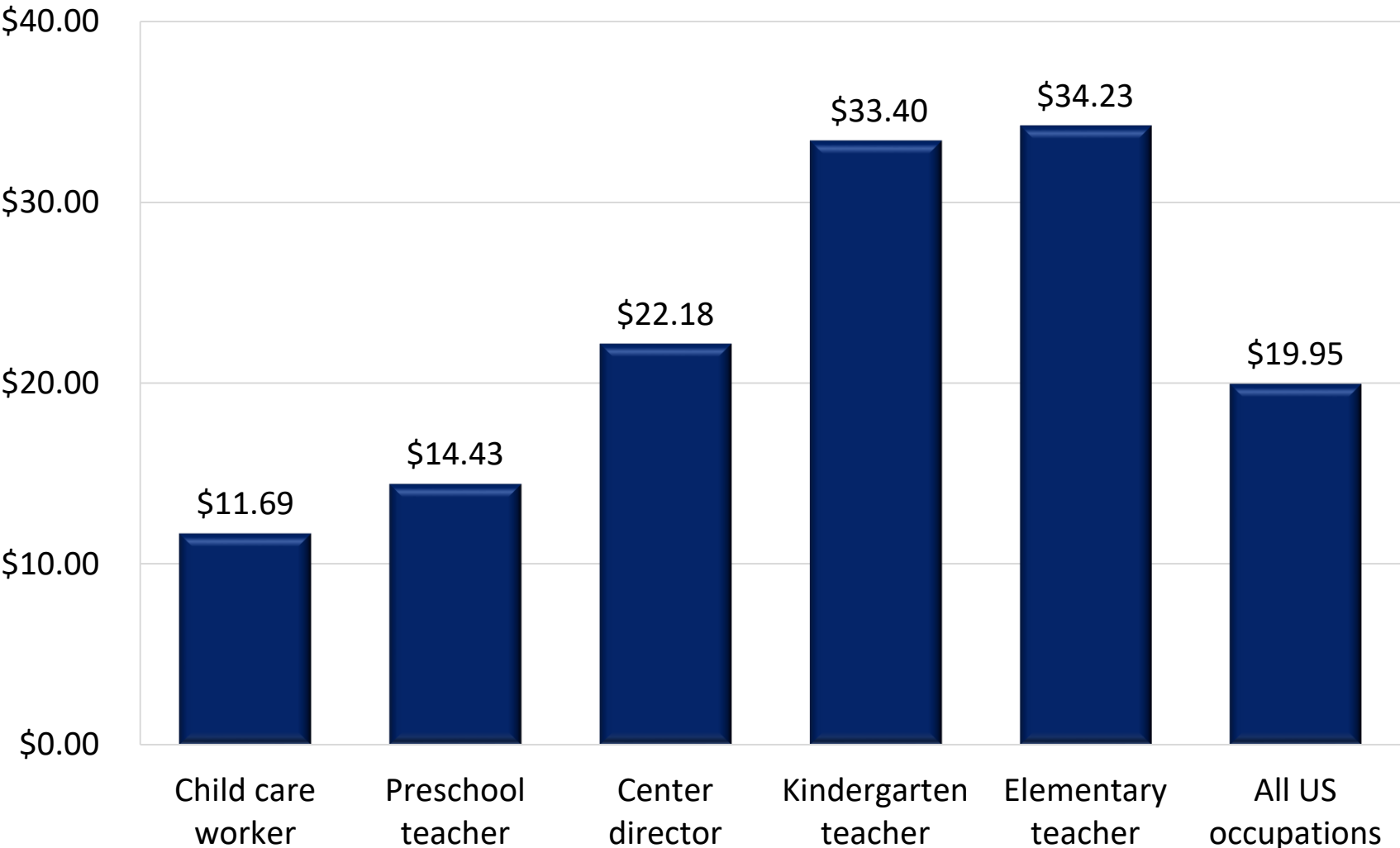
Source: PDG B-5 Family Survey, *Understanding the New Hampshire Birth through Five System, A Needs Assessment*, 2020. Responses are tabulated for all 1,278 family survey respondents. Program names with an * are targeted to lower-income children and families.

The number of N.H. Child Care Scholarships and beneficiaries of the scholarships have declined in recent years

New Hampshire Child Care Scholarship	2019	2020	2021
Number of Families Receiving Services	5,006	4,135	3,650
Number of children receiving child care services	7,742	5,968	5,204
Number of child care providers receiving CCDF funding by type of care	842	568	496

Low wages penalize N.H. early childhood educators for working with younger children

Earnings by Occupation for Early Educators in New Hampshire, 2019



Source: Center for the Study of Child Care Employment, University of California, Berkeley, 2020.

The birth-to-five system in New Hampshire as of 2020 included a complex assortment of programs and public and private supports



Table Discussions

What do you find of most interest in these analysis findings about the New Hampshire early childhood system?

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
- ☐ Generally require cross-functional, multi-year efforts to full implement
- ☐ Sufficient impact to transform statewide practice and improve one or more priority outcomes

Discussion Topics

1. What do you find most compelling about this draft strategic plan framework?
2. Other than performance measures and implementation details which will come later, what is important that is missing (if anything)?
3. Within the five strategic themes, what specific ideas do you have for how New Hampshire can best implement the proposed initiatives? (Discuss the strategic themes in whatever order your table prefers.)

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:	Normalize utilization of early intervention and primary prevention services among all families
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 universal home visiting 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

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:	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 knowledge of child development and evidence-based practices to meet the needs of children and families

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 including federal, state, local, and private sources
Initiative 1b:	Develop and implement a comprehensive study of compensation, benefits, and incentives 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

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:	Establish and promote a comprehensive and inclusive system leveraging existing tools for families to navigate and access resources
Initiative 2b:	Increase individualized support for families in navigating the system
Initiative 2c:	Build cultural and linguistic competence of the early childhood system and 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

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 authority, functions, structure, and resources

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, and service providers



Priority Outcomes

- Increase families' partnership in, knowledge of, and choices for their child's development
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- Increase comprehensive wellness of young children
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- Increase providers' and educators' knowledge and access to resources for quality programs and services

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. Normalize utilization of early intervention and primary prevention services among all families 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 universal home visiting 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. 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 knowledge of child development and 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 including federal, state, local, and private sources 1b. Develop and implement a comprehensive study of compensation, benefits, and incentives 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 leveraging existing tools for families to navigate and access resources 2b. Increase individualized support for families in navigating the system 2c. Build cultural and linguistic competence of the early childhood system and 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 authority, functions, structure, and resources 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, and service providers

Discussion Topics

1. What do you find most compelling about this draft strategic plan framework?
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Discussion Guidelines

- Our purpose is to hear all viewpoints, not to reach consensus
 - Respect different points of view and assume goodwill
- Manage time and participation in the conversation to allow everyone to be heard
 - Avoid any reference to specific individuals
 - Consider system-wide issues rather than individual cases
- Represent your individual perspective, don't speak for others
 - Focus on what is best for children and families

