



# Strategic Plan Discussion

November 10, 2022

# Strategic Plan Discussion Agenda

1. Remarks from Strategic Planning Sub-Committee Co-chairs
2. Update from community input sessions
3. Approve strategic plan framework including priority outcomes, strategic themes, objectives, and initiatives
4. Approve strategic plan timeframe of either 3 years or 5 years
5. Endorse six strategic initiatives to launch in 2023
6. Discuss performance measures to track progress on priority outcomes
7. Discuss information to include in final product
8. Feedback and reflections on strategic planning process (open to all participants)

# Input Sessions on Strategic Plan Framework

Three sessions in September

- ❑ In-person in Gorham (6 participants) and in Concord (11 participants)
- ❑ Virtual Session (16 participants)
- ❑ Participants represented agencies and service centers for children and families including Waypoint, Children's Trust, Archways Family Resource Centers as well as state agencies including the Department of Corrections and DHHS

# What do you find most compelling about this strategic framework?

- The need to engage more families
  - To improve the referral process
  - To utilize Family Resource Centers more
  - To increase home visiting
  - To overcome the culture of self-reliance that prevents families from seeking help
- Early childhood services are about more than childcare and this framework is about more than childcare
- Providers need to be able to navigate the system of services better
- The need for increased sustainable funding
- The need to improve education and training for the workforce in early childhood
- The need to have more workers/ increase the workforce in early childhood
- The need to improve community collaboration
- The need for a one-stop-shop for early childhood resources
- The opportunity for services to be specialized
- The need for primary prevention

# Other than implementation details and performance metrics which will be designed in the next phase, is anything missing?

- Addressing barriers (i.e. cultural, funding, administrative) to seeking out and accessing services and to reaching all families
- Professional development in the areas of counseling and social workers and improving navigation of the system for providers and families
- How to have sustainable state/federal funding and grants
- How to consider the role of political changes and short-term grant funding
- Evaluating effectiveness of allocated funds and systems in general
- Focus on trauma and early childhood mental and behavioral health
- Increasing salaries for staff
- Informing business & community supporters on how to invest beyond just funding
- Integrating private, nonprofit provider catchment areas
- Need to increase awareness and education around the why of what is happening

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



**COUNCIL FOR  
THRIVING  
CHILDREN**

Early  
Childhood  
Strategic  
Plan  
Framework  
9.9.22

**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	Initiatives
<p><b>Strategic Theme 1</b> Quality, consistent, equitable access to opportunities and services for all NH families</p>	<ol style="list-style-type: none"> <li>1. Increase early intervention and primary prevention</li> <li>2. Increase accessible childcare and early learning options</li> <li>3. Increase family awareness, voice, influence, engagement and knowledge</li> <li>4. Enhance quality of early childhood programs and services</li> </ol>	<ol style="list-style-type: none"> <li>1a. Normalize utilization of early intervention and primary prevention services among all families</li> <li>1b. Increase provider awareness of and collaboration with all available primary prevention and early intervention services</li> <li>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</li> <li>2b. Expand options for and access to childcare and early learning statewide, particularly in areas where options are limited</li> <li>3a. Establish a Statewide Family Engagement Framework including feedback loops</li> <li>3b. Expand universal home visiting to every baby in New Hampshire</li> <li>3c. Expand NH parent/caregiver access to family support/Family Resource Centers (FRCs)</li> <li>4a. Increase participation in NH QRIS</li> <li>4b. Increase family awareness of quality care and early learning options</li> </ol>
<p><b>Strategic Theme 2</b> Early childhood workforce capacity and quality</p>	<ol style="list-style-type: none"> <li>1. Increase workforce</li> <li>2. Increase workforce knowledge regarding early childhood development</li> </ol>	<ol style="list-style-type: none"> <li>1a. Promote early childhood careers and career path</li> <li>1b. Promote the availability of workforce incentives and tax credits and expand them beyond early childhood education to include family support and health</li> <li>2a. Equip the early childhood workforce with knowledge of child development and evidence-based practices to meet the needs of children and families</li> </ol>
<p><b>Strategic Theme 3</b> Investment in early childhood programs and services</p>	<ol style="list-style-type: none"> <li>1. Leverage and sustain new and existing funding</li> <li>2. Increase business and community support for early childhood programs and services</li> </ol>	<ol style="list-style-type: none"> <li>1a. Create and implement a comprehensive early childhood system funding plan including federal, state, local, and private sources</li> <li>1b. Develop and implement a comprehensive study of compensation, benefits, and incentives across the various roles within the early childhood field</li> <li>2a. Create and implement a plan to increase businesses' financial investment in the early childhood system</li> <li>2b. Create and implement a plan to increase community awareness of and engagement in building the capacity of the early childhood system</li> </ol>
<p><b>Strategic Theme 4</b> Systems integration</p>	<ol style="list-style-type: none"> <li>1. Increase state, regional, and local level collaboration and program integration</li> <li>2. Enhance family navigation of integrated programs and services</li> <li>3. Increase community voice and influence in design of programs and services</li> </ol>	<ol style="list-style-type: none"> <li>1a. Affirm and institutionalize the early childhood regions and networks, ensure ongoing support, and foster collaboration with families and local communities</li> <li>1b. Formalize, strengthen and broaden local early childhood coalitions that integrate with regional and state structures</li> <li>1c. Establish a shared, compatible early childhood data system to inform decision-making</li> <li>2a. Establish and promote a comprehensive and inclusive system leveraging existing tools for families to navigate and access resources</li> <li>2b. Increase individualized support for families in navigating the system</li> <li>2c. Build cultural and linguistic competence of the early childhood system and professionals to better support families</li> <li>3a. Create approaches to specifically engage under-represented groups to influence decisions about programs and services that affect them</li> </ol>
<p><b>Strategic Theme 5</b> Office of Early Childhood</p>	<ol style="list-style-type: none"> <li>1. Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system</li> <li>2. Expand public understanding of the importance of quality early childhood experiences for all children</li> </ol>	<ol style="list-style-type: none"> <li>1a. Establish a collaborative process to define the role of the Office of Early Childhood, including authority, functions, structure, and resources</li> <li>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</li> <li>2b. Clarify and communicate roles and responsibilities of the early childhood system to include early childhood agencies, families, policy makers, and service providers</li> </ol>

# Factors to Consider in Initiative *Staging*

Not “Prioritizing”

## ❑ Considerations for Stage1 Initiatives

- ❑ **Contingency:** other work is dependent on this
- ❑ **Alignment:** work is already underway and needs to be incorporated into the strategic plan
- ❑ **Urgency:** internal or external factors are creating pressure for this work to begin, there is a risk of negative consequences if it does not proceed
- ❑ **Opportunity:** potential partners or supporters are available and ready to move forward
- ❑ **Expectation:** key constituents have been waiting for action in this area

Not “Most Important”

- ❑ Considerations to balance among the set of initiatives
- ❑ Requirements for new resources
- ❑ Workload on administrative and staff functions
- ❑ Political sensitivity and potential controversy

# Recommendations for Stage 1 Launch in 2023

Theme	Initiative
2. Early childhood workforce capacity and quality	1a. Promote early childhood careers and career path
3. Investment in early childhood programs and services	1a. Create and implement a comprehensive early childhood system funding plan including federal, state, local, and private sources
4. Systems integration	2a. Establish and promote a comprehensive and inclusive system leveraging existing tools for families to navigate and access resources
1. Quality, consistent, equitable access to opportunities and services for all NH families	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
5. Office of Early Childhood	1a. Establish a collaborative process to define the role of the Office of Early Childhood, including authority, functions, structure, and resources
5. Office of Early Childhood	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



# Measuring the Impact of the Strategic Plan

- ❑ Focus on Priority Outcomes
  - ❑ Priority Outcomes = specific, collective results or conditions to achieve
- ❑ Use Performance Measures to assess the impact of the strategic plan implementation (including initiatives) on Priority Outcomes
- ❑ A governing structure would need to oversee the process of defining outcome-based measures, involving the appropriate stakeholders in that process, and regularly reporting progress on the indicators

## 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

## Priority Outcome

Increase families' partnership in, knowledge of, and choices for their child's development

### Potential Performance Measures

Percentage of families aware of early childhood services for families with young children

Percentage of eligible families receiving state-funded DHHS Home Visiting\*

Number of families who receive home visiting through DHHS Maternal Infant and Early Childhood, through Healthy Families America, Family-Centered Early Supports and Services\*

Number of children enrolled in preschool special education\*

Number of children ages 3-5 enrolled in special education\*

Percentage of families who understand the process for special education services\*

\* Denotes a "Measure of Success" from 2020 NH Strategic Plan for Early Childhood

## Priority Outcome

Increase families' access to integrated quality early childhood opportunities and services

### Potential Performance Measures

Ratio of the average cost of childcare to median income for families with young children (or for two parent family with two young children)

Number of licensed childcare providers\*

Number of DHHS-licensed childcare providers, by county\*

Ratio of the number of spaces to enrollment in Early Head Start and Head Start, for the state and by county

Number of children receiving Child Care Scholarships\*

Percentage of childcare programs rated highly on QRIS or  
Percentage of licensed "plus" providers" \*

\* Denotes a "Measure of Success" from 2020 NH Strategic Plan for Early Childhood

## Priority Outcome

Increase comprehensive wellness of young children

### Potential Performance Measures

Percentage of women receiving prenatal care\*

Percentage of children born with low birth weight

Percentage of children with asthma problems

Percentage of children with one or more emotional, behavioral, or developmental conditions

Percentage of children with special health care needs

Percentage of young children who have experienced two or more adverse experiences

\* Denotes a “Measure of Success” from 2020 NH Strategic Plan for Early Childhood

## Priority Outcome

Ensure children achieve early childhood developmental and educational goals

### Potential Performance Measures

Percentage of young children not enrolled in nursery school, preschool or kindergarten, by poverty status

Number of children enrolled in preschool special education\*

Number of children ages 3-5 enrolled in Special Education\*

Percentage of children performing well on Kindergarten readiness assessments

Percentage of 3<sup>rd</sup> grade children proficient or above proficient on state Reading and Math assessments

Percentage of 4<sup>th</sup> graders scoring proficient in 4<sup>th</sup> grade Reading on NAEP assessments

\* Denotes a "Measure of Success" from 2020 NH Strategic Plan for Early Childhood

## Priority Outcome

Increase providers' and educators' knowledge and access to resources for quality programs and services

### Potential Performance Measures

Number of Pre K – 3<sup>rd</sup> grade staff with certifications\*

Percentage of childcare providers participating in QRIS

Percentage of childcare providers meeting qualifications outlined as steps in QRIS, including a high quality Learning Environment

\* Denotes a “Measure of Success” from 2020 NH Strategic Plan for Early Childhood