



NH Strategic Plan for Early Childhood Subcommittee Reconvening #1

Date/Time: August 9, 2023, 10:00am-12:30pm
Location: online <https://unh.zoom.us/j/7781437420>

Participants (12):

- Christina Lachance (NH Council for Thriving Children)
- Athena Cote (NH Department of Health and Human Services)
- Patricia Tilley (NH Department of Health and Human Services)
- Marianne Barter (Merrimack Valley Day Care Service, Chair NH Child Care Advisory Council)
- Kendra Dix (NH Family Voices)
- Lara Quiroga (Pear Associates)
- Michelle Lewis (Parent Information Center of NH)
- Shannon Tremblay (Vice Chair, NH Child Care Advisory Council)
- Christina Dallesandro (New Hampshire Charitable Foundation)

Public Attendees:

- Julie McConnell (Early Learning NH)
- Lara McIntyre (Sheehan Phinney Capital Group – government relations law firm in Concord on behalf of clients involved in child care services: YMCA Alliance of Northern NE and NH Community Action Programs)
- Jackie Cowell (for Katie Brissette, Early Learning NH)
- Lynn Ouellette (Nelly's Treehouse, Secretary of NH Child Care Advisory Council)
- Eileen Murphy (PDG staff, notes)

Welcome (Christina Lachance)

- Review Agenda
- Update on NH's Strategic Plan for Early Childhood
 - Reference to Strategic Plan Framework: https://councilforthrivingchildren.org/uploads/attachments/cleosold9oz7lktkac_hy9pqb3-2023-strategic-plan-framework.pdf
 - During the planning process and at the release of NH's Strategic Plan for Early Childhood (SP) in January 2023, feedback was given that many initiatives underway at the state level already aligned with some initiatives recommended in the SP. We are now inventorying and aligning existing plans with the objectives of the SP. This will help the Council understand current progress and gaps where further development is needed.
 - Subcommittee members from the 2022/2023 process were reinvited to participate in this next phase. In addition, Council Members were asked to recommend potential new members to the Subcommittee. Let Christina know if you are not currently a subcommittee member and would like to join.
 - Jackie Cowell asked that Katie Brissette be added to the committee.

- Subcommittee charge
 - Plan alignment and coordination
 - Measures of success (metrics/indicators)
- Introductions
 - Lara Quiroga of Pear Associates – longtime member of NH early childhood sector, now the consultant for this project
 - Goal is to find links and overlaps between the SP and state-level plans
 - “Plan” = a document that articulates objectives and actions that are being taken regarding young children B-8 and their families, as well as pregnant people. Document must be written by a state agency or a legislatively enacted body. Does *not* include white papers or simply recommendations.
 - Spreadsheet shared in this presentation can be found [here](#) on the Council for Thriving Children website.

NH’s Crosswalk and Meta-analysis of State-Level Plans (Lara Quiroga)

- Referencing [“Strategic Plan and Workplans Inventory Spreadsheet”](#)
 - First tab shows a list of all documents included in the analysis. Listed at the bottom are documents we are trying to locate.
 - Some plans are not yet written, we can list those here as well (ex: Child Care Advisory Council Plan will be released soon and added)
 - This document is meant to be updated frequently and used as a resource.
 - Plans listed in Tab 1 are linked to the SP, person responsible for the plan is listed and funding source is listed. Subcommittee members were asked to forward the name of the person responsible for each plan.
 - Q: Tricia Tilley: clarify what constitutes a plan?
 - Lara Quiroga: a report would not be a plan (ex: The Cliff Affect Working Group report. It’s not a plan for what they aim to do in the coming year.)
 - Q: Christina D’Allesandro: the Cliff Affect report did influence legislation this year. Are we capturing that progression of recommendations that lead to legislative action?
 - Lara Q: No, not here. Another example of this is Infant Mental Health and the work that’s being done there. Recommendations are turning into action, but there is no plan that describes these initiatives.
 - Christina Lachance: In future updates of this document maybe we can find a way to incorporate information like this. Feedback on how this spreadsheet should evolve is appreciated.
 - Subsequent Tabs in this spreadsheet: broken down by Strategic Theme
 - After meeting with the state’s joint Early Childhood Integration Teams (ECIT), more specific Workplan Activities were added.
 - Right-most columns list Outcomes/Outputs/Measures of Success
 - There is a lot of activity under Strategic Theme 1 and 2
 - Yellow shaded areas are higher priority Initiatives
 - Strategic Theme 3: Investing in EC – a work in progress
 - Strategic Theme 5: Office of EC – no written documents has been received for this area
- Questions/Feedback:
- Cliff Effect Report – could this be included?
 - Includes recommendations. But are there any that could be turned into metrics?
 - Lara Q: If there is a plan that meets the parameters described, that is not included in the spreadsheet, please send to [Lara Quiroga](#) at Pear Associates.
 - Tricia Tilley:

- Some of these workplans may be hidden in department plans
- Work seems to be very specific to childcare, maybe we need more searching in the broader areas of early childhood?
 - Lara Q: We are missing plans from certain areas: preschool special education, B-8
 - Christina L: The goal is absolutely to encompass early childhood beyond child care, ECIT members are encouraged to forward plans or let us know there is gap that exists so we can share with the Council
- Tricia: maybe we can brainstorm what is out there beyond child care that touches the lives of young children and families
 - Lara Q: recently received plans related to housing, ESSA (Every Student Succeeds Act), State Health Improvement Plan
 - Athena C: Newborn Screening is coming out today, WIC plan is already included.
- Tricia: what is the end goal of this work?
 - Christina Lachance: This is a response to the subcommittees who wanted to acknowledge the work already happening in the state, as well as to identify gaps and last, reduce duplication of effort. For example we can already see that there is a lot of work on child care and the EC workforce, and we are seeing gaps in the office of early childhood work.
 - Tricia: It sounds like this will help Council members and Subcommittee members identify work that should be elevated for legislative action.
 - Lara Q: Intended to be a living document and tool moving forward.

Measures of Success (Lara Quiroga)

- Looking for specific metrics that will be useful and accessible.
- Michelle Lewis: Should metric of success relate to a specific plan (for example the Family Resource Center Plan) or the entire initiative?
 - Christina Lachance: they should relate to the priority outcome – many plans will fall under each priority outcome; measures of success should be grouped by priority outcome to show how/if we’re responding to those priorities
 - Michelle Lewis: metric related to families increased awareness and understanding is very challenging to measure. In addition, static numbers over time aren’t going to tell us anything. We need to specify the points in time where the metric should be checked.
- Athena: On Strategic Theme 1: Family Resource Centers collect an enormous amount of data in the FSDS, Comprehensive Family Support data is tracked. We’d have to ask around and look specifically at what is available.
- Tricia Tilley: we should be specific and judicious about what we’re asking for. Who is this data going to? Who at the Council (?) will analyze and track these metrics? We need to be strategic about which data we’re collecting in order to tell the story we’re trying to tell. Does the Council have the infrastructure to manage/message this?
- Christina D’Allesandro: there are some issues with metrics like preschool special education numbers. What are we getting out of this number? Does it tell us early supports are effective? Or that screening has increased? Second Tricia’s point that we need to look at the story we’re trying to tell.

Lara: It sounds like metrics should respond to the Priority Outcomes?

- Christina L: these metrics should be clearly tied to a source/responsible party who has the data and who has already done some interpretation. That person theoretically owns the story around that data.
 - Tricia: True. But some of these are more complex than one isolated metric and need to be linked to a broader story.

Lara: Referring to Appendix F of the 2023 Strategic Plan

- **Priority Outcome 1** Potential Performance Measures (Increase families' partnership in, knowledge of, and choices for their child's development.)
 - #1 - % of families aware of EC services for families with young children
 - Kendra Dix: as a parent and someone involved in the B-8, there are so many things happening in the state that I'm not aware of and that families don't know about. How do you measure what families are aware of?
 - Lara Q: We want families to have more awareness of what's available. What's the proxy for that? Are we looking for, "Do families know where to go for information?" Do we look at NH Connections and NH Family Voices website hits?
 - Michelle L.: This outcome seems to have 3 components (partnership in, knowledge of and choices for child's development). Are we hitting all 3?
 - Christina L.: It's okay to say we don't have a data point, or we don't have a way to track progress on a certain outcome. We can flag the things we don't have metrics for and bring those to the Council.
 - Lara: are there metrics that could measure this particular Priority Outcome?
 - Athena: Without a baseline, some of these metrics are not as useful.
 - (Athena adds comments in the chat)
 - Tricia Tilley: "% of eligible families" is a proportion. Would need to check with DHHS to see if this is tracked.
 - Think about whether we want the metric to go up or down. What would an increase or decrease tell us?
 - Calling out metrics where we have a need for data is valuable.
 - Jackie Cowell: what is the plan for implementation?
 - Christina L: most implementation activities of NH's early childhood governance structure happen within Depts. of HHS and ED. For some metrics we may need to lean into other partners for data.
 - Athena Cote: for many of these we need to ask DHHS what data is collected.
 - Lara: it sounds like the measures listed in the SP are just corollary measures. Let's step back and think about what else could be useful metrics.
 - Ideas: Enrollment across Home Visiting, Family Centered Early Supports and Services, Early Intervention
 - How do we think of "families' partnership in...?"
 - Michelle: are we looking for families' partnership in the regional or local level? Or partnership in child development? I'm reading it as partnership in their child's development, but I could understand it being read as partnership in various levels of the system.
 - Christina L: we may need to think through the way these are worded in the next meeting. They can't be changed at the subcommittee level, but we can interpret the wording.

- **Priority Outcome 2** Potential Performance Measures: (Increase families' access to integrated quality early education opportunities and services.)
 - Let's eliminate what is not possible:
 - Christina D'Allesandro: #1: ratio of average cost to median income for families with young children (or for 2 parent family with 2 young children) – not sure the ratio is relevant – we're not going to control cost of care
 - Julie McConnell: Metric #1 is about affordability, but the Priority Outcome is about *access*
 - Christina D: often affordability is integral to access
 - Jackie Cowell: agreed, but "access" should be defined somewhere if this is how we're using it.
 - Jackie Cowell: # of children receiving scholarships should be related to total number of income-eligible families with young children.
 - Tricia Tilley: those ratio numbers are very powerful, but who's going to do this work? An individual state program isn't doing that level of analysis, but it could be very meaningful if we can identify who is going to do it.
 - Christina L: Agreed. This information should be brought to the Council to see if other state departments (or contractors) are collecting data that could be aligned with NH's Strategic Plan for Early Childhood.
 - Tricia: The Economic Security Office has an incredible economist who analyzes their data. We don't have that level of data scientist or economist, so we'd have to tell the Council that in order to get these metrics we will need support.
 - Christina D: And a funding stream will have to be attached to that as well.
 - Christina D: Investment in child care is not captured in these metrics, but does contribute to this Priority Outcome.
 - Michelle: (from chat) How would we pull-out families accessing preschool as an integrated quality early childhood opportunity and service? (Non-special education children; referring to preschool-only slots). Does anyone capture this?
 - Christina D: we don't currently get preschool/pre-K numbers from school districts, but we probably could.
 - Tricia Tilley: if this is important information for us to know we can tag it and explain that we need a champion and funding.
 - Lara Q: should another column be added to the spreadsheet to identify who owns these metrics? It would also show where there are gaps in existing data and responsible people.
 - Christina L: Yes, also, do we request that Division of Economic Security, or their economist supports this work? We can ask for help.
 - Tricia: We rarely bring problems to the Council – we can ask for support solving this problem.
 - Christina D: How do we keep it a priority for the person/department who is responsible for it? We want to maximize the expertise we already have at the state, but we don't want this to get buried under other priorities.
 - Athena: these measures are focused heavily on child care
 - Michelle/Tricia: For this priority outcome, performance measures relate to EC *education*, not EC outcomes more broadly. Which are we talking about?

- Kendra: in addition, what does “*integrated quality...*” refer to?
 - Christina L: Believes it came from stakeholders outside of the child care space referring to aspects of quality not related to the QRIS which covers just child care. Thinking about quality in other EC services, including education, health, and family support.
- Lara Q: Some clarity from the Council would be helpful. The language in other parts of the SP refer to an integrated system of EC services. We seem to be looking for more than just a child care focus. However, most of the priority *recommendations* (i.e. Theme 1, Initiative 2a) are related to child care. Question to think about... Is child care a higher priority than EC services in general?
- **Priority Outcome 3** Potential Performance Measures (Increase comprehensive wellness of young children.)
 - Christina L: Does NH have a data source that tracks/identifies if children have experienced 2 or more ACEs?
 - Tricia: No, it may be reported by high schoolers in the Youth Risk Behavior Survey. Closed Loop Referral system data could give us this information, but we don’t currently have that information.
 - Christina L: If the subcommittee doesn’t advance a certain metric, it is okay to advise the Council why, such as, “we don’t have a way to measure this currently.”
 - Tricia:
 - % of women receiving prenatal care isn’t a useful metric, public health leaders could revise that. “Adequate” prenatal care (early and frequent) is more meaningful.
 - % children low birth weight could be useful – NH has this data.
 - % of children with asthma problem – NH doesn’t currently have this data for young children. Who would be responsible for digging into this?
 - % of children with 1 or more emotional or behavioral conditions – not sure where this data would come from, but that’s a huge bucket.
 - % of children with special healthcare needs – very difficult to capture; how do we determine the denominator? How do we define special healthcare needs? This would require more complex analyses.
 - Christina D: what about postnatal care? Focusing more on what data we have - what programs have we developed recently with new data tracking?
 - Lara Q: Data available through Wisdom could be tracked over time to help tell this story.
 - Christina L: Some suggested metrics came from recommendations outside NH (Zero to Three, etc.) that were researched during the strategic planning process with Greenway Strategy Group. Not all may be meaningful to NH.
 - Tricia: Recommend taking out any of the last 3 metrics and replacing them with childhood lead screenings. This is an indicator of comprehensive care.
 - Athena: Agreed. Take out 4 and 6.
 - Other metrics: Newborn screening?
 - Long Term Supports & Services (LTSS) could possibly speak to #5
 - Tricia: maybe % of eligible families receiving WIC would be a good metric? This is more comprehensive – relates to access to healthy food.

- Christina D: Agreed. WIC is more comprehensive than special healthcare needs. (Do we want special healthcare needs numbers to go up or go down?)
 - Lara Q: For older children, are there any data about SNAP, school lunch that could also be useful?
 - Tricia: With SNAP it's challenging to disaggregate families with children under the age of 8.
 - **Priority Outcome 4** Potential Performance Measures (Ensure children achieve early childhood developmental and educational goals)
 - Athena: Add a Part C data point.
 - Christina L: Agreed.
 - Michelle Lewis: Head Start indicators?
 - Athena: Agreed. Metric #1 looks like a comparison that may be difficult to capture.
 - Christina L: Agreed. I think, again, we need to know if there are Council Members (or affiliates of Council Members) that can provide some analysis from existing data. If this information doesn't exist, we may want to inform the Council to ask for input on how to fill the gaps. This information is important to have from a policy perspective. If we need help getting it, we should share that information with the Council Members.
 - Christina D: Agreed. Could we check which metrics Head Start tracks?
 - Christina L: We could talk with Head Start or possibly the Collaboration Office about that.
 - Jackie Cowell: what is nursery school?
 - Christina L: I believe this term was used because it is the legal definition used by NH child care licensing rules.
 - Jackie Cowell: It has a certain meaning to the public, but child care can be used as the more comprehensive term. Also, add Head Start specifically into metric #1.
 - Lara Q: Why are we tracking achievement by poverty status? Is poverty status relevant to this priority outcome?
 - Where does Kindergarten Entry Assessment currently live?
 - Christina L: There was a task force convened by NH ED and NH HHS to recommend standard practices using KEA tools. The task force created a report, with research and support from Abt Associates for consideration by local school districts. At this time I'm not aware of a mandatory or funded KEA requirement in NH.
 - Is *achievement* being captured by these metrics?
 - 3rd Grade reading is typically used to measure achievement.
 - Watch Me Grow data would be relevant.
 - Christina: to my knowledge, there is not consistent management of Watch Me Grow data and it is unclear if this former steering committee still meets.
 - Preschool special education data?
 - Michelle: Preschool Outcomes Measurement System
 - Athena: DRDP information – is that related?
 - **Priority Outcome 5** Potential Performance Measures (Increase providers' and educators' knowledge and access to resources for quality programs and services)

- Christina L: this is heavy on child care metrics, we are missing things outside of center-based early ed. programming
- Jackie Cowell: Data on workforce access to education and professional development.
- Athena: in the future we plan to better capture Comprehensive Home Visiting Program data, the training Home Visitors receive could be included in the future
- Christina L: pediatrician data?
 - We should note that child care keeps rising to the top of these proposed metrics.
- Michelle Lewis: is this related to the level of training/certification providers have? Or is it that they know how to access resources?
 - Lara Q: It's both - awareness and knowledge. Referring to specific themes and indicators in the plan there are descriptions of both awareness and knowledge. Knowledge of child development, but also knowledge of and access to resources that will help them provide quality services.
 - Early Childhood Mental Health program/metric?
- Athena: this seems connected to Strategy 2 but focuses on the workforce as opposed to families, can we use this to capture *quality* of the workforce?

Public Input

- None

From Zoom Chat:

Jackie Cowell, Early Learning NH: I'm here for Katie Brissette, who is on vacation today. She'd love to be part of the subcommittee, if possible. :)

Christina Lachance: Thanks, Jackie. I've just added Katie to the Subcommittee 😊

Jackie Cowell, Early Learning NH: Reacted to "Thanks, Jackie. I've..." with 🍷

Christina Lachance: It is okay if there is not a plan yet too 🤔

Athena Cote, NH DHHS- Public Health

<https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents2/cliff-effect-progress-report-032023.pdf>

Christina Dallesandro, NHCF, (she/her): Thank you Athena!

Athena Cote, NH DHHS- Public Health: would this be something we would look at relating to the cliff report? it has concrete areas of implementation and capturing progress?

Patricia Tilley, NH DHHS: NH State Health Improvement Plan - this is the high level overview <https://nhliveswell.org/2023-2028-state-health-improvement-plan/>

Lara McIntyre: Sorry I have to jump off - nice to see everyone! If you have an email list, please add me to it Lmcintyre@sheehan.com Have a great day!

Jackie Cowell, Early Learning NH: Suggestion: getting the doc ahead of the meeting would be helpful as the writing is very small on the screen. And you may get more feedback.

Athena Cote, NH DHHS- Public Health: if you scroll down those are reported later

Christina Dallesandro, NHCF, (she/her): Reacted to "if you scroll down t..." with 👍

Michelle Lewis: There is also State Systemic Improvement Plan - focused on early literacy

Christina Lachance: Thanks, Jackie. We will do that for the next meeting. For this meeting first draft we were still waiting for reports to come in. Due Friday.

Jackie Cowell, Early Learning NH: Thanks, Christina, understood!

Athena Cote, NH DHHS- Public Health: newborn screening is coming today, and you have WIC already as well

Eileen Murphy: Strategic Plan Framework:
<https://councilforthrivingchildren.org/uploads/attachments/cleosold9oz7lktkachy9pgb3-2023-strategic-plan-framework.pdf>

Kendra Dix: thanks Eileen

Athena Cote, NH DHHS- Public Health: maybe its the # of activities and type of activities of marketing and awareness, vs did at the individual level, was awareness increased, was where I was going,

Christina Dallesandro, NHCF, (she/her): Reacted to "maybe its the # of a..." with 👍

Jackie Cowell, Early Learning NH: Agreed, Christina and Trish. Any # may go up and may not be a bad thing. It could indicate better outreach and supports.

Patricia Tilley, NH DHHS: Reacted to "Agreed, Christina an..." with 👍

Patricia Tilley, NH DHHS: Reacted to "maybe its the # of a..." with 👍

Athena Cote, NH DHHS- Public Health: the ones starting with Percentage , I am not sure how we identify that level of detail

Jackie Cowell, Early Learning NH: Agreed, Kendra! A terrific website designed a few years ago and intended to help families know what's available to them in the early childhood space was developed with PDG \$. <https://welcomefamiliesnh.com/> Its funding was ended, but it is our hope it can be revived.

Kendra Dix: Thanks Jackie for that!

Julie McConnell, Early Learning NH: An alternative measure might be # of outreach contacts made with parents on a particular subject/resource- since measuring awareness is difficult

Jackie Cowell, Early Learning NH: You're welcome, Kendra. Be glad to talk with you more about it. My number is _____.

Michelle Lewis: how about data from Watch Me Grow, developmental screening?

Athena Cote, NH DHHS- Public Health: watch me grow. I saw this as a potential measure

measure • Potential measures of success

or % of children ages 0-5 who have received developmental screening

of agencies participating in WMG

Shannon Tremblay: NH Connections website is difficult to navigate and information is easily lost or hard to find, even for those of us that use it regularly.

Kendra Dix: I agree Shannon.

Michelle Lewis: brb

Christina Lachance: Shannon, I encourage you to provide that feedback to NH Connections/DHHS directly. I'm not sure we will solve navigation issues through this particular process 😞. I'm happy to help facilitate a conversation with them directly if that can be helpful.

Athena Cote, NH DHHS- Public Health: FCESS, how many families that are eligible, are enrolled might be a measure out there, we can ask

Christina Dallesandro, NHCF, (she/her): I know that NHCT just got the contract for increasing awareness of scholarship they must have agreed to provide some metrics - and to quote Athena they must be gathering - maybe its the # of activities and type of activities of marketing and awareness, vs did at the individual level, was awareness increased, was where I was going, (reposting Athena here)

Jackie Cowell, Early Learning NH: There have been innumerable conversations over the years both with DHHS and with the folks at NH Connections about what Shannon shared here to make sure those on the call were aware. Thanks for the offer, though, Christina.

Shannon Tremblay: Thank you Christina. We have had many conversations with DHHS about the system and their reliance on it.

Christina Lachance: Reacted to "Thank you Christina...." with 👍

Athena Cote, NH DHHS- Public Health: agree, these can be measured, but is it meaningful. For child care providers, is it more about increasing access in child care deserts?

Athena Cote, NH DHHS- Public Health: yes agree, of those eligible, how many are receiving child care scholarship

Michelle Lewis: How would we pull-out families accessing preschool as an integrated quality early childhood opportunity and service?

Christina Dallesandro, NHCF, (she/her): Reacted to "How would we pull-ou..." with 👍

Christina Dallesandro, NHCF, (she/her): including those accessing public preschool in school districts "typical peers"

Christina Dallesandro, NHCF, (she/her): and or universal preschool (Moultonborough)

Christina Dallesandro, NHCF, (she/her): and a champion!

Athena Cote, NH DHHS- Public Health: these are also all child care related. is there anything else that fits here as quality early childhood opportunities and services. sorry, I don't have the framework in front of me

Christina Dallesandro, NHCF, (she/her): I'll be right back

Jackie Cowell, Early Learning NH: If memory serves, the Spark NH Framework had "early childhood education" include more than child care: Head Start, pre-K, etc.

Michelle Lewis: what about the term integrated?

Athena Cote, NH DHHS- Public Health: I am thinking about the really early years prior to pre k entry, such as newborn screening, support and connection to ongoing services as well as ESS, Part C

Michelle Lewis: thanks Christina - your description of the terms integrated makes sense to me

Athena Cote, NH DHHS- Public Health: Reacted to "thanks Christina - y..." with 👍

Jackie Cowell, Early Learning NH: Found the framing used in the past: healthy children and families; positive early learning experience (which included child care, the public school through grade 3, and more); strong families; and a coordinated early childhood system. http://www.nhcbce.org/wp-content/uploads/Framework-for-Action-Intro-Pages_sm.pdf

Athena Cote, NH DHHS- Public Health: agree, same thoughts on the health measures

Athena Cote, NH DHHS- Public Health: emergency department visits,

Athena Cote, NH DHHS- Public Health: totally agree!

Athena Cote, NH DHHS- Public Health: i would take out 4 and 6 for sure. LTSS could speak to #5

Christina Lachance: Replying to "i would take out 4 a..." agreed

Athena Cote, NH DHHS- Public Health: although not a requirement for WIC, WIC agencies have also historically helped support lead screening, (this went down during the pandemic because of virtual), but agree WIC is a really good data point

Athena Cote, NH DHHS- Public Health: SNAP?

Patricia Tilley, NH DHHS: Thanks for the great conversation today!

Jackie Cowell, Early Learning NH: What is nursery school referring to?

Athena Cote, NH DHHS- Public Health: Reacted to "What is nursery scho..." with 👍

Athena Cote, NH DHHS- Public Health: NHED and DES(Bureau of health start collab)

Athena Cote, NH DHHS- Public Health: Krishna and Debra on the PDMP??? i might have the wrong acronym

Eileen Murphy: DRDP?

Athena Cote, NH DHHS- Public Health: i read this connected to strategy 2

Athena Cote, NH DHHS- Public Health: I just want to say thank you so much. this is a lot of work, I appreciate it

Michelle Lewis: I have a 12:30 call and need a brain break. Thank you so much for all this work.