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**Opportunities for New Hampshire’s Early Childhood System:
Recommendations Based on the Analysis of the Crosswalk of NH’s Strategic Plan
for Early Childhood and Current Plans and Initiatives Impacting the Lives of
Young Children and Their Families**

Prepared for the NH Council for Thriving Children



**By Lara Quiroga, M.Ed., Pear Associates, LLC
October 31, 2023**



About Pear Associates, LLC

Pear Associates is a woman-owned, LGBTE-certified MA-based consulting firm launched in 2018 that helps mission-driven organizations become more fruitful. Pear Associates supports nonprofit and government entities within the health, education, and social services sectors. Seasoned consultants have proven themselves within nonprofit and government entities, now bringing their expertise to the firm's diverse clientele. For more than five years, Pear Associates has supported clients throughout New England with a strong presence in Greater Boston and New Hampshire.

The firm's key areas of expertise include assessment and strategic planning, project management and evaluation, marketing and business development, grant writing, and fundraising. While the Pear Associates team has significant experience working with mission-driven entities, its clients are viewed as the "experts" on their organizations, communities, and constituents. Each engagement is customized to meet client needs, timelines, and budgets and ensure deliverables represent the client's voice and perspective. All engagements are unique, and Pear Associates can pivot and shift mid-stream as issues arise, situations change, or new information is discovered.

Pear Associates maintains a deep commitment to diversity, equity, inclusion, and belonging through ideas that improve the lives of all people, elevate diverse perspectives, synthesize unique experiences, and amplify the voices of those served by our clients. Pear Associates embraces and celebrates differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, and veteran status among its team and when working with clients, as such diversity deepens our work.

Lara Quiroga, M.Ed. was the primary consultant on this project.

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Introduction

The Council for Thriving Children (the Council) serves as New Hampshire's advisory council on early childhood care and education under the federal Improving Head Start for School Readiness Act of 2007 and was established in January 2020 by Executive Order 2020-03 of Governor Christopher T. Sununu. The Council is co-led by the Department of Education and Department of Health and Human Services, and its governor-appointed membership includes a cross-sector representation of state agency leaders, legislators, institutes of higher education, parents/caregivers, early childhood experts, and others with a vested interest in improving outcomes of young children and their families.

The Council advises and makes recommendations on NH's Early Childhood Care & Education (ECCE) governance system and is informed by four quadrants: Department of Education Early Childhood Integration Team (ECIT), Department of Health and Human Services ECIT, Birth-8 Parent and Community Advisors, and the Early Childhood Scientific Advisory Panel. Early childhood is defined as the period from prenatal care through age eight.

NH's first three-year Strategic Plan for Early Childhood was approved by the Council for Thriving Children in 2020 and updated in 2021 with Measures of Success. In 2022, supported by a Strategic Planning Subcommittee, the Council engaged in a comprehensive, inclusive strategic planning process designed to guide the collaborative work of NH's early childhood system over the next three years. The Council approved the Strategic Plan Framework identifying Strategic Themes, Objectives, Initiatives, and Priority Outcomes in November 2022, with specific Objectives recommended as priorities for 2023 (see Appendix A). The full NH Strategic Plan for Early Childhood (framework, plan, and report) was released in January 2023.

To ensure coordination across initiatives of the Strategic Plan, the Council identified the need to further understand the landscape of activities and programs impacting the lives of young children and their families.

Purpose

The Council for Thriving Children was formed on the premise that all families are afforded comprehensive and responsive supports, so they are healthy, learning, and thriving now and in the future. To that end, the Council for Thriving Children promotes policies and best practices that systematically support all NH children and families through nonpartisan cross-sector collaboration. Coordination is foundational to successful collaboration and given the array of funding, programs, policies, and workplans across the State's departments, the Council for Thriving Children was interested in understanding the current landscape of initiatives impacting NH's young children and families. With support from the Preschool Development Grant, Pear Associates was engaged to conduct a comprehensive scan of state-level strategic and operational plans and develop a crosswalk of those plans to understand linkages across initiatives and workplans and identify where plans to implement initiatives need development.

Methodology

Pear Associates began the engagement with a comprehensive scan of state-level strategic and operational plans, such as those developed by various Divisions and Bureaus of the Department of Health and Human Services and the Department of Education, starting with the 21 documents included in *Appendix C: Reports and Data Informing the Analysis* of the 2023 New Hampshire Strategic Plan for Early Childhood. For the purposes of cross-walking the NH's Strategic Plan for Early Childhood with others, a working definition of a "plan" was developed to include a document published by a State agency, such as a department, division, office, or similar entity of the State of NH, or by a legislatively enacted council or similar entity, such as the Wellness and Primary Prevention Council or the NH Child Care Advisory Council, that includes a detailed proposal and/or action steps for achieving specific outcomes. The plans need not be focused on but may have elements or specific strategies affecting young children and families. These documents do not include needs assessments, survey results, or recommendations. Plans may also take the form of State contracts with vendors that include a scope of work and performance measures.

Of the twenty-one documents included in Appendix C of the Strategic Plan, eight met the working definition. With assistance from the Director of the Council for Thriving Children at the June 5, 2023 meeting of the Council, Pear Associates requested additional plans from the Early Childhood Integration Teams (ECITs) of the Departments of Education and Health and Human Services, including those developed by various Divisions and Bureaus of those Departments, as well as other State departments and statewide legislatively enacted entities. Over the course of June through August, some additional plans were shared. Additional plans were found by scanning Governor and Executive Council Meeting Agendas and Minutes on the NH Secretary of State website.

Documents were entered into an Excel spreadsheet and crosswalked with Strategic Themes, Objectives, and Initiatives. Pear Associates conducted an analysis to identify overlaps, gaps, and alignment with the NH Early Childhood Strategic Plan. Informal conversations and interviews were conducted with select state entity personnel to aid in the analysis.

The initial presentation of the Crosswalk and the usefulness of its elements was reviewed during a meeting of the Joint ECIT on August 7, 2023. Plans missing from the Crosswalk were identified and requested. Modifications were made to the Crosswalk to reflect the requests of the Joint ECIT, such as including high-level descriptions on the Catalog of the Crosswalk, adding specific indicators/outputs to workplans (as applicable), and aligning the Strategic themes, Objectives, Initiatives, and Workplans with the Priority Outcomes of the Strategic Plan.

A subsequent review of the Crosswalk was conducted by the Strategic Planning Subcommittee of the Council for Thriving Children on August 8, 2023. This first reconvening of the Subcommittee since the approval of the Strategic Plan focused on reviewing the Crosswalk and soliciting feedback regarding missing plans, ease of use, and indicators. The Subcommittee met again on August 30, 2023, to review Measures of Success. Pear Associates proposed approximately 50

measures (~10 per Priority Outcome) based on suggested measures in the Strategic Plan’s Appendix F: Potential Priority Outcome Performance Measures of the Strategic Plan. The ECIT Leads shared what data was actually available and then the committee voted to narrow the measures down to five per Outcome.

Initial analysis and recommendations were shared with the Council for Thriving Children at its meeting on October 2, 2023. The Measures of Success were presented (as narrowed by the Strategic Planning Subcommittee) to the Council which voted to accept the Measures of Success for future monitoring of progress in meeting the Priority Outcomes.

Measures of Success

The Measures of Success included below connect to Priority Outcomes of the Strategic Plan. The full list of originally proposed Measured of Success is included in Appendix C. It is important to note that the Target column is left intentionally blank. Most, if not all, of the Measures need an identified baseline to determine a Target. Targets should be considered in context with legislative and funding landscapes and determined by the ECITs to ensure a cumulative target is tracked if the measure exists across multiple contracts and/or workplans. Any Targets eventually associated with these Measures of Success do not negate other targets departments are tracking.

Priority Outcome 1: Increase families’ partnership in, knowledge of, and choices for their child’s development		
Measure of Success	Target	Responsible Entity
Increase in the number of children enrolled in Family-Centered Early Supports and Services*		DHHS ¹
Increase in the number of children enrolled in Preschool Special Education*		NHED ²
Increase in the number of families enrolled in home visiting (MIECHV ³ , Medicaid, CFSS ⁴)*		DHHS
Increase in the number of parents/caregivers enrolled in parenting skills groups/classes		DHHS
Increase in the number of children enrolled in center-based and family-based child care		DHHS
Increase in the number of children enrolled in public preschool programs		NHED

¹ New Hampshire Department of Health and Human Services

² New Hampshire Department of Education

³ Maternal, Infant, and Early Childhood Home Visiting

⁴ Comprehensive Family Support Services

Priority Outcome 2: Increase families' access to integrated quality early childhood opportunities and services		
Measure of Success	Target	Responsible Entity
Increase in family resource centers with quality designation (FRC-Q ⁵)		DHHS
Maintain or increase the number of EC ⁶ and OST ⁷ licensed and license-exempt child care providers (or slots) statewide*		DHHS
Increase the number of licensed and license-exempt child care providers (or slots) in communities with low (below median) or no access to licensed care*		DHHS
Increase in the number of children receiving child care scholarship* [^]		DHHS
Increase in the number of families receiving system navigation support		DHHS, NHED
Increase in utilization of child care slots (enrollment: available slots)		DHHS

Priority Outcome 3: Increase comprehensive wellness of young children		
Measure of Success	Target	Responsible Entity
Increase in the number of women receiving early (1 st trimester) prenatal care		DHHS
Increase in the number of women enrolling in WIC ⁸ (prenatal and overall)		DHHS
Decrease in the percentage of children under age 6 years with elevated blood lead levels		DHHS
Decrease in the percentage of young children with no health insurance		DHHS
Increase in the number of ASQ-3 ⁹ administered and ASQ:SE-2 ¹⁰ administered not resulting in monitoring or referral		DHHS

⁵ Family Resource Center of Quality

⁶ Early Childhood

⁷ Out-of-School-Time

⁸ Supplemental Nutrition Program for Women, Infants, and Children

⁹ Ages & Stages Questionnaires 3rd Edition

¹⁰ Ages & Stages Questionnaires: Social Emotional 2nd Edition

Priority Outcome 4: Ensure children achieve early childhood developmental and educational goals		
Measure of Success	Target	Responsible Entity
Increase in 3 rd grade reading proficiency by district		NHED
Increase in the number of children enrolled in Family-Centered Early Supports and Services* [^]		DHHS
Increase in the number of children enrolled in Preschool Special Education*		NHED
Increase in the number of ASQ-3 administered and ASQ:SE-2 administered not requiring monitoring or referral		DHHS
Increase in the percentage of preschool children aged 3 through 5 with IEPs ¹¹ who demonstrate improved (a) positive social-emotional skills (including social relationships); (b) acquisition and use of knowledge and skills (including early language/communication and early literacy); and (c) use of appropriate behaviors to meet needs		NHED

Priority Outcome 5: Increase providers' and educators' knowledge and access to resources for quality programs and services		
Measures of Success	Target	Responsible Entity
Increase in the number of center- and family-based child care programs participating in Granite Steps for Quality (GSQ) ¹² and awarded a step		DHHS
Increase in the number of providers and educators receiving coaching through the GSQ Pyramid Model pathway		DHHS
Increase in the number of professionals receiving a new, renewed, or advanced EC, OST, or ECFMH ¹³ credential.		DHHS
Increase in the number of teachers receiving or renewing Beginning Educator licenses, Experienced Educator licenses, and Master Teacher Certificate in early childhood education		NHED
Increase in enrollment in the TEACH ¹⁴ Early Childhood® program		DHHS
Increase in early childhood post-secondary education tuition assistance program participants		DHHS

**Denotes a Measure of Success from the 2020 NH Strategic Plan for Early Childhood (or similar)*

[^] Denotes 100% consensus of the Strategic Planning Subcommittee that the measure of success should be tracked

¹¹ Individualized Education Plan

¹² Granite Steps for Quality

¹³ Early Childhood and Family Mental Health

¹⁴ Teacher Education And Compensation Helps

Table of Crosswalked Plans and Documents

The following Table lists the documents reviewed as part of the Crosswalk development and analysis. It does not include the documents requested but not received. See the Crosswalk for a full list of documents.

Document Name	Effective Dates	Purpose
<u>NH's Strategic Plan for Early Childhood Framework</u>	2023-2026	Serve as a framework for improving and guiding the work of NH's Early Childhood system.
<u>NH's Strategic Plan for Early Childhood Report</u>	2023-2026	Full framework, plan, and report including plan development methodology.
<u>Child Care Strengthening Plan</u>		Increase equitable access to affordable, quality child care for families, strengthen the child care workforce, and strengthen the overall child care system (state and local infrastructure building; program strengthening).
<u>Child Care Strengthening Plan: Child Care Business and Employer Partnership Program contract</u>	9/6/23-9/30/24 & 4-year renewal option	Provide support to businesses and their employees seeking access to equitable, affordable, and quality child care during traditional and nontraditional business hours.
<u>Child Care Strengthening Plan: Child Care Business Improvement Project contract</u>	7/1/23-9/30/24 & 2-year renewal option	Provide consultation services and recommendations to Child Care Program-related operations and facilities management.
<u>Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project contract</u>	7/1/23-9/30/24 & 2-year renewal option	Identify effective strategies that attract, retain, and increase the quality of early childhood (EC) and out-of-school-time (OST) workforce. Provide a variety of self-help/wellness/mental health support for the workforce. Provide professional development opportunities. Conduct multi-tiered CC workforce recruitment marketing.
<u>Child Care Strengthening Plan: Family Child Care Expansion Initiative (Family Child Care Establish and Expand Project)</u>	7/1/23-9/30/24 & 3-year renewal option	Manage a family child care (FCC) expansion initiative to increase and stabilize the current FC workforce and increase the supply of and access to quality FCC programs statewide through training and professional development, mentoring, and technical assistance (TA).

<u>Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract</u>	7/19/23-9/30/24	Function as a Facilitating Organization (FO) to assess systems, processes, and short-term results and benefits of the Granite Steps for Quality (GSQ). Build capacity of NH's EC and OST programs to improve quality and provide equitable access to high-quality services for children and families. Credential incentive Program pilot.
Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children	9/30/21-9/29/26	Lead poisoning prevention and surveillance programmatic activities.
<u>Community Health Worker Curriculum Enhancement and CHW Coalition Support contract</u>	6/1/22-5/31/23 & 2-year renewal option	Enhance the CHW curriculum. Support the CHW Coalition.
<u>Comprehensive Family Support Services contracts</u>	7/1/20 - 6/30/24	Provide free, voluntary, community-based, prevention-focused home visiting to support achieving goals in areas of early childhood development, family mentoring and advocacy, life skills, literacy education, health education, parent education, etc. Provide enrolled families with access to preventative child care. Outreach to high-risk populations. Attain Family Resource Center of Quality (FRC-Q) designation.
<u>Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)</u>	Effective 2022	Assist individuals, youth, and families experiencing homelessness and provide services needed to help them move into permanent housing, with the goal of long-term stability. Promote community-wide planning and strategic use of resources to address homelessness. Improve coordination and integration, allowing for community customization.
<u>Early Childhood and Out-of-School Time Professionals Tuition Assistance contract</u>	6/28/23-6/30/25 & 4-year renewal option	Provide tuition assistance to qualifying EC and OST staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in EC and OST settings.
<u>Every Student Succeeds Act (ESSA) Consolidated State Plan</u>	2019 - 2025	Identifies how NH will use federal funds to improve educational outcomes for students.

<u>Facilitating Organization contract</u>	7/1/21 - 6/30/24	Expand infrastructure and support for statewide FRC network and EC Regional System Lead Agencies. Support FRC-Q designation efforts. Support training, technical assistance (TA), and Family Support Data System (FSDS) for Kinship Navigation, CHWs, and Community Collaborations to Strengthen & Preserve Families communities. Marketing/outreach for child care resource and referral services, Scholarship program, and workforce initiatives.
<u>Home Visiting Healthy Families America (HFA) contract</u>	10/1/22-9/30/24 & 4-year renewal option	EC Home Visiting for at-risk parents beginning prenatally through age 3 years that can expand enrollment up to age 5 with referral from DCYF. Child abuse and neglect prevention.
<u>Lead Initiatives in Early Childhood</u>	10/1/22-9/30/24 & 4-year renewal option	Adds Healthy Homes & Lead Poisoning Prevention Program (HHLPPP).
<u>Maternal Opioid Misuse Model (MOM) contract</u>	2/19/20-12/31/24	Test new and innovative ways to support pregnant and post-partum women with Opioid Use Disorder. Use technology to create an integrated care management system for MOM model enrollees in which their providers are electronically connected to share data to support stronger care coordination.
<u>NH 10-year Mental Health Plan</u>	2019-2029	NH's approach to addressing the mental health needs of people across the lifespan.
<u>NH Child Fatality Review Committee Annual Report SFY2022</u>	SFY23	Reduce the number of preventable child deaths in NH. Identify how to prevent harm to other children. Recommend system changes to improve services for infants, children, and adolescents.
NH Children's Trust Strategic Plan (as Governor-designated CBCAP organization)	2022-2024	Provide Child abuse and neglect prevention activities as the Governor-designated statewide Community-Based Child Abuse Prevention (CBCAP) agency.
<u>NH Council on Housing Stability 2021-2024 Strategic Plan</u>	2021-2024	Increase housing stability. Reduce housing instability and homelessness. Reduce homelessness among children/students and

		enrollment in US Department of Education McKinney-Vento homeless services.
<u>NH Family First Title IV-E Prevention Plan</u>	6/2/2021	Keep families together and reduce entries/re-entries into foster care by providing high-quality prevention services. Help families avoid further involvement with DCYF by providing prevention services to high-risk groups at first contact with Child Protective Services.
<u>NH Pediatric Mental Health Care Access Program contract</u>	7/31/19-9/29/23	Conduct a Project ECHO (Extension for Community Healthcare Outcomes) cohort and teleconsulting services to provide training to primary care practices and school support professionals in assessment, intervention, and referrals for students with behavioral health needs. Conduct a feasibility study for adoption of the Collaborative Care Model that assesses and treats pediatric patients across NH's pediatric and family practice clinics.
<u>NH State Health Improvement Plan</u>	2023-2028	Multi-year strategic plan to identify opportunities to improve the health and wellbeing of NH residents
<u>Office of the Child Advocate 2022-2025 Strategic Plan</u>	2022-2025	To promote equitable and effective reforms that meet the best interests of all NH children. Strengthen public confidence and accountability in systems that support children and families.
<u>Out-of-School Time Child Care Provider Support Services contract</u>	7/1/23-6/30/25 & 4-year renewal option	Provide OST child care (CC) provider support services, including training & TA services meant to increase statewide CC quality and capacity.
<u>Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract</u>	7/31/19-6/30/24	Reduce child maltreatment and the risk of children entering foster care. Provide primary prevention and community navigation services to families with children 0-8 years.
<u>Public Health Professional Support Services contract</u>	12/22/21-12/31/24	Educate healthcare providers on the importance of blood lead testing for young children, the need for early intervention, and

		the dangers of lead to young children and pregnant women.
<u>Resource & Referral for NH Child Care Facilities (Child Care Aware)</u>	7/1/23-9/30/24 & 2-year renewal option	Help families access high-quality EC and OST care. Provide child care programs with training, TA, and access to resources to expand program capacity and meet unmet child care needs statewide (infants/toddlers, children w/special needs, non-traditional hours, etc.). Provide culturally responsive CC resource and referral services statewide, regionally, and locally to families, providers, businesses, and community members. Manage TEACH and Dept. of Labor apprenticeship program. Support child care programs with credentialing through GSQ. Liaise with the 7 EC Regions. Support child care programs' implementation of the Pyramid Model. Support families to enroll in the Family Communication Network.
State Lead Grants Certification of Lead-Based Paint Professionals	10/1/22-9/30/24	Ensure a qualified workforce exists to identify and remove lead hazards in pre-1978 housing and childcare centers containing lead. Educate municipal leaders, property owners, and parents of young children on the dangers of lead hazards in pre-1978 properties and the importance of testing young children and pregnant women.
State Plan for Support Collection and Establishment of Paternity Under Title IV-D of the Social Security Act	Effective 12/9/20	Establish and enforce child support obligations.
<u>Temporary Assistance for Needy Families (TANF State Plan)</u>	Effective 10/1/20	Provide financial assistance to families with children.
Wellness and Primary Prevention Council Annual Report 2022	Effective 2023	Efforts to support primary prevention through a statewide system of Family Resource Centers.
<u>WIC (Women, Infants, and Children) Nutrition Program State Plan</u>	10/1/23 - 9/30/24	Provides detailed plans for nutrition services, organization and management, expenditures, food funds management, caseload management, certification, eligibility and

		coordination of services, accountability and controls, monitoring, and audits.
<u>WIC Shopping Experience Improvement Project</u>	Upon Approval to 9/30/2024 & 2-year renewal option	Conduct an evaluation and analysis of WIC benefit redemptions. Identify strategies to increase WIC benefit redemption rates.

Crosswalk Description and Analysis

The Crosswalk is intended to be a “living document” that needs to be regularly updated and referenced. Documents meeting the working definition of a plan were entered into an Excel spreadsheet and crosswalked with the NH Strategic Plan for Early Childhood’s Strategic Themes, Objectives, and Initiatives. The Crosswalk was analyzed to identify overlaps, gaps, and alignment. The Crosswalk includes a main tab that is a catalog of all documents reviewed. Each document’s online location/link, high-level purpose, effective dates, responsible agency, lead point person, and funding source if known are listed in associated columns. Documents are identified as Requested or Reviewed. Documents currently listed as Requested were not received by Pear Associates; plans under development are noted as such and considered Requested. As the Crosswalk is updated and referenced in the future, Received and In Review are available as additional options for categorizing plans. Additional columns for each document in the catalog tab include Notes and Links to Other Plans, as well as a column labeled Links to Strategic Plan. This column records the specific Strategic Themes, Objectives, and Initiatives of the NH Strategic Plan for Early Childhood the reviewed documents connect to.

Subsequent tabs of the Crosswalk spreadsheet are broken down per Strategic Theme of the Strategic Plan. Objectives and Initiatives for each Theme are listed; workplans and relevant activities from the catalog are associated with the appropriate Initiatives. Priority Outcomes are also linked to Initiatives; additional outcomes/outputs from the workplans are noted if available.

The following are findings from the analysis of the Crosswalk.

Inconsistencies and/or Lack of Clarity:

- Throughout several workplans there are inconsistencies in terms. For example, in several contracts related to the Child Care Strengthening Plan, “Family Communication Network,” “Family Information Network,” and “Family Portal” are terms that presumably reference the same resource that will be created.
- “Equitable access” and “equity approach” are mentioned in workplans and contracts but not consistently defined or explained, if at all. All DHHS contracts require Culturally and Linguistically Appropriate Services (CLAS) as part of Scopes of Work, requiring contractors to provide a description of language assistance services they provide to people with limited English proficiency and/or hearing impairment to ensure meaningful access to programs and services within 10 days of the contract effective date. Only some plans

include the requirement that contractors utilize an Equity Review Toolkit provided by DHHS for all projects under the contract to ensure an equity approach for all scopes of work. Again, “equity approach” is not defined in the contract, but a definition and examples are assumed to be provided in DHHS’ toolkit.

- Community Health Workers (CHWs) are included in multiple plans (Facilitating Organization, Comprehensive Family Support Services, Community Collaborations to Strengthen and Preserve Families, CDC Disparities grant, Regional Public Health Networks, NH State Health Improvement Plan), but it is unclear if implementation of their deployment throughout NH is coordinated or disparate.

Missing and/or Weak Linkages:

- Supporting families with young children experiencing homelessness is not explicitly included in NH’s Early Childhood Strategic Plan. While individualized system navigation support for families is included in the Plan under Strategic Theme 4 Initiative 2b (4:2b), there is opportunity for more explicit and stronger linkages across the NH Council on Housing Stability, NHED McKinney-Vento Act services, Medicaid, and myriad family support workplans in terms of family-level coordination and data sharing and interoperability.
- There is a large focus in plans on the Family Resource Center of Quality (FRC-Q) designation, but the quality of Family Resource Centers nor the quality designation process are included as part of an objective or initiative in NH’s Strategic Plan for Early Childhood.
- The focus on credentialing in the Strategic Plan is tied to Granite Steps for Quality (GSQ) and excludes the Early Childhood and Family Mental Health (ECFMH) credential, FRC-Q designation, and teacher certification. Several workplans include requirements to increase these, however a related priority does not exist in the Strategic Plan. There is an opportunity to include it under Strategic Theme 2 Early Childhood Workforce Capacity and Quality.
- The biggest gap in NH’s Strategic Plan for Early Childhood exists in Strategic Theme 5 Office of Early Childhood. Despite two of its initiatives’ identification as a high priority for 2023, no plans exist or were provided to Pear Associates indicating activities to carry out Initiatives 1a and 2a.
- The Facilitating Organization contract requires maintaining or Kinship Navigators and CHW positions each year; this connects to Strategic Theme 2 (Early childhood workforce capacity and quality) Objective 1 Increase workforce but does not fit under Initiative 1a or 1b.
- The 10-year Mental Health Plan recommends developing an Infant Mental Health Plan. A plan for use of discretionary ARPA funding for mental health describes an Infant Mental Health Plan and some of its priorities. However, no Infant Mental Health Plan exists beyond what is required through legislation in RSA 135F which states “The system of care shall include the creation of a trauma-responsive referral pathway and intervention services for children, birth to age 6, and their caregivers, including direct linkages to evidence-based

mental health intervention and prevention programming to educate parents, caregivers, and childcare providers." No plan exists or was provided that describes how the pathways, linkages, and services for children birth to age 6 will be created.

- Expanding resources to strengthen families is a common thread and goal across many plans (Office of the Child Advocate, NH State Health Improvement Plan, Facilitating Organization contract, Comprehensive Family Support Services, Wellness and Primary Prevention Council, Healthy Families America, etc.), however very few are coordinating or taking action to implement the Initiatives that are part of Strategic Theme 3 Investment in Early Childhood Programs and Services.
- Limited plans, beyond reports and high-level plans submitted to federal entities, are available publicly. Plans that exist in the form of a contract are extremely difficult to locate on the Secretary of State's website for Governor and Executive Council meetings, the only public website where contracts can be found. Contracts are included in Governor and Executive Council meeting agendas but cannot be located using a search function; some state agencies were able to provide the date when contracts were on the agenda so Pear Associates could locate the contract. Pear Associates was able to receive many workplans through the efforts of ECIT Leads, however, several requests for plans, documents, and/or contracts went unanswered.

Duplication of Effort:

- As described above, Community Health Workers (CHWs) are included in multiple plans, but it is unclear if the implementation of CHW efforts is coordinated or disparate.
- Contracts resulting from the Child Care Strengthening Plan and/or funded by Child Care ARPA-D funds duplicate efforts in several areas:
 - Training and technical assistance (TA) in child care business practices
 - Training and TA for child care and out-of-school-time providers
 - Creation and dissemination of marketing materials to promote the "Family Portal," Granite Steps for Quality, and FRCs
 - Tuition assistance for child care and out-of-school-time providers

Recommendations

As a result of its comprehensive scan of state-level strategic and operational plans, analysis of the Crosswalk, and follow-up conversations with appropriate parties, Pear Associates recommends the following actions.

Operations:

- Create a clearinghouse of plans connected to young children and families. A responsible party will need to be identified. One option is an administrator in the Office of Early Childhood if Strategic Theme 5 and its objectives are realized. Another option is the Director of the Council for Thriving Children. Another option to more easily identify workplans, specifically contracts, related to the Strategic Plan is to identify a more user-friendly way to search for contracts approved by the Governor and Executive Council. This could include a webpage that lists and links to the State of NH departments and divisions and their associated active contracts. Another is to establish a protocol that each department, division, bureau, office, and/or section lists and links to active contracts.
- Maintain the Crosswalk to ensure state entities are aware of priority and concurrent efforts related to young children and their families. A responsible party will need to be identified. One option is an administrator in the Office of Early Childhood if Strategic Theme 5 and its objectives are realized. Another option is the Director of the Council for Thriving Children. Additionally, a process for state entities to update or notify the responsible party that an update is required must be developed.
- Develop a Glossary to ensure consistency in terms, definitions, and names across workplans and contracts.
- Develop a process for tracking Measures of Success and regularly reporting on performance to the Council. This process could be led by the Leads of each ECIT, coordinating at the joint ECIT meeting as needed.
- Establish baselines and targets for each Measure of Success. This should occur at the bureau, office, or section level, and will also likely require coordination across divisions and departments. This presents an opportunity for coordination efforts to occur at ECIT meetings, especially given multiple contracts originating from different offices may require tracking of the same or similar data.

Quality:

- Update the Strategic Plan to include new initiatives about quality designations and credentials. Improvement to quality of FRCs can be added to Strategic Theme 1 Objective 4 as Initiative “4c. Increase participation in the FRC-Q designation process.” Increasing engagement in the early childhood credential, ECFMH credential, and teacher certification pathways can be a new Initiative (2b) under Strategic Theme 2 Early Childhood Workforce Capacity and Quality.

- Consistently require use of the NH DHHS Division of Public Health Services (DPHS) Equity Review Toolkit for guidance on ensuring equity, including Race, Ethnicity, and Linguistic (REaL) and Sexual Orientation and Gender Identity (SOGI) data collection by contracted vendors (and their subcontractors). This toolkit can also serve as a resource for contracts originating from other State departments.

Coordination and Collaboration:

- Develop and implement an internal departmental coordination process for the development of new workplans and contracts. This will provide an opportunity for divisions, bureaus, offices, and/or sections to identify opportunities for coordination and collaboration in activities, outputs, and alignment to the Strategic Plan in advance of beginning the State's procurement process. The process could include initial meetings among the relevant entities and final review by the associated ECIT or the joint ECITs.
- Develop and implement an Infant Mental Health Plan that reflects the goals and activities described in federal reports. Not only will this ensure efforts are appropriately documented and tracked, but other Initiatives will be able to align. Initiatives included in an Infant Mental Health Plan would likely include Strategic Theme 1:1a and 1:1b; Strategic Theme 2:1a, 2:2a, and 2:2b (if the recommendation above regarding an update to the Strategic Plan is acted upon); and Strategic Theme 4:2b and 4:2c.
- Develop a comprehensive implementation plan for Community Health Worker training and deployment that incorporates elements embedded in various documents to ensure a cohesive and comprehensive approach and avoid duplication of efforts. Family Support Specialists are also included in several contracts, at times in conjunction with CHWs. Differentiation between the positions should be clarified. There is opportunity for shared training and credential and career pathways development for each of the roles that should be considered as part of their respective implementation plans.
- Regularly monitor the Bureau of Child Development and Head Start Collaboration contracts' performance to identify nuance in pilots and inform future budget priorities.
- Leverage public/private partnerships to assist implementation of Strategic Plan initiatives. While it seems much of the onus to conduct the initiatives of the Strategic Plan rests with the State, especially DHHS and NHED, there is opportunity to partner formally and informally with non-state entities with vested interest in the Strategic Plan to further Initiatives.

Acknowledgments

The development of this document was facilitated by Lara Quiroga, M.Ed., Senior Consultant at Pear Associates. Funding from the Preschool Development Grant sponsored by the Department of Health and Human Services, Administration for Children and Families (Award# 90TP0060-01-00). Any opinions, findings, conclusions, or recommendations expressed in this publication do not necessarily reflect the views of any organization or agency that provided support for the project.

The development of the Crosswalk and its analysis was made possible through contributions, input, feedback, and document submission from:

- NH Council for Thriving Children
- NH Council for Thriving Children Strategic Planning Subcommittee
- Christina Lachance, Director, NH Council for Thriving Children
- Eileen Murphy, Project Coordinator, NH Preschool Development Grant, University of NH
- NH Department of Health and Human Services
- NH Department of Education
- Joint Early Childhood Integration Team (ECIT)
- Athena Cote and Rebecca Fredette, ECIT Leads
- Members of the public who provided feedback at Council and Subcommittee meetings

Appendix A: Strategic Plan Framework



COUNCIL FOR
THRIVING CHILDREN

Early
Childhood
Strategic
Plan
Framework
2023-2025

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

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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Increase workforce 2. Increase workforce knowledge regarding early childhood development 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Leverage and sustain new and existing funding 2. Increase business and community support for early childhood programs and services 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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

Appendix B: Crosswalk

As of October 31, 2023

Catalog										
Document Name	Document Link	Effective Dates	Purpose	Review Status	Notes (If Applicable)	Links to Strategic Plan	Links to other plans, documents, contracts, etc.	Agency/ Organization	Plan Lead	Funding Source (if known)
NH's Strategic Plan for Early Childhood Framework	https://councilforthrivingchildren.org/uploads/attachments/cleos0ld90z7iktachv9pgb3-2023-strategic-plan-framework.pdf	2023-2026	Serve as a framework for improving and guiding the work of NH's Early Childhood (EC) system	Reviewed		N/A	N/A	Council for Thriving Children, DHHS and NHED	Christina Lachance, Director, Council for Thriving Children	Preschool Development Grant
NH's Strategic Plan for Early Childhood Report	https://councilforthrivingchildren.org/uploads/attachments/cfww2uph13juktkaerpp7z-2023-council-for-thriving-children-strategic-plan.pdf	2023-2026	Full framework, plan, and report including plan development methodology for improving and guiding the work of NH's Early Childhood (EC) system	Reviewed		N/A	N/A	Council for Thriving Children, DHHS and NHED	Christina Lachance, Director, Council for Thriving Children	Preschool Development Grant
Child and Adult Care Food Program (CACFP)			-	Requested				NHED		
Child Care Strengthening Plan	https://www.dhhs.nh.gov/sites/efiles/ehbent476/files/documents/2/dhhs-child-strengthening-plan.pdf		Increase equitable access to affordable, quality child care for families, strengthen the child care workforce, and strengthen the overall child care system (state and local infrastructure building; program strengthening)	Reviewed	More details found in associated contracts	See individual contracts	See individual contracts	DHHS Division of Economic Stability Office of Child Development and Head Start Collaboration	Diane Chase, Assistant Bureau Chief	ARPA-D
Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP-2023-DES-09-CCBEP)	https://media.sos.nh.gov/govcouncil/2023/0906/017%20GC%20Agenda%20090623.pdf	8/2023 - 9/30/2024 & option for 4-year renewal	Provide support to businesses and their employees seeking access to equitable, affordable, and quality child care during traditional and nontraditional business hours	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 1: 3a 	marketing materials to promote "Family Portal" is also in CCR&R and FO contracts	DHHS Division of Economic Stability; Granite United Way	Diane Chase, Assistant Bureau Chief	ARPA-D
Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP)	https://media.sos.nh.gov/govcouncil/2023/0628/017%20GC%20Agenda%20062823.pdf and https://media.sos.nh.gov/govcouncil/2023/0906/017%20GC%20Agenda%20090623.pdf	7/1/2023-9/30/2024 & option for 2-year renewal	Provide consultation services and recommendations to Child Care Program (CCP)-related operations and facilities management	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b 	Resource & Referral for NH Child Care Facilities (Child Care Aware must offer training in business best practices and TA in applying best practices) => CCBIP must provide consulting in best business practices	DHHS Division of Economic Stability; SEED Collective, LLC (contractor)	Diane Chase, Assistant Bureau Chief	ARPA-D
Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	https://media.sos.nh.gov/govcouncil/2023/0628/016%20GC%20Agenda%20062823.pdf	7/1/2023-9/30/2024 & option for 2-year renewal	Identify effective strategies that attract, retain, and increase the quality of EC and OST workforce Provide a variety of self-help/wellness/mental health supports for the workforce Provide professional development opportunities Conduct a multi-tiered child care workforce recruitment marketing program	Reviewed		<ul style="list-style-type: none"> Strategic Theme 2: 1a Strategic Theme 2: 1b 		DHHS Division of Economic Stability; Public Consulting Group LLC (Contractor)	Diane Chase, Assistant Bureau Chief	ARPA-D
Child Care Strengthening Plan: Family Child Care Expansion Initiative (FCCEEP - Family Child Care Establish and Expand Project)	https://media.sos.nh.gov/govcouncil/2023/0628/022%20GC%20Agenda%20062823.pdf	7/1/2023-9/30/2024 & option for 3-year renewal	Manage a family child care (FCC) expansion initiative to increase and stabilize the current FC workforce and increase the supply of and access to quality FCC programs statewide through training and professional development, mentoring, and technical assistance (TA)	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 2: 1a 	CDFA also has MOU w/UNH PDG funds for the same services - should this be referred to as one initiative?	DHHS Division of Economic Stability; Community Development Finance Authority (CDFA) (contractor)	Diane Chase, Assistant Bureau Chief	ARPA-D
Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRAN)	https://media.sos.nh.gov/govcouncil/2023/0719/12%20GC%20Agenda%20071923.pdf	7/19/2023-9/30/2024	Act as a Facilitating Organization to assess systems, processes, and short-term results and benefits of the GSQ Build capacity of NH's EC and OST programs to engage in CQI and provide equitable access to high quality services for children and families served Credentialed incentive Program pilot	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 1: 4a Strategic Theme 2: 1a Strategic Theme 2: 2a Strategic Theme 4: 1a 	Overlap w/OST Provider services contract and R&R contract re: professional development; ACROSS NH? Overlap w/FO contract re: GSQ marketing Overlap w/EC and OST Professionals Tuition Assistance contract with UNH	DHHS Division of Economic Stability; Keene State College Behavioral Health Improvement Institute (BHII) (contractor)	Diane Chase, Assistant Bureau Chief	ARPA Child Care CCDF
Children's Funding Project	https://www.childrensfundingproject.org/		Child and youth fiscal mapping	Requested		<ul style="list-style-type: none"> Strategic Theme 3: 1a 				
Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children	available upon request	9/30/2021 - 9/29/2026	Lead poisoning prevention and surveillance programmatic activities	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 2a 	links to HFA, CFSS, FRCs, developmental screening could link to business assessment, i.e. are programs considering expenses for lead testing (building and wells), remediation, or abatement in their budgets?	DHHS Division of Public Health Services Healthy Homes & Environment Section	Beverly Drouin, Administrator, Gail Coppins Gettens, Health Educator, Healthy Homes & Environment Section	Centers for Disease Control and Prevention (CDC)

Choose Love				Requested	https://www.education.nh.gov/partners/chooselove		DHHS	Shannon Desilets, Program Director		
Community Health Worker Curriculum Enhancement and CHW Coalition Support contract (SS-2022-DPHS-10-COMMU-01-A01)	https://sos.nh.gov/media/ined0pio/024-gc-agenda-06012022.pdf	6/1/2022 - 5/31/2023 & option for 2-year renewal	<ul style="list-style-type: none"> Enhance the CHW curriculum Support the CHW Coalition 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 2c Strategic Theme 4: 3a 	DHHS Division of Public Health Services, Bureau of Family Health & Nutrition; North Country Health Consortium (contractor)	Emily Maughan, Community Engagement Specialist	CDC COVID-19 Health Disparities grant; CDC Immunization Program under CRSA	
Comprehensive Family Support Services contracts (RFP-2021-DEHS-02-COMPR)	https://sos.nh.gov/media/mtpl5pvs/035a-gc-agenda-09212022.pdf	7/1/2020 - 6/30/2024	<p>Provide free, voluntary, community-based, prevention-focused home visiting to support achieving goals in areas of early childhood development, family mentoring and advocacy, life skills, literacy education, health education, parent education, etc.</p> <ul style="list-style-type: none"> CFSS families have access to Preventative child care Outreach to high risk populations (low income, DCYF assessment referrals, single 1st time parent, etc.) Attain FRC-Q designation 	Reviewed	<p>Contracts held by 11 FRCs (1 per DCYF catchment area):</p> <ul style="list-style-type: none"> Children Unlimited Community Action Partnership of Strafford County Greater Seacoast Community Health Lakes Region Community Services Council FRC at Gorham (Littleton & Berlin DO) TLC FRC VNA at HCS Waypoint (Concord, Manchester, Southern DO) 	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 3c Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 2b Strategic Theme 4: 3a 	8 agencies contracted to cover 11 DHHS office catchments areas (align with DCYF office catchment areas) All CFSS agencies are Family Resource Centers (all but 2 are FRC-Q) Data collection/FSDS is part of FO contract Focus on FRC-Q --fits under Strategic Theme 1, Objective 4 Enhance quality of EC programs and services, but there is not an associated initiative Connects to TANF, special medical programs, MH Plan, DCYF, FCESS, Healthy Homes, WMG re: priority populations to serve possible overlap in marketing with FO contract Programs use FSDS to capture service information	DHHS Division of Public Health Services; 11 contractors	Virginia Jones, Family Support Program Specialist	Child Welfare Services Title IV-B Subpart 1; Promoting Safe & Stable Families Block Grant; Title IV-B Subpart 2; Social Services Block Grant; Temporary Assistance for Needy Families
Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2/yhd-coordinated-community-plan.pdf	2022	<p>Helps individuals, youth, families experiencing homelessness providing services to help them move into permanent housing, w/a goal of long-term stability.</p> <p>Promotes community-wide planning and strategic use of resources to address homelessness, improves coordination and integration with mainstream resources and other programs for people experiencing homelessness, and allows each community to tailor its program to its particular strengths and challenges.</p>	Reviewed	There are also CoC plans specific to Greater Nashua and Manchester (not reviewed)	<ul style="list-style-type: none"> Strategic Theme 1: 1b Strategic Theme 3: 2b Strategic Theme 4: 1c Strategic Theme 4: 2a Strategic Theme 4: 2b Strategic Theme 4: 2c Strategic Theme 4: 3a 	includes an objective to develop a health navigator service - does this duplicate other CHW/FSS/navigator programs? Or is this an opportunity to identify how existing programs can be leveraged unclear how this connects to DCYF, McKinney-Vento (other than wanting more homelessness liaisons in schools) - training efforts could be duplicative	DHHS Bureau of Homeless Services		JS Department of Housing and Urban Development (HUD) Youth Homelessness Demonstration Program grant
Early Childhood and Out-of-School Time Professionals Tuition Assistance contract (RFA-2024-DES-02-EARLY)	https://media.sos.nh.gov/govcouncil/2023/0628/018%20GC%20Agenda%2062823.pdf	6/28/2023-6/30/2025 & option for 4-year renewal	Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings	Reviewed		<ul style="list-style-type: none"> Strategic Theme 2: 1a Strategic Theme 2: 2a Strategic Theme 4: 2c 	DHHS Division of Economic Stability; University of NH (contractor)	Diane Chase, Assistant Bureau Chief	CCDBG	
Every Student Succeeds Act (ESSA) Consolidated State Plan	https://www.education.nh.gov/sites/g/files/ehbemt326/files/inline-documents/sonh/essa-consolidated-state-plan.pdf	2019 - 2025	Identifies how NH will use federal funds to improve educational outcomes for students.	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 1: 3a Strategic Theme 2: 1a Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 3a 	NHED			
Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	https://media.sos.nh.gov/govcouncil/2023/0628/024%20GC%20Agenda%2062823.pdf	7/1/2021 - 06/30/2024	<p>Expand infrastructure and support for the statewide network of Family Resource Centers (FRCs) and Early Childhood Regional System Lead Agencies</p> <ul style="list-style-type: none"> Support FRC-Q designation efforts Support training, TA, and Family Support Data System (FSDS) for Kinship Navigation, Community Health Workers, and Community Collaborations to Strengthen & Preserve Families communities Marketing/outreach for child care resource and referral services, Scholarship program, workforce initiatives 	Reviewed	Per the contract, NHCT must submit an EC Regional System Work Plan with specific activities and timeline including performance measures across all regions, strategies to evaluate, TA/training plan, project point person, and other partnerships engaged to support the regional networks	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 1: 2a Strategic Theme 1: 2b Strategic Theme 1: 3c Strategic Theme 1: 4a Strategic Theme 1: 4b Strategic Theme 4: 1a Strategic Theme 4: 1b Strategic Theme 4: 1c Strategic Theme 4: 2a Strategic Theme 4: 2b Strategic Theme 4: 2c Strategic Theme 4: 3a 	Scope requires maintaining or increasing Kinship Navigators positions in each year of the contract; this connects to Strategic Theme 2 (Early childhood workforce capacity and quality) Objective 1 Increase workforce but does not fit under Initiative 1a or 1b. Same for CHWs Big focus on FRC-Q --fits under Strategic Theme 1, Objective 4 Enhance quality of EC programs and services, but there is not an associated initiative	DHHS Division of Public Health Services Bureau of Family Health and Nutrition; NH Children's Trust (contractor)	Virginia Jones, Family Support Program Specialist	Federal & State Funds: 17.6% NH OD2A (CDC), 5.7% Kinship Navigator Programs (ACF), 7.5% Community Collaborations to Strengthen & Preserve Families (ACF), 26.9% Health Disparities Grant (CDC), 1.4% ARPA Child Care Stabilization (CCDBG), 8.5% ARPA Child Care CCDF (CCDBG), 1.4% JJ Funds (OJDP), 2.8% General Funds (Governor's Commission), 28.2% General Funds
Head Start Collaboration State Plan				Requested			DHHS Division of Economic Security Bureau of Child Development & Head Start Collaboration			

Home Visiting Healthy Families America (HFA) contract	https://media.sos.nh.gov/govcouncil/2023/0208/03%20GC%20Agenda%20020823.pdf and https://media.sos.nh.gov/govcouncil/2023/0322/018%20GC%20Agenda%20032223.pdf	10/1/2022 - 9/30/2024 with option to renew for up to 4 additional years	Early Childhood Home Visiting beginning prenatally through age 3 years <ul style="list-style-type: none"> Targets At-Risk parents Can expand enrollment period up to age 5 with referral from DCYF Child abuse and neglect prevention Primary Prevention and early intervention services 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 3c Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 2b Strategic Theme 4: 3a 	links to DCYF, Families First Prevention Services Act, child welfare protocol	DHHS Division of Public Health Services and Division of Children, Youth, and Families; VNA at HCS Inc., TLC Family Resource Center, Community Action Partnership of Strafford County, Granite VNA Inc., The Family Resource Center at Gorham, Waypoint (contractors)	Kristi Hart, Home Visiting Administrator, Maternal Child Health Section	Federal Maternal Infant and Early Childhood Home Visiting (MIECHV) and DCYF (State general or Title IV-B or IV-E?); General State Funds
IDEA Part B			*	Requested				NHED		
IDEA Part C			*	Requested				NHED		
Lead Initiatives in Early Childhood	https://media.sos.nh.gov/govcouncil/2023/0614/027%20GC%20Agenda%20061423.pdf	10/1/2022 - 9/30/2024 with option to renew for up to 4 additional years	Adds Healthy Homes & Lead Poisoning Prevention Program (HHLPPP)	Reviewed	Contract amendment to The Family Resource Center at Gorham's HFA contract	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 4: 2a Strategic Theme 4: 2a 	links to HFA, CFSS, FRCs, developmental screening could link to business assessment, i.e. are programs considering expenses for lead testing (building and wells), remediation, or abatement in their budgets?	DHHS DPMS and DCYF; The Family Resource Center at Gorham	Kristi Hart, Home Visiting Administrator, Maternal Child Health Section & Beverly Drouin, Administrator, Healthy Homes & Environment Section	Federal Maternal Infant and Early Childhood Home Visiting (MIECHV) and DCYF (State general or Title IV-B or IV-E?); CDC Health Disparities, HRSA Maternal and Child Health Services Block Grant, ARPA for Home Visiting; General State Funds
Maternal Opioid Misuse Model (MOM) contract	https://media.sos.nh.gov/govcouncil/2023/0208/025%20GC%20Agenda%20020823.pdf	2/19/2020 - 12/31/2024	Test new and innovative ways to support pregnant and post-partum women with Opioid Use Disorder (OUD) Use technology to create an integrated care management system for MOM model enrollees in which their providers are electronically connected to share data to support stronger care coordination	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 4: 2a Strategic Theme 4: 2a 	Use of Community Health Workers - unclear if they are connected to other CHW efforts in NH	DHHS Division of Medicaid Services; Elliot Health System (subcontractor)	Henry Lipman, Medicaid Director	Federal Center for Medicare and Medicaid Services (CMS) via Center for Medicare and Medicaid Innovation
National School Lunch Program			*	Requested				NHED		
NH 10-year Mental Health Plan	https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/210-year-mh-plan.pdf	2019-2029	NH's approach to addressing the mental health needs of people across the lifespan	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 3: 2b 	Unclear if the actions connected to recommendations in the plan are being implemented or if they are recommended actions for the Governor and legislature	DHHS Division of Behavioral Health		
NH Child Care Advisory Council Strategic Plan			<ul style="list-style-type: none"> Increase wages for childcare staff Ensure that items in the Governor's budget are enacted on a timely basis Increase awareness of childcare as a career and workforce recruitment Work with state leaders to increase access to affordable, licensed care 	Requested	in the middle of the planning process (no document yet)	<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 2: 1a 	There are 5 other initiatives/contracts focused on workforce	NH Child Care Advisory Council	Marianne Barter, Chair	
NH Child Fatality Review Committee Annual Report SFY2022	https://gencourt.state.nh.us/statstudcomm/committees/72/reports/NH%20Child%20Fatality%20Report%20(22%20pages).pdf	SFY23?	<ul style="list-style-type: none"> Reduce the number of preventable child deaths in NH Identify how to prevent harm to other children Recommend system changes to improve services for infant, children, and adolescents 	Reviewed	Who implements the recommendations? Is there a separate plan or are recommendations automatically implemented given the "implementation activities" listed? Did not enter implementation activities under Strategic Themes (until above questions answered). Strategic themes in column H are suggested	<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 1: 1b Strategic Theme 2: 2a Strategic Theme 4: 2a Strategic Theme 4: 2b 	<ul style="list-style-type: none"> Links to NH 10-Year Mental Health Plan Links to Newborn screening programs, birth conditions program, and Sudden Unexpected Infant Death/Sudden Death in the Young program 	DHHS and the Office of the Chief Medical Examiner (OCME) at the NH Department of Justice	Josephine Porter and Marc Clement, Ph.D. (committee co-chairs)	
NH Children's Trust Strategic Plan (as Governor-designated CBCAP organization)	May be available upon request from NH Children's Trust	2022-2024	Governor-designated statewide Community-Based Child Abuse Prevention (CBCAP) agency	Reviewed	includes Family Support NH (FSNH) as a program of NHCT	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 1: 3a Strategic Theme 1: 3c Strategic Theme 1: 4b Strategic Theme 2: 2a Strategic Theme 4: 1c Strategic Theme 4: 2c 	Links to the FO contract it holds (communications, FRCs)	NH Children's Trust	Liz Scruton, Early Childhood Initiatives Director	CBCAP
NH Council on Housing Stability 2021-2024 Strategic Plan	https://nhchs.org/wp-content/uploads/2021/07/Council-on-Housing-Stability-2021%20-%2080%202024-Strategic-Plan.pdf	2021-2024	<ul style="list-style-type: none"> Increase housing stability Reduce housing instability and homelessness Reduce homelessness among children/students and enrollment in US Department of Education McKinney-Vento homeless services 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 4: 1c Strategic Theme 4: 2b Strategic Theme 4: 3a 	<ul style="list-style-type: none"> data sharing across DHHS, connects to DOE links to NHED McKinney-Vento Act services, Medicaid, family support 	NH Council on Housing Stability		ARPA

NH Family First Title IV-E Prevention Plan	https://www.dhhs.nh.gov/sites/g/files/vehbent476/files/documents/2/dcyf-family-first-prevention-plan.pdf	6/2/2021	Keep families together and reduce entries/re-entries into foster care by providing high-quality prevention services Help families avoid further involvement with DCYF by providing prevention services to high-risk groups at first contact with Child Protective Services	Reviewed	concise table of info on service activities available in Section 3 p. 19 of 78	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 2: 2a 	Community Based Voluntary Services (contract with Waypoint and Gorham FRC)- system navigation, FRC,) Healthy Families America- implement Child Welfare protocols (home-visiting) Community Navigator and Community Guide for reporting (increase awareness, knowledge, system navigation) Kinship Navigator program (support kinship foster placements and identify kinship connections for placement. • Title IV-B and Promoting Safe and Stable Families funds part of CFSS home visiting	DHHS Division of Children, Youth, and Families and Division for Children, Youth, and Families		Title IV-E Family First Prevention Services Act; some services supplemented with Medicaid, MIECHV
NH Infant Mental Health Plan	N/A			Requested	This does not include the Infant & EC finance strategy work plan (TA from ZTT).		IMH Plan is recommended in the 10-Year Mental Health Plan as part of "Recommendation 10; Prevention and Early Intervention" (p. 7) and described as developed in a document re: MH Block Grant Additional ARPA allocation on p.3 with a of couple priorities described on p.7-8. Plan is not developed/published. Other plans have been integrated into other EC work (e.g., CPP expansion and EC Wraparound): RSA 135F and the Care Management Entity contract	DHHS Bureau for Children's Behavioral Health		
NH Pediatric Mental Health Care Access Program contract	https://media.sos.nh.gov/govcouncil/2023/0208/037%20GC%20Agenda%20020823.pdf	7/31/2019 - 9/29/2023	Conduct a Project ECHO (Extension for Community Healthcare Outcomes) cohort and teleconsult services to provide training to primary care practices and school support professionals in assessment, intervention, and referrals for students with behavioral health needs. Conduct a feasibility study for adoption of the Collaborative Care Model that assesses and treats pediatric patients across pediatric and family practice clinics across NH	Reviewed	unclear if this will or has been continued beyond 9/30/2023	<ul style="list-style-type: none"> Strategic Theme 1:1b Strategic Theme 4:2a 		NH DHHS Division of Public Health Services; University of NH (contractor)	Patricia Tilley, DPHS Director	LIS DHHS Health Resources and Services Administration (HRSA) Pediatric Mental Health Care Access Expansion grant
NH State Health Improvement Plan	https://nhliveswell.org/wp-content/uploads/2023/08/NH-State-Health-Improvement-Plan_2023-2028.pdf	2023-2028	Multi-year strategic plan to identify opportunities to improve the health and wellbeing of NH residents	Reviewed	See high-level outcomes at https://nhliveswell.org/2023-2028-state-health-improvement-plan/	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 2b Strategic Theme 1: 3c Strategic Theme 2: 2a Strategic Theme 4: 2a Strategic Theme 4: 2c 		DHHS Division of Public Health Services	Patricia Tilley, DPHS Director	
Office of the Child Advocate 2022-2025 Strategic Plan	https://www.childadvocate.nh.gov/documents/reports/NH-OCA-Strategic-Plan-2022-2025.pdf	2022-2025	To promote equitable and effective reforms that meet the best interests of all NH children and strengthen public confidence and accountability in NH's systems that support children and families	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 3: 1a Strategic Theme 4: 2a Strategic Theme 4: 3a 		Office of the Child Advocate	Cassandra Sanchez, Child Advocate	
Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	https://media.sos.nh.gov/govcouncil/2023/0628/026%20GC%20Agenda%20062823.pdf	7/1/2023-6/30/2025 & option for 4-year renewal	Provide out-of-school-time (OST) child care provider support services, including training & TA services intended to increase statewide CC quality and capacity	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 2b Strategic Theme 1: 4a Strategic Theme 2: 1a Strategic Theme 4: 1a Strategic Theme 4: 2c 	Resource & Referral for NH Child Care Facilities -> both offering training & TA to providers and programs	DHHS Division of Economic Stability; Boys & Girls Clubs of Central NH (contractor)	Diane Chase, Assistant Bureau Chief	ARPA CCDF
Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	https://media.sos.nh.gov/govcouncil/2023/0322/005A%20GC%20Agenda%20032223.pdf	7/31/2019 - 6/30/2024	Reduce child maltreatment and the risk of children entering foster care Provide primary prevention and community navigation services to families with children 0-8 years	Reviewed	This contract re: federal funds focuses on the Winnepesaukee Public Health Region and Manchester; Coos County is also engaged	<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 1: 1b Strategic Theme 1: 3c Strategic Theme 4: 1b Strategic Theme 4: 1c Strategic Theme 4: 2a Strategic Theme 4: 2b Strategic Theme 4: 2c 	CHWs also in other plans (FO contract, CHW training, etc.) Family Support Specialists included in other plans (CFSS, HA, etc.)	DHHS Division of Public Health Services; Amoskeag Health, Lakes Region Community Services (contractors)	Athena Cote, Administrator, Family Support and Community Engagement	Federal: Community Collaborations to Strengthen and Preserve Families (HHS ACF Children's Bureau) and CDC Health Disparities grant; General Funds: DCYF Child Protection
Public Health Professional Support Services contract	https://media.sos.nh.gov/govcouncil/2023/0322/019%20GC%20Agenda%20032223.pdf	12/22/2021 - 12/31/2024	Educate healthcare providers on the importance of blood lead testing for young children, the need for early intervention, and the dangers of lead to young children and pregnant women	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1b 	links to Lead Initiatives, HFA, CFSS, FRCs, developmental screening	DHHS Division of Public Health Services Healthy Homes & Environment Section	Beverly Drouin, Administrator, Gail Coppins Gettens, Health Educator, Healthy Homes & Environment Section	

Resource & Referral for NH Child Care Facilities (Child Care Aware)	https://media.sos.nh.gov/council/2023/0628/019%20GC%20Agenda%20062823.pdf	7/1/2023-9/30/2024 & option for 2-year renewal	<ul style="list-style-type: none"> Assist families in securing high-quality EC and OST care Provide CCPs with training, TA, and access to resources to expand program capacity and meet unmet CC needs statewide (infants/toddlers, children w/special needs, and care during non-traditional hours) Provide culturally responsive CCR&R services statewide, regionally, and locally to families, providers, businesses, and community members Manage TEACH and Dept. of Labor apprenticeship program Support CCPs with credentialing via GSQ Liaise with the 7 NH EC Regions for local connections Support child care programs' implementation of the Pyramid Model Support families in enrolling in the Family Communication Network 	Reviewed	"Family Communication Network" in CCA contract Dee Dee Thurber will follow-up when they are notified by BCDHSC what it is	<ul style="list-style-type: none"> Strategic Theme 1: 1b Strategic Theme 1: 2a Strategic Theme 1: 2b Strategic Theme 1: 3a Strategic Theme 1: 4a Strategic Theme 1: 4b Strategic Theme 2: 1a Strategic Theme 2: 2a Strategic Theme 4: 1a Strategic Theme 4: 2b Strategic Theme 4: 2c 	Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP) => Child Care Aware must offer training in business best practices and TA in applying best practices OST CCP Support Services => both providing training & TA to providers and programs Link with NH Children's Trust re: Family Communication/Information Network (NHCT doing marketing and outreach)	DHHS Division of Economic Stability; Southern NH Services, Inc. (contractor)	Diane Chase, Assistant Bureau Chief	CCDBG
State Lead Grants Certification of Lead-Based Paint Professionals	available upon request	10/1/2022 - 9/30/2024	<ul style="list-style-type: none"> Ensure a qualified workforce exists to identify and remove lead hazards in pre-1978 housing and childcare centers that contain lead. Educate municipal leaders, property owners, and parents of young children on the dangers of lead hazards in pre-1978 properties and the importance of testing young children and pregnant women. 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1b 	links to Lead Initiatives, HFA, CFSS, FRCs, developmental screening could link to business assessment, i.e. are programs considering expenses for lead testing (building and wells), remediation, or abatement in their budgets?	DHHS Division of Public Health Services Healthy Homes & Environment Section	Beverly Drouin, Administrator, Gail Coppins Gettens, Health Educator, Healthy Homes & Environment Section	JS Environmental Protection Agency Toxic Substances Control Act (JTSCA) Section Title IV
State Plan for Support Collection and Establishment of Paternity Under Title IV-D of the Social Security Act	NH Bureau of Child Support Services State Plan 6.7.23.pdf		<ul style="list-style-type: none"> Establish and enforce child support obligations 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 4: 2a 	Access and Visitation grant (small grant to support establishment of parenting order, co parenting support, visitation)	DHHS Bureau of Child Support Services	Lisa Dekutoski, Bureau Chief, Title IV-D Director	Title IV-D
Temporary Assistance for Needy Families (TANF State Plan)	https://www.dhhs.nh.gov/sites/g/files/ehbem476/files/documents/2/tanf-state-plan.pdf	Effective 10/1/2020	<ul style="list-style-type: none"> Provide financial assistance to families with children 	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a 	Largest funding source for CFSS home visiting, support to families with low income	DHHS Bureau of Family Assistance and Division of Public Health Services	Virginia Jones, DPHS Family Support Program Specialist, and Karyl Provost, DES Administrator	
Title IV-B Plan				Requested	should be available through DCYF Bureau of Community, Family, and Program Support			DHHS Division of Children, Youth, and Families		Title IV-B
Watch Me Grow			NH's developmental screening, monitoring, information, and referral system. Composed of a statewide partnership of organizations and agencies, WMG is designed to support the early identification of children who may need developmental supports and services	Requested	2023 Action Plan is in development			NH Family Voices	Jennifer Pineo, Lead Trainer	
Wellness and Primary Prevention Council Annual Report 2022	N/A	2023	Efforts to support primary prevention through a statewide system of Family Resource Centers	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1.1a Strategic Theme 1.1b Strategic Theme 3.1a 	FRC quality efforts not included in strategic plan	Wellness and Primary Prevention Council	Rebecca Woitkowski, New Futures	
WIC (Women, Infants, and Children) Nutrition Program State Plan	https://www.dhhs.nh.gov/programs-services/population-health/women-infants-children-nutrition-program/wic-state-plan	10/1/23 - 9/30/2024	Provides detailed plans for nutrition services, organization and management, expenditures, food funds management, caseload management, certification, eligibility and coordination of services, accountability and controls, monitoring and audits	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 2: 2a Strategic Theme 4: 2a Strategic Theme 4: 2c 	Links to Healthy Homes (children tested for lead at WIC appointments) • Links to LTSAE	DHHS Division of Public Health Services Bureau of Population Health	Lissa Sirois	JS Department of Agriculture Food and Nutrition Service
WIC Shopping Experience Improvement Project	RFP-2023-DPHS-11-WICSH: WIC Shopping Experience Improvement Project New Hampshire Department of Health and Human Services (nh.gov)	Upon G&EC Approval to 9/30/2024 & option for 2-year extension	Conduct an evaluation and analysis of WIC benefit redemptions Identify strategies to increase WIC benefit redemption rates.	Reviewed		<ul style="list-style-type: none"> Strategic Theme 1: 1a Strategic Theme 4: 2a 		DHHS Division of Public Health Services Bureau of Population Health	Lissa Sirois	JS Dept of Agriculture, WIC Special Programs Discretionary

Strategic Theme 1: Quality, consistent, equitable access to opportunities and services for all NH families

Objective 1: Increase early intervention and primary prevention

Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
<p>1a. Normalize utilization of early intervention and primary prevention services among all families</p>	<p>Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children</p>	<p>Make successful referrals to link young children to the services of WIC, Early intervention, funding to remove lead hazards, nurse case management and an environmental investigation Use data to identify high risk population and geographic areas where children are at risk for lead poisoning Educate health care providers and other community partners on the importance of testing one and 2- year olds and the dangers of lead poisoning</p>	<p>Increase families' partnership in, knowledge of, and choices for their child's development</p> <p>Increase families' access to integrated quality early childhood opportunities and services</p>	
	<p>Comprehensive Family Support Services contracts (RFP-2021-DEHS- 02-COMPR)</p>	<p>Provide services to pregnant and parenting women and other families with children who are at risk for experiencing difficulty with pregnancy, health and nutrition, education, parenting challenges, isolation, SUD, child abuse and neglect Provide and connect families to services that include social, healthcare, family planning, and parenting support Use marketing strategies to increase presence of CFSS in the community, including FRC-branded flyer, FRC Facebook page, press releases, etc. Accept referrals from hospitals/medical providers for clients with Plans of Safe Care and assist pregnant and postpartum women in developing a Plan of Safe Care • Conduct developmental screenings using ASQ-3 and ASQ:SE-2 as part of Watch Me Grow Promote oral health, timely immunizations, smoking cessation, primary care/medical home, , and child safety</p>		<p>100% of children 0-5 receiving FRC services are screened as part of Watch Me Grow At least 80% of FRC service(s) consumers report a favorable (satisfaction) rating • Increased outreach to high-risk populations Increased percentage of families referred to the FRC that enroll in services • # or % of children ages 0-5 who have received developmental screening</p>
	<p>Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)</p>	<p>Manage database (Family Services Data System - FSDS) for Community Collaborations to Strengthen & Preserve Families grant in Manchester, Winnepesaukee Public Health Region (Lakes), and Coos County that uses community-specific data to drive future primary prevention activities • Increase marketing and outreach activities that support access to resources for families • Maintain NH Connections (consumer education website) Marketing/outreach to increase awareness and utilization of resource and referral services and NH Child Care Scholarship program</p>		<p>• # and types of family support services offered # of referrals to healthcare, social services, family planning, parenting support • # of referrals received to provide family support • % Increased utilization of child care scholarship** • # of children screened using ASQ-3 and ASQ:SE-2</p>
	<p>Home Visiting Healthy Families America (HFA) contract</p>	<p>Provide face-to-face voluntary home visiting services to pregnant and parenting women with children 0-5 via a Family Support Specialist to teach parents about health child development and appropriate activities for keeping children healthy and thriving Provide referrals to additional resources such as housing, food, various forms of treatment, school readiness, childcare, access to diapers and other supplies • Serve a portion of families utilizing the HFA Child Welfare Protocols (CWPs) Offer home visits by licensed registered nurses once per trimester during the prenatal period and once per quarter during the first 12 month post-partum period</p>		<p>% of DCYF families referred to HFA (# of families currently enrolled in HFA CWPs and % of HFA CWP slots currently used) • % of DCYF-referred children enrolled between 3-24 months % of DCYF-referred families with a recent assessment of a substance-exposed infant • Average time to enrollment from the time and date of referral • # of days from referral date to the first home visit • % of families offered HFA • % of families who decide to receive HFA % of families retained in HFA over 3 & 6 months and every 6 months thereafter after receiving a first home visit. % of families who receive at least 75% of the appropriate # of home visits based on individual levels of services assigned. % of families with a new case opened to DCYF, or a new report of maltreatment, within 6 months after discharge • % of children who enter out of home placement within 6 and 12 months after discharge, including placement type</p>
	<p>Lead Initiatives in Early Childhood</p>	<p>• Increase blood lead testing rates in one and 2-year olds Identify four childcare facilities in the Coos Cty and conduct risk assessments to identify and remove potential lead hazards</p>		<p>• # and % increase in blood lead testing rates in 1 & 2-year olds • 4 childcare facilities in Coos County identified • Risk assessments conducted</p>
	<p>Maternal Opioid Misuse Model</p>	<p>• Continuity of pharmacotherapy at delivery • Gains in Patient Activation Measure (PAM) scores • Health-related social needs screening • Maternal engagement in OUD treatment • Postpartum Care and family planning • Beneficiary screening for clinical depression and follow-up plan • Tobacco use screening and cessation intervention</p>		<p>• # of individuals engaged in services • # of depression screenings completed • # of follow-up plans developed • # of tobacco use screenings • # of health-related social services screenings • # and % of individuals engaged in pharmacotherapy at delivery • # and % of mothers engaged in OUD treatment • # of individuals receiving postpartum care and family planning services</p>

	NH 10-year Mental Health Plan	Enhance early childhood and family strengthening programs, including access to home visiting services, screening and assessment of infants and caregivers, etc. • Expand early intervention for mental illnesses	Increase comprehensive wellness of children	
	NH Children's Trust Strategic Plan	Change social norms to promote/prioritize universal family support and strengthening through public engagement, education, programs, and advocacy • Promote the Strengthening Families/Protective Factors Framework through multi-channel communications activities	Ensure children achieve early childhood developmental and educational goals	• Communication plan developed • # of communication activities completed
	NH State Health Improvement Plan	• Increase blood lead testing rates for one and 2-year old children Expand access to comprehensive, affordable insurance coverage (health, dental, vision, behavioral, etc.) • Increase the affordability of healthcare services Expand resources to bolster caregivers' capacity to support their children's social and emotional development • Expand resources to support strong family relationships • Increase use of the Community Schools model Expand resources to bolster caregivers' capacity to support their children's social and emotional development Conduct universal, age-appropriate screenings to identify early interventions (e.g., developmental, trauma, behavioral, cancer, cognitive, etc.) • Expand pathways that connect people to resources that support needs identified by screenings Increase accessibility to a continuum of behavioral health services, from screening to wraparound recovery supports. • Expand access to quality prenatal, labor and delivery, and postpartum care.	Increase providers' and educators' knowledge and access to resources for quality programs and services	• % increase in blood lead testing rates for one and 2-year old children
	Office of the Child Advocate 2022-2025 Strategic Plan	• Align system reviews with priority initiatives addressing prevention Increase outreach, education, and engagement to increase awareness of the Office of the Child Advocate as a resource to understand and advocate for children and the best child-serving system among children and families, their allies, and key system partners		• # of outreach activities
	NH Council on Housing Stability 2021-2024 Strategic Plan	Develop a workflow and operating policies to support homelessness prevention, shelter placement, and re-housing activities between local welfare, shelters, housing providers, and municipal and county leaders.		• # of individuals receiving homelessness prevention services by source
	NH Family First Title IV-E Prevention Plan	• Offer service array for Parenting Skills (Health Families America, Homebuilders, Intercept), Mental Health and Substance Abuse (Multisystemic Therapy, Motivational Interviewing)		
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	Families with child under age 8 at Manchester's FQHC automatically referred to CHW, Family support Specialists, or case manager for developmental, social needs, and Protective Factors screenings • Community Health Worker to Support system and appointment navigation • Care coordination		• # of families screened • # of families referred to other services • # and type of screenings administered
	TANF State Plan	Implement the Family Assistance Program for families in which children do not receive the care of both parents due to continued absence or disability to eliminate associated harmful effects by providing financial and medical assistance Implement Nutritional Supplement for Working Families (NSWF) for families who are low-income and receiving SNAP benefits Provide Emergency Assistance to TANF-eligible individuals to obtain or retain safe and healthy housing and utilities, as well as family preservation when a child is experiencing an emergency due to child abuse, neglect, abandonment, or imminent risk of removal from home as determined by DHHS DCYF Provide Comprehensive Family Support Services funding to assist pregnant and parenting women by promoting wellness, decreasing family stressors and preventing child abuse and neglect through community-based programs designed to enable families to access the services they need and want in their own communities • Provide comprehensive support and barrier resolution so parents and caretakers can work		
	Wellness and Primary Prevention Council (WPPC) Annual Report 2022	• Expand public awareness about primary prevention and FRCs in the community		
	WIC Shopping Experience Improvement Project	• Identify strategies to increase WIC benefit redemption rates.		• %increased utilization of WIC benefits
WIC (Women, Infants, and Children) Nutrition Program State Plan	Improve frequency and quality of nutrition services, including early pregnancy enrollment, screening and referral for smoking cessation, lead screening, post-partum follow-up care Increase participant access to Learn the Signs Act Early (LTSAE) developmental monitoring checklists and referral to screening resources as appropriate • Pilot Screening, Brief Intervention and Referral to Treatment (SBIRT) approach to screen for drug, alcohol misuse		• # participants enrolled by the end of 1st trimester • # of smoking cessation referrals • # of children 1-5 years tested for lead • # of local WIC offices doing LTSAE monitoring • # of hits on CDC milestones page via WIC • # of SBIRT completed	

	Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children	Educate health care providers and other community partners on the importance of testing one and 2- year olds and the dangers of lead poisoning		
	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	Provide training to law enforcement that provides context and reduces stigma around homelessness and connection to age-appropriate resources • Offer training to all K-12 school employees on youth homelessness, available resources, etc.		<ul style="list-style-type: none"> • # of trainings provided • # of law enforcement professionals who attended training
	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	Increase marketing, outreach, and training opportunities that support access to resources for child care providers, employers, and other stakeholders Marketing/outreach to increase stakeholder awareness and utilization of resource and referral services, NH Child Care Scholarship program • Educate policymakers, communities, and community groups on FRC best practices Prioritize and implement outreach strategies that engage and educate EC providers about FRCs the services provided. • Increase awareness of the FRC-Q quality designation among child care center and/or providers through content and/or collateral development and targeted messaging and/or outreach		<ul style="list-style-type: none"> % Increased awareness of FRC-Q and FRC program/service quality indicators • # of agencies participating in WMG
1b. Increase provider awareness of and collaboration with all available primary prevention and early intervention services	Lead Initiatives in Early Childhood	Educate early childcare providers on the importance of blood lead testing, the dangers of lead hazards, and the need for early intervention. Educate healthcare providers, municipal leaders, school leadership, school nurses, and special education professionals on the importance of blood lead testing, the dangers of lead hazards and the need for early intervention.		
	Maternal Opioid Misuse (MOM) Model contract	• Engage providers and community-based partners in the MOM Model		• # of partners engaged in model
	NH Children's Trust Strategic Plan	• Partner with organizations on joint outreach and promotion activities re: the Strengthening Families framework		<ul style="list-style-type: none"> • # of joint outreach activities • # of partner rganizations
	NH Pediatric Mental Health Care Access Program contract	Conduct a Project ECHO (Extension for Community Healthcare Outcomes) cohort and teleconsult services to provide training to primary care practices and school support professionals (nurses, guidance counselors, psychologists, social workers, co-located therapists) in assessment, intervention, and referrals for students with behavioral health needs.		Project ECHO series will be filled to a minimum of 80% capacity (25 practices)
	Office of the Child Advocate 2022-2025 Strategic Plan	• Enhance internal capacity for information and referral services		
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	Community Implementation Teams (CITs) consisting of representatives from local community-based agencies from the education, ECE, social services, health, mental/behavioral health, etc. sectors guide and promote the development of community-wide primary prevention and early intervention efforts		<ul style="list-style-type: none"> • # of CIT meetings • # and sector type represented at meetings • # of information promotion/dissemination activities
	Public Health Professional Support Services contract	• Educate healthcare providers on the importance of blood lead testing for young children, the need for early intervention, and the dangers of lead to young children and pregnant women		• # of healthcare providers completing training
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	• Provide TA to CCPs to support implementation of the Strengthening Families Approach		• # of CCPs that received TA to implement Strengthening Families
	State Lead Grants Certification of Lead-Based Paint Professionals	• Educate municipal leaders, property owners, and parents of young children on the dangers of lead hazards in pre-1978 properties and the importance of testing young children and pregnant women.		• # of healthcare providers completing training
	Wellness and Primary Prevention Council (WPPC) Annual Report 2022	• Expand collaborations about primary prevention and FRCs in the community • Continue close coordination with other prevention and family support initiatives		*
WIC (Women, Infants, and Children) Nutrition Program State Plan	• Train new and current WIC staff and community partners of the WIC Breastfeeding Curriculum		• # of community partners trained	
Objective 2: Increase accessible childcare and early learning options				
2a. Expand eligibility for childcare assistance costs, increase the amount of assistance for each family, and increase awareness and utilization of NH Child Care	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	Marketing/outreach to increase awareness and utilization of resource and referral services and NH Child Care Scholarship program		Increased awareness of FRC-Q and FRC program/service quality indicators**
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	• Ensure all Child Care Aware staff are familiar with and can explain how families can access scholarships		• % or # Increase in eligible families accessing child care scholarship**
	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRAN)	• Pilot a Mixed Delivery Community-Based Pre-K Model		*

2b. Expand options for and access to childcare and early learning statewide, particularly in areas where options are limited	Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP- 2023-DES-09-CCBEP)	Conduct a statewide child care needs study to assess NH businesses' and their employees' child care- related needs via a survey and literature review Conduct 5 child care provider pilot programs designed to identify the best practices in supporting employees in accessing child care during traditional and non-traditional business hours Establish a Child Care Business and Employer Working Group in conjunction with the 4 Collaborative Economic Development Regions (CEDRs) • Create a "NH Business and Child Care Partnership Guide" designed for employers and CCPs to partner to promote equitable, accessible, and affordable quality child care	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 children Ensure children achieve early childhood developmental and educational goals • Increase providers' and educators' knowledge and access to resources for quality programs and services	• Survey is conducted with a 25% response rate (or 10%?)** • Guide is published**
	Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP)	• Facilitate a business health assessment to evaluate strengths/weaknesses of CCPs' current operations Provide consultation services and recommendations to CCPs-related operations and facilities management • Facilitate the CPPs' development, improvement, & sustainability plan • Assist CCPs in applying for grants for operational and facility improvements • Provide child care business professional development opportunities; Provide CCPs with a mentor to facilitate the implementation, development, improvement, and sustainability plan • Develop a resource guide for future CCPs' operational and improvement services		% of CCPs enrolled in the Business Health Assessment that show improvement at post-test (target 35%)** % of enrolled CPPs that have a Development, Implementation, and Sustainability Plan (target 40%)**
	Every Student Succeeds Act (ESSA) Consolidated State Plan	• Support local education agencies as they work to empower parents and students and increase access to effective, personalized, and rigorous learning experiences		
	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	Enhance the quality of and increase access to ECCE and community-based family support and expand the use of evidence-based or evidence-informed practices		
	Family Child Care Expansion Initiative (FCCEEP - Family Child Care Establish and Expand Project)	Manage a family child care (FCC) expansion initiative to increase the supply and access to FCC programs statewide Provide comprehensive business supports to FCC to include offering training, CCP start-up training & mentoring, business TA, referral to DHHS funding • Increase access to quality home-based child care (infant/toddler care as priority) • Increase the # and capacity of FCC providers • Retain, support, and educate FCC professional to maintain and stabilize NH's current FCC workforce Expand professional develop and networking and mentoring opportunities for new and existing FCC providers		35% of FCCPs enrolled in the Business Health Assessment show improvement at post-test** • % or # increase in FCCP slots** • % or # increase in Infant/Toddler FCCP slots**
	NH State Health Improvement Plan	• Expand high-quality early childhood education options		
	Out-of-School Time Child Care Provider Support Services (RFA-2024 DES-03-OUT OF)	• Provide out-of-school-time (OST) child care provider support services • Provide training & TA services to OST CCPs to increase statewide CC quality and capacity		• % Increase in OST CC slots (target of 15%)**
Resource & Referral for NH Child Care Facilities (Child Care Aware)	• Provide child care programs with training, technical assistance, and access to resources Provide child care programs with technical assistance to expand program capacity to meet unmet child care needs statewide including infant/toddler care, care for children with special needs, and care during non-traditional hours	• % or # of Increased options for and access to CCPs**		
Objective 3: Increase family awareness, voice, influence, engagement, and knowledge				
3a. Establish a Statewide Family Engagement Framework including feedback loops	Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP- 2023-DES-09-CCBEP)	• Distribute marketing materials to promote the use of the Family Portal		•
	Every Student Succeeds Act (ESSA) Consolidated State Plan	Embed principles and approaches for family and youth engagement and voice within a multi-tiered systems approach in all areas of education • Include family engagement and voice in teacher training programs Ensure a coordinated effort to support the implementation of family and youth engagement strategies and professional development opportunities		

	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	Promote the use and understanding of the newly developed Family Information Network accessible through NH Connections website and hosted in the NHCIS			<ul style="list-style-type: none"> # of referrals # or % of referral type
	NH Children's Trust Strategic Plan	Promote family voice in strengthening families work by maintaining partnerships with agencies and implementing family voice activities			
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Support families in enrolling in the Family Communication Network through NH Connections 			
3b. Expand universal home visiting to every baby in New Hampshire					<ul style="list-style-type: none"> # of families engaged in program # or % of referrals/of families connected to resources
3c. Expand NH parent/caregiver access to family support/Family Resource Centers (FRCs)	Comprehensive Family Support Services contracts (RFP-2021-DEHS- 02-COMPR)	Provide CFSS through a variety of methods including home visiting, workshops, support groups, and community events <ul style="list-style-type: none"> Use marketing strategies to increase presence of CFSS in the community, including FRC-branded flyer, FRC Facebook page, press releases, etc. 			<ul style="list-style-type: none"> # and types of services offered
	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Increase marketing and outreach activities that support access to resources for families 			<ul style="list-style-type: none"> # of referrals # or % of families engaged in FRC activities
	Home Visiting Healthy Families America (HFA) contract	Provide face-to-face voluntary home visiting services to pregnant and parenting women with children 0-5 via a Family Support Specialist to teach parents about health child development and appropriate activities for keeping children healthy and thriving Provide referrals to additional resources such as housing, food, various forms of treatment, school readiness, childcare, access to diapers and other supplies <ul style="list-style-type: none"> Serve a portion of families utilizing the HFA Child Welfare Protocols (CWP) 			<ul style="list-style-type: none"> % of families referred to HFA from DCYF (# of families currently enrolled in HFA CWPs and % of HFA CWP slots currently used % of DCYF-referred families enrolled between 3 and 24 months of age % of DCYF-referred families with a recent assessment of a substance-exposed infant Average time to enrollment from the time and date of referral # of days from referral date to the first home visit % of families offered HFA and % of families who decide to receive HFA
	NH Children's Trust Strategic Plan	<ul style="list-style-type: none"> Provide technical assistance to FRCs seeking financial, fundraising, and legal resources to build their organizational infrastructure 			
	NH State Health Improvement Plan	<ul style="list-style-type: none"> Expand resources to support strong family relationships 			
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	Families with child under age 8 at Manchester's FQHC automatically referred to CHW, Family support Specialists, or case manager for developmental, social needs, and Protective Factors screenings <ul style="list-style-type: none"> Community Health Worker to Support system and appointment navigation Care coordination 			<ul style="list-style-type: none"> # of families screened # of families referred to other services # and type of screenings administered
Objective 4: Enhance quality of early childhood programs and services					
4a. Increase participation in NH QRIS	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023- DES-06-GRANI)	Further develop and implement the GSQ system components including: coordinating and providing professional development activities to programs and staff; providing financial incentives and resources; onboarding programs into the system; supporting programs to engage on CQ; and recommending system enhancements Support the Environmental Rating Scales (ERS) and Pyramid Model Pathways by developing a process to assist providers who have applied for a GSQ step to receive services from professional development specialists <ul style="list-style-type: none"> Develop a process to recruit, train, and retain professional development specialists Develop criteria for the GSQ Family Child Care Pyramid Model Pathway Align processes of the ERS and Pyramid Model Pathways Implement a Social-Emotional Learning model for OST programs for GSQ in collaboration with DHHS, NHED, and ACROSS NH Provide criteria, recommendation for incentives, and opportunities for programs to obtain GSQ Endorsements in at least 4 areas from: Developmental screening; Nutrition and Physical Activity Self- Assessment for Child Care (NAPSACC); formative assessment; curriculum; business practices, environmental health; and/or additional requirements for the existing GSQ Family Engagement endorsement. <ul style="list-style-type: none"> Design an evaluation plan to assess the GSQ system Design a GSQ system validation study Provide TA to programs to attain or maintain national accreditation 			<ul style="list-style-type: none"> # of referrals # or % of referral type
					<ul style="list-style-type: none"> # of families' partnership in, knowledge of, and choices for their child's development # of families' access to integrated quality early childhood opportunities and services # of families' partnership in, knowledge of, and choices for their child's development # of families' access to integrated quality early childhood opportunities and services

	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Conduct marketing and outreach activities for Granite Steps for Quality 	integrated quality early childhood opportunities and services	<ul style="list-style-type: none"> # of outreach by type # of social media engagements/interactions
	Out-of-School Time Child Care Provider Support Services (RFA-2024 DES-03-OUT OF)	<ul style="list-style-type: none"> Provide training & TA services to OST CCPs to increase statewide CC quality and capacity 	Increase comprehensive wellness of children	<ul style="list-style-type: none"> % Increase in OST CCPs attaining a new credential (target 15%)** % Increase in OST CCPs renewing credential (target 25%)** % Increase in # of OSTCCPs awarded a GSQ step (target 15%)**
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Provide child care programs with training, technical assistance, and access to resources Support CC providers with credentialing and program professionalism through Granite Steps for Quality Liaise with the 7 NH EC Regions for local connections Support providers in establishing, accessing, and updating their professional profile 	Increase providers' and educators' knowledge and access to resources for quality programs and services	<ul style="list-style-type: none"> % Increase in # of CCPs awarded a GSQ step (target 25%)**
4b. Increase family awareness of quality care and early learning options	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Educate policymakers, communities, and community groups on FRC best practices Manage the NH Connections consumer education website 		<ul style="list-style-type: none"> % of families aware of EC services for families w/young children* % Increase in awareness of FRC-Q and FRC program/service quality indicators**
	NH Children's Trust Strategic Plan	<ul style="list-style-type: none"> Promote the Strengthening Families/Protective Factors Framework through multi-channel communications activities 		<ul style="list-style-type: none"> # of promotion activities
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care Liaise with the 7 NH EC Regions for local connections 		<ul style="list-style-type: none"> % of families aware of EC services for families w/young children* % Increase in # of families provided resource and referral services (target 25%)**

Strategic Theme 2: Early childhood workforce capacity and quality

Objective 1: Increase workforce

Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
1a. Promote early childhood careers and career path	Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	<ul style="list-style-type: none"> Conduct study and pilot programs to identify effective strategies that attract, retain, and increase the quality of EC and OST workforce Provide a variety of self-help/wellness/mental health supports for the workforce Provide professional development opportunities through scholarships, training programs, internships, and apprenticeships Conduct a multi-tiered child care workforce recruitment marketing program 	Increase families' access to integrated quality early childhood opportunities and services	<ul style="list-style-type: none"> # of new child care workers** % of child care workforce retained** % increase in statewide child care provider workforce (target 15%)** % decrease in statewide recidivism rate in child care workforce (target 10%)**
	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<ul style="list-style-type: none"> Provide 500 tuition assistance grants (\$2000/course) to EC and OST teachers Expand the number of approved courses to choose from 		<ul style="list-style-type: none"> % increase in tuition assistance participation rate**
	Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	<ul style="list-style-type: none"> Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework 		<ul style="list-style-type: none"> % and # Increase of IHEs participating in NH's Tuition Assistance Program** % Increase in qualifications and career advancement of ECE & OST providers** % Increase in success of children in early childhood and OST settings**
	Every Student Succeeds Act (ESSA) Consolidated State Plan	<ul style="list-style-type: none"> 65% of 25-64-year-olds will have a high-quality post-secondary credential by 2025 (not specific to early childhood or education sectors) Create leadership opportunities for educators in addition to the typical trajectory of school and/or district administration, as well as opportunities for specializations in high need content and skill areas e.g., elementary math, STEM, teacher leadership, mentoring, coaching, and facilitation 		

	Family Child Care Expansion Initiative (FCCEEP - Family Child Care Establish and Expand Project)	Provide comprehensive business supports to FCC to include offering training, CCP start-up training & mentoring, business TA, referral to DHHS funding	Increase providers' and educators' knowledge and access to resources for quality programs and services	
	Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	Partner w/high schools, IHEs to provide info and access to OST career opportunities through internships, credentialing, career fairs/events, etc. Support CC providers with credentialing and program professionalism through Granite Steps for Quality • Liaise with the 7 NH EC Regions for local connections		• # of TEACH recipients supported annually (target 25 recipients)** • % Increase in newly awarded credentials (target 25%)** • % Increase in renewed credentials (target 25%)**
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	• Manage TEACH • Manage the Dept. of Labor apprenticeship program • Support CC providers with credentialing and program professionalism through GSQ • Liaise with the 7 NH EC Regions for local connections		# of new apprentices in the EC Apprenticeship Program (target 5 apprentices)** • # TEACH recipients supported annually (target 25)** • % Increase newly awarded credentials (target 25%)** • % Increase in renewed credentials (target 25%)**
1b. Promote the availability of workforce incentives and tax credits and expand them beyond early childhood education to include family support and health	Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	Conduct study and pilot programs to identify effective strategies that attract, retain, and increase the quality of EC and OST workforce • Provide a variety of self-help/wellness/mental health supports for the workforce Provide professional development opportunities through scholarships, training programs, internships, and apprenticeships • Conduct a multi-tiered child care workforce recruitment marketing program		• # of new child care workers ** • % of current child care workforce retained** • % increase in statewide child care provider workforce (target 15%)** % decrease in statewide recidivism rate in child care workforce (target 10%)**
Objective 2: Increase workforce knowledge regarding early childhood development				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
2a. Equip the early childhood workforce with knowledge of child development and evidence-based practices to meet the needs of children and families	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	Expand access to GSQ-related and non-GSQ-related professional development for EC and OST providers, interns, and affiliates including via online courses and modules Update/revise the NH Early Childhood and Family Mental Health (ECFMH) Credential and expand the number of professionals receiving their intermediate or advanced ECFMH credential • Develop a Credential Incentive Program Collaborate and coordinate with CMHCs, NHAIMH, Pyramid Model Consortium, DHHS Bureau of Children's Behavioral Health, and other qualified EC and school-age children's mental health professionals to provide consultation and resources to programs regarding child-specific behavioral health needs requiring intensive support		# of professional receiving their intermediate or advanced ECFMH credential** • # of EC and OST programs that received MH consultation and support** • # of children retained in programs after MH consultation and support**
	Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children Community Health Worker Curriculum Enhancement and CHW Coalition Support contract (SS-2022-DPHS-10-COMMU-01-A01)	Educate health care providers and other community partners on the importance of testing one and 2- year olds and the dangers of lead poisoning Develop a CHW crossover curriculum for CHWs in family support, mental health, substance use disorder, and others		• Curriculum is developed
	Comprehensive Family Support Services contracts (RFP-2021-DEHS-02-COMPR)	Use evidence-based practices including: Bright Futures Guidelines for Health Supervision of Infant, Children, and Adolescents; Strengthening Families Framework; Parents as Teachers, Partners for a healthy Baby, Active Parenting, Growing Great Kids, Positive Solutions for Families, Circle of Security; Parenting from Prison; trauma-informed practice, and other EBPs		•
	Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings		% increase and # of child care workers enrolling in ECE and OST courses** % or # Increase qualifications of ECE & OST staff to support the success of children in EC & OST settings • % Increase or # of new child care workers **
	Every Student Succeeds Act (ESSA) Consolidated State Plan	Underscore the use of research and evidence-based frameworks as best practice for creating and sustaining educational environments that are personalized to the needs of each learner Encourage continuous high-quality and evidence-based professional learning to ensure educators are effective and learner-responsive. Focus areas include mentoring and coaching, content and pedagogy, and meeting the needs of diverse learners Collaborate with teacher and leader preparation programs and LEAs to continuously improve preparation programs to graduate certified, learner responsive educators whose skills meet the diverse needs of schools and communities served. Focus on developing strong evidence-based clinical experiences, strong partnerships with schools/districts/IHEs, relevant content and		
				Increase families' access to integrated quality early childhood opportunities and services Increase comprehensive wellness of children

		pedagogy, data-based decisionmaking, assessment literacy	<p>Ensure children achieve early childhood developmental and educational goals</p> <p>Increase providers' and educators' knowledge and access to resources for quality programs and services</p>	
	Home Visiting Healthy Families America (HFA) contract	<ul style="list-style-type: none"> Train Family Support Specialists to provide services using the HFA and HFA Child Welfare Protocol Train Family Support Specialists in Parents as Teachers (PAT) as an annually trained "approved user" or Growing Great Kids (GGK) with certification of training within 6 months of hire Provide monthly reflective consultation groups for direct service staff and supervisors with a skilled Infant Mental Health Consultant 		<ul style="list-style-type: none"> # of Family Support Specialists trained in PAT, GGK, and HFA #!/% of direct service staff participating in monthly reflective consultation groups
	Lead Initiatives in Early Childhood	<ul style="list-style-type: none"> Educate early childcare providers on the importance of blood lead testing, the dangers of lead hazards, and the need for early intervention. 		<ul style="list-style-type: none"> # of education sessions provided # of ECE providers trained
	NH Children's Trust Strategic Plan	<ul style="list-style-type: none"> Develop and implement a training program for Family Resource Centers to increase their knowledge and skills Establish a Family Resource Center Community of Practice 		<ul style="list-style-type: none"> Training program developed and implemented Community of Practice established, offered regularly # of training # of training participants % of FRC staff reporting the Community of Practice is beneficial
	NH Family First Title IV-E Prevention Plan	<ul style="list-style-type: none"> Partner with Granite State College (Child Welfare Education Partnership) and other training entities to design and implement trauma-focused practice model trainings Provide additional training to staff and supervisors to cover new requirements associated with Family First target populations including matching individuals to the appropriate evidence-based interventions, developing child-level prevention plans, and ensuring data practices to support continuous quality improvement 		
	NH Pediatric Mental Health Care Access Program contract	<ul style="list-style-type: none"> Conduct a Project ECHO (Extension for Community Healthcare Outcomes) cohort and teleconsult services to provide training to primary care practices and school support professionals (nurses, guidance counselors, psychologists, social workers, co-located therapists) in assessment, intervention, and referrals for students with behavioral health needs. 		<ul style="list-style-type: none"> % of pediatric MH providers enrolled in Project ECHO report increase in knowledge related to pediatric BH (target at least 80%) % of pediatric MH providers enrolled in Project ECHO report increased confidence in their ability to address BH needs of patients 0-21 years of age (target at least 80%)
	NH State Health Improvement Plan	<ul style="list-style-type: none"> Ensure a well-trained workforce prepared to meet the cross-cultural needs of communities 		
	Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> Provide training & TA services to OST CCPs to increase statewide CC quality and capacity Conduct an annual Back to School Conference and a spring/summer Readiness Conference 		<ul style="list-style-type: none"> % Increase in OST CCPs attaining new credential (target 15%)** % Increase in OST CCPs renewing credential (target 25%)** % Increase in OST CCPs taking 1+ trainings annually (target 35%)** % of OST CCPs using TA report a measurable effective impact (target 60%)** 60% of OST CCPs workforce participating in training report a measurable effective impact 30% of OST workforce participate in 1+ trainings or conferences in contract Scope of Work
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	<ul style="list-style-type: none"> Train Family Support Specialists, Community Health Workers, and Case Managers 		<ul style="list-style-type: none"> # and type of trainings provided to Family Support Specialists, Community Health Workers, and Case Managers
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Provide child care programs with training, technical assistance, and access to resources Manage TEACH Manage the Dept. of Labor apprenticeship program Support child care programs' implementation of the Pyramid Model 		<ul style="list-style-type: none"> % of CCP workforce participating in 1 or more training opportunities annually (target 50%)** % of CCP utilizing TA report a measurable effective impact (target 60%)** % of CCP workforce participating in training report a measurable effective impact (target 60%)**
	WIC (Women, Infants, and Children) Nutrition Program State Plan	<ul style="list-style-type: none"> Provide WIC nutrition staff at least 3 training opportunities annually to enhance and strengthen knowledge and skills on maternal/child health issues 		<ul style="list-style-type: none"> # participants receiving training # and type of trainings offered

Strategic Theme 3: Investment in early childhood programs and services				
Objective 1: Leverage and sustain new and existing funding				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
1a. Create and implement a comprehensive early childhood system funding plan including federal, state, local, and private sources	Children's Funding Project	<ul style="list-style-type: none"> Child and youth fiscal mapping 	Increase families' partnership in, knowledge of, and choices for their child's development	
	Office of the Child Advocate 2022-2025 Strategic Plan	Demonstrate the benefits of oversight that emphasizes support of system improvements and resource allocation for Community and Residential providers	Increase families' access to integrated quality early childhood opportunities and services	
	Wellness and Primary Prevention Council (WPPC) Annual Report 2022	Provide support to members and leaders to sustain funding for infrastructure and primary prevention program support for all FRCs <ul style="list-style-type: none"> Continue advocacy for sufficient funding for the primary prevention system 	Increase comprehensive wellness of children	
1b. Develop and implement a comprehensive study of compensation, benefits, and incentives across the various roles within the early childhood field		<ul style="list-style-type: none"> 	Ensure children achieve early childhood developmental and educational goals Increase providers' and educators' knowledge and access to resources for quality programs and services	
Objective 2: Increase business and community support for early childhood programs and services				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
2a. Create and implement a plan to increase businesses' financial investment in the early childhood system	Resource & Referral for NH Child Care Facilities (Child Care Aware)	Provide an Employer Liaison to connect with business leaders, business associations, state-sponsored work groups and task forces, and other activities per DHHS	Increase families' partnership in, knowledge of, and choices for their child's development Increase families' access to integrated quality early childhood opportunities and services	
2b. Create and implement a plan to increase community awareness of and engagement in building the capacity of the early childhood system	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	<ul style="list-style-type: none"> Support pursuit of universal child care in NH 	Increase comprehensive wellness of children	
	Every Student Succeeds Act (ESSA) Consolidated State Plan	While prioritizing the role of parents in their children's education, listen to input from a diverse group of stakeholders including, but not limited to, families, students, school staff, district staff, policymakers, business organizations, and staff at NHED to inform all facets of education for NH students	Ensure children achieve early childhood developmental and educational goals	
	NH 10-year Mental Health Plan	<ul style="list-style-type: none"> Advocate for statewide attention to social determinants of health as a prevention mechanism 	Increase providers' and educators' knowledge and access to resources for quality programs and services	

Strategic Theme 4: Systems integration				
Objective 1: Increase state, regional, and local level collaboration and program integration				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs/Measures
1a. Affirm and institutionalize the early childhood regions and networks, ensure ongoing support, and foster collaboration with families and local communities	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	Work with community partners to improve educational, social service, behavioral health practice, equity, and outcomes for oppressed, marginalized, and underserved populations	Increase families' partnership in, knowledge of, and choices for their child's development	
	Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Promote Family Leadership membership within Regional Systems Ensure EC Regions have processes in place to evaluate, monitor, establish, and measure Direction (agreement on overall goals, aims, and mission), Alignment (organization and coordination of knowledge and work), and Commitment (shared responsibility for the group). Establish and maintain an infrastructure to support the 7 EC Regional system networks 	Increase families' access to integrated quality early childhood opportunities and services	
	Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> Liaise with the 7 NH EC Regions for local connections 	Increase comprehensive wellness of children	<ul style="list-style-type: none"> Regional Leads understand the importance of and access to OST CCPs**
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Liaise with the 7 NH EC Regions for local connections 	Ensure children achieve early childhood developmental and educational goals	<ul style="list-style-type: none"> Regional Leads understand the importance of and access to CCPs**
1b. Formalize, strengthen and broaden local early childhood coalitions that integrate with regional and state structures	Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	Improve and strengthen state-regional communication including sharing of community priorities and needs as well as NHED and DHHS priorities and initiatives	Increase providers' and educators' knowledge and access to resources for quality programs and services	
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	Community Implementation Teams (CITs) consisting of representatives from local community-based agencies from the education, ECE, social services, health, mental/behavioral health, etc. sectors guide and promote the development of community-wide primary prevention and early intervention efforts		<ul style="list-style-type: none"> # of CIT meetings # and sector type represented at meetings
1c. Establish a shared, compatible early childhood data system to inform decision-making	Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children	Use data to identify high risk population and geographic areas where children are at risk for lead poisoning		
	Community Health Worker Curriculum Enhancement and CHW Coalition Support contract (SS-2022-DPHS-10-COMMU-01-A01)	Support statewide data collection and aggregation that illustrates the impact of CHW integration into healthcare and social service systems and the impact of solution-oriented services that address identified needs		
	Comprehensive Family Support Services contracts (RFP-2021-DEHS-02-COMPR)	<ul style="list-style-type: none"> Ensure Family Service Records are entered into FSDS 		
	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	<ul style="list-style-type: none"> Improve data sharing between youth-serving systems 		
	Every Student Succeeds Act (ESSA) Consolidated State Plan	Develop a system for the collection and analysis of data that is used for continuous improvement by IHEs and the NHED		
	Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	<p>Plan, coordinate, and align data collection efforts for FRC programs, including: Comprehensive Family Support Services (CFSS); NH Maternal, Infant, and EC Home Visiting (MIECHV); Health Families America (HFA) Home Visiting; Community Collaborations to Strengthen and Preserve Families (CCSPF); the Early Childhood Regional System; and any other new programs administered through FRCs</p> <ul style="list-style-type: none"> Provide TA re: data integrity Provide training to all new users of FSDS Develop reports re: data collection <p>With the EC Regional System, identify shared measures of success including data collection and strategy mapping, performance measures, needs and gaps assessments conducted or used by regions, training, TA provided, and quarterly reporting.</p>		<ul style="list-style-type: none"> # of improvements to data collection, quality, and reporting capacity**
	Home Visiting Healthy Families America (HFA) contract	<ul style="list-style-type: none"> Ensure participant data is entered into FSDS 		

	NH Children's Trust Strategic Plan	<ul style="list-style-type: none"> Maintain and strengthen FRC data collection, analysis, and reporting infrastructure Provide technical support to FRCs using FSDS 		<ul style="list-style-type: none"> # of technical support sessions delivered
	NH Council on Housing Stability 2021-2024 Strategic Plan	<p>Initiate planning for data sharing agreement or other cross-sector data matching to inform new practices and interventions for people who touch multiple public systems in need of housing and services</p> <p>Develop a data integration or data sharing partnership to support changes in policy and programming between homelessness, corrections, and state Medicaid</p> <ul style="list-style-type: none"> Use data to inform racial disparities in service delivery and resource access and address issues 		<ul style="list-style-type: none"> # of data sharing agreements and partnerships Demographic data of young children and families and housing instability/homelessness is available and utilized
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	<ul style="list-style-type: none"> Ensure participant data is entered into FSDS 		
Objective 2: Enhance family navigation of integrated programs and services				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs/Measures
Za. Establish and promote a comprehensive and inclusive system leveraging existing tools for families to navigate and access resources	Childhood Lead Poisoning Prevention and Surveillance of Blood Lead Levels in Children	<p>Make successful referrals to link young children to the services of WIC, Early intervention, funding to remove lead hazards, nurse case management and an environmental investigation</p> <p>Use data to identify high risk population and geographic areas where children are at risk for lead poisoning</p> <ul style="list-style-type: none"> Educate health care providers and other community partners on the importance of testing one and 2-year olds and the dangers of lead poisoning 		
	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	<p>Partner with NH's colleges and universities to establish family housing options for pregnant and parenting youth who want to pursue higher education</p> <ul style="list-style-type: none"> Strengthen and sustain coordination between local school systems/homeless liaisons and youth homelessness response system 		<ul style="list-style-type: none"> Partnerships established
	Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Kinship Navigators available statewide to families providing kinship care for relative or fictive kin (children) in formal or informal placement (DCYF placement, guardianship, adoption, informal arrangements; DCYF does not need to be involved to be eligible) Train FRC staff and CHWs in becoming providers of NH Easy Allow and encourage CHWs to participate in the NH CHW Coalition, CHW Community of Practice, and Area Health Education Centers trainings Support capacity building for the EC Regional system to establish and maintain a process to maximize awareness of community resources available in the state, regionally, and nationally in order to reduce gaps and duplication, increase localized planning and coordination to connect families with needed 		<ul style="list-style-type: none"> # of CHWs at FRCs** # and type of trainings provided to FRC staff and CHWs** # of FRC staff and CHWs enrolled as providers of NH Easy**
	Lead Initiatives in Early Childhood	<ul style="list-style-type: none"> Educate early childcare providers on the importance of blood lead testing, the dangers of lead hazards, and the need for early intervention. <p>Educate healthcare providers, municipal leaders, school leadership, school nurses, and special education professionals on the importance of blood lead testing, the dangers of lead hazards and the need for early intervention.</p>		<ul style="list-style-type: none"> # of education sessions provided # of ECE providers trained
	Maternal Opioid Misuse Model contract	<ul style="list-style-type: none"> Integrated medical records system Increase communication and coordination among providers 		<ul style="list-style-type: none"> # of individuals engaged in services # of providers engaged in MOM model Assessment is completed
	NH Pediatric Mental Health Care Access Program contract	<p>Conduct a Current State Assessment to determine feasibility of adoption of the Collaborative Care Model that assesses and treats pediatric patients across pediatric and family practice clinics across NH</p>		<p>Healthcare providers can provide services and bill for time spent collaborating & seeking consultation from pediatric psychiatrists to increase children's access to specialty care within primary care</p>
	NH State Health Improvement Plan	<ul style="list-style-type: none"> Expand closed-loop systems that reduce administrative redundancies. 		
	Office of the Child Advocate 2022-2025 Strategic Plan	<p>Demonstrate the benefits of oversight that emphasizes support of system improvements and resource allocation for Community and Residential providers</p> <ul style="list-style-type: none"> Further develop and strengthen systems that underpin the work of the Office of the Child Advocate <p>Advocate for clarifying and aligning pathways for case-specific complaints through the Ombudsman, Office of the Child Advocate, DCYF Constituency Services, and the Governor's Constituent Services, to ensure efficient, accessible citizen assistance</p> <ul style="list-style-type: none"> Enhance internal capacity for information and referral services 		

	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	Community Health Workers, Family Support Specialists, and Case Managers enrolled as providers of NH Easy, which supports individual connections to economic supports		# of CHWs, Family Support Specialists, and case managers enrolled in NH Easy as providers
	State Plan for Support Collection and Establishment of Paternity Under Title IV-D of the Social Security Act	<ul style="list-style-type: none"> Establish support orders, parenting plans, co-parenting support, visitation 		
	WIC Shopping Experience Improvement Project	<ul style="list-style-type: none"> Conduct an evaluation and analysis of WIC benefit redemptions Identify strategies to increase WIC benefit redemption rates. 		<ul style="list-style-type: none"> % Increase in WIC benefit redemption rates**
	WIC (Women, Infants, and Children) Nutrition Program State Plan	<ul style="list-style-type: none"> Offer developmental screening, lead testing, SBIRT at WIC consultations Expand options in WIC Shopper and WIC Smart for participant services to modernize program operations and improve customer satisfaction, outreach and retention statewide at all WIC sites 		# participants receiving additional screenings/services at WIC appointments
2b. Increase individualized support for families in navigating the system	Comprehensive Family Support Services contracts (RFP-2021-DEHS-02-COMPR)	Ensure families are provided with an Individual Service Plan (ISP) that addresses and targets barriers to receiving education and support services Provide referrals to community-based services and other resources, including Child Care Aware, DCYF District Offices (service eligibility determination), Special Medical Services, Family-Centered Early Supports and Services, WIC, NH Employment Security, SNAP, TANF, Child Care Scholarship, Kinship Navigation, HFA, etc.		<ul style="list-style-type: none"> # of ISPs developed # of ISPs completed # of referrals to State-administered programs/services
	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	Create a menu of quickly available housing options for families and single young adults (and couples) to reduce the time youth and young adults spend in shelter environments Ensure that any new housing projects dedicated to youth and young adults include wrap-around supportive services that are available for a duration of time that meets the youth's needs and supports the goal of achieving housing stability Develop Health Navigator service to reduce barriers for YYA experiencing homelessness to access healthcare, health insurance, etc. <ul style="list-style-type: none"> Secure funding to increase the number of homelessness liaisons available at K-12 schools 		<ul style="list-style-type: none"> Menu of options is created Funding for homelessness liaisons is secured Navigator program is developed/available
	Facilitating Organization contract (SS 2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Ensure a sufficient number of Kinship Navigators to provide statewide coverage Establish a workforce of Community Health Workers (CHWs) to provide direct services to priority populations impacted by COVID-19 and health disparities Ensure Family Support staff and CHWs provide case management and connections to community services and referrals, assist families with maintaining and/or applying for social services within their community, identify and help mitigate barriers to accessing healthcare, and connect families with agencies and supports through closed loop and/or warm hand-off referrals 	<p>Increase families' partnership in, knowledge of, and choices for their child's development</p> <p>Increase families' access to integrated quality early childhood opportunities and services</p> <p>Increase comprehensive wellness of children</p> <p>Increase providers' and educators' knowledge and access to resources for quality programs and services</p>	<ul style="list-style-type: none"> # of DCYF-involved Families w/access to Kinship Navigators** # of Families who access FRC staff and CHWs that provide individualized support in navigating public assistance and other programs and services** # of cases per CHW** # of encounters per CHW % of types of needs identified for families served in CFSS, COVID Health Disparities, and CCSPF projects by race, ethnicity, and language via the Protective Factors Survey (PFS-2) surveys % increase in protective factors for families served in CFSS, COVID Health Disparities, and CCSPF projects using the PFS retrospective survey
	Home Visiting Healthy Families America (HFA) contract	Family Support Specialists provide home visiting services, including referrals to additional resources such as housing, food, various forms of treatment, school readiness, childcare, access to diapers and other supplies <ul style="list-style-type: none"> Coordinate with other service providers such as healthcare providers, social workers, social services, and early interventionists 		# of referrals to other services
	Maternal Opioid Misuse Model contract	<ul style="list-style-type: none"> Community Health Worker to Support system and appointment navigation Care coordination 		# of individuals engaged in services
	NH Council on Housing Stability 2021-2024 Strategic Plan	<ul style="list-style-type: none"> Provide housing system navigation services targeted to people experiencing chronic homelessness assessed by Coordinated Entry 		# of individuals receiving navigation services
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	<ul style="list-style-type: none"> Community Health Worker to Support system and appointment navigation Care coordination 		# of navigation encounters # of referrals to other services
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care Provide culturally responsive CCR&R services statewide, regionally, and locally to families, providers, businesses, and community members <ul style="list-style-type: none"> Liaise with the 7 NH EC Regions for local connections 		% Increase in # of families provided resource and referral services (target 25%)**

2c. Build cultural and linguistic competence of the early childhood system and professionals to better support families	Community Health Worker Curriculum Enhancement and CHW Coalition Support contract (SS-2022-DPHS-10-COMMU-01-A01)	<ul style="list-style-type: none"> Develop and offer training on the roles and value of CHWs 		# of CHWs, staff, administrators and payers who participate in training on the roles and value of CHWs % of training participants who report use of CHWs in their programs 3-6 months after training
	Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)	<ul style="list-style-type: none"> Require annual Equal Access Rule training for all shelter providers Require YHDP-funded projects to participate in training on racial and LGBTQIA+ equity and white dominant culture 		
	Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings		% Increase qualifications of ECE & OST staff to support the success of children in EC & OST settings**
	Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)	<ul style="list-style-type: none"> Work with DHHS and FRCs to determine culturally appropriate process and outcome data collection and analysis Support FRC Family Support staff and CHWs with training and technical assistance on cultural competency Print outreach and education materials in additional languages to support FRC engagement w/families Use DPHS' Equity Review Toolkit for guidance on ensuring equity, including Race, Ethnicity, and Linguistic (REaL) and Sexual Orientation and Gender Identity (SOGI) data collection, as well as community engagement, as core pieces of the work, to inform work plan development and/or implementation of programming 		# of implemented strategies to educate FRC staff and CHWs on the importance of data to address disparities**
	NH Children's Trust Strategic Plan	<ul style="list-style-type: none"> Develop and implement a plan to increase DEI efforts that will create an environment and organizational culture centered on DEI 		• Plan is developed and implemented
	NH State Health Improvement Plan	<ul style="list-style-type: none"> Ensure a well-trained workforce prepared to meet the cross-cultural needs of communities Expand number of providers with specialized training to provide faith-specific, gender-affirming, etc., care. Promote training and education that prepares professionals to engage with marginalized communities. Grow the workforce pipeline to ensure cultural representation in the workforce. 		
	Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> Provide culturally competent and responsive training to diverse language and cultural backgrounds, including knowledge and understanding of the cultural variations across NH to individualize services according to NH EC Regions Participate in annual cultural competence training from DHHS Include conversation on cultural diversity in NH and opportunities to support diversity during team meetings 		<ul style="list-style-type: none"> % of Contractor staff demonstrating cultural competence** % of Contractor staff demonstrating understanding of regional and local diversity of communities**
	Parental Assistance Programming (Community Collaborations to Strengthen & Preserve Families) contract	<ul style="list-style-type: none"> Hire bilingual, bicultural Community Health Workers to support system and appointment navigation Provide training in REaL (Race, Ethnicity, and Language) and SOGI (Sexual Orientation and Gender Identity) data collection 		<ul style="list-style-type: none"> # of bilingual, bicultural CHWs hired # of trainings offered in REaL and SOGI data collection
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care Provide culturally responsive CCR&R services statewide, regionally, and locally to families, providers, businesses, and community members Liaise with the 7 NH EC Regions for local connections 		<ul style="list-style-type: none"> % of Contractor staff demonstrating cultural competence % of Contractor staff demonstrating understanding of regional and local diversity of communities**
WIC (Women, Infants, and Children) Nutrition Program State Plan	<ul style="list-style-type: none"> Determine feasibility of online Pre-app and development of a participant portal in Spanish 		• Feasibility is determined	
Objective 3: Increase community voice and influence in design of programs and services				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs/Measures
	Community Health Worker Curriculum Enhancement and CHW Coalition Support contract (SS-2022-DPHS-10-COMMU-01-A01)	<ul style="list-style-type: none"> Ensure that CHW strengths, including their ability to connect with communities through their commonalities of shared life experience, are reinforced Support the statewide CHW Coalition to increase participation and engagement in efforts including developing CHW curriculum and policy for CHW certification 		

<p>Ba. Create approaches to specifically engage under-represented groups to influence decisions about programs and services that affect them</p>	<p>Comprehensive Family Support Services contracts (RFP-2021-DEHS-02-COMPR)</p>	<p>Provide a Parent Leadership Certificate course to parents and/or caregivers to develop leadership skills and facilitate opportunities for using specific skills in their community</p>		<ul style="list-style-type: none"> • # of Parent Leadership Certificate courses offered • # of Parent Leadership Certificate course participants
	<p>Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care (CoC)</p>	<ul style="list-style-type: none"> • Increase opportunities for youth voice in systems-level planning and decisionmaking Increase opportunities for youth-serving providers to participate in training on authentic youth collaboration and adulthood (and require this for YHDP-funded projects) 		
	<p>Every Student Succeeds Act (ESSA) Consolidated State Plan</p>	<p>Embed principles and approaches for family and youth engagement and voice within a multi-tiered systems approach in all areas of education</p> <ul style="list-style-type: none"> • Include family engagement and voice in teacher training programs <p>Ensure a coordinated effort to support the implementation of family and youth engagement strategies and professional development opportunities</p> <p>While prioritizing the role of parents in their children's education, listen to input from a diverse group of stakeholders including, but not limited to, families, students, school staff, district staff, policymakers, business organizations, and staff at NHED to inform all facets of education for NH students</p>	<p>Increase families' partnership in, knowledge of, and choices for their child's development</p> <p>Increase families' access to integrated quality early childhood opportunities and services</p>	
	<p>Facilitating Organization contract (SS-2022-DEHS-01-NEWH-01-A04)</p>	<p>Prioritize and implement strategies that provide engagement and education of incarcerated parent families in FRC services provided through partnerships of activities with the Family Connections Center at the NH Department of Corrections</p>	<p>Increase comprehensive wellness of children</p> <p>Increase providers' and educators' knowledge and access to resources for quality programs and services</p>	<ul style="list-style-type: none"> • # or % of referrals made to FRCs from Family Connections Center • # or % of families engaged in FRC with past or current Family Connections Center participation
	<p>Home Visiting Healthy Families America (HFA) contract</p>	<p>Develop and maintain an advisory group comprised of community partners, family participants, and staff with a wide range of skills, abilities, strengths, community knowledge, professions, and cultural diversity. the contractor and Advisory Group must:</p> <ul style="list-style-type: none"> - Promote equity in all facets of operations with families, staff, and community - Maintain policy or other written guidance expressing the Contractor's commitment to respectful staff interactions and supporting staff to continually strengthen their relational skills focused on diversity, equity, and inclusion - Gather information to reflect on and better understand issues impacting staff and families served and to examine the effectiveness of its equity strategies - Develop an equity plan based on what it learns about itself, from an equity perspective, in how it supports staff, the families it serves, and the community it works within to set a course for continuous improvement to achieve greater equity in all facets of its work. 		<ul style="list-style-type: none"> • Advisory Group is formed • Equity plan is developed
	<p>NH Children's Trust Strategic Plan</p>	<ul style="list-style-type: none"> • Include a person with lived experience on the Board of Directors 		<ul style="list-style-type: none"> • Board position established and filled
	<p>NH Council on Housing Stability 2021-2024 Strategic Plan</p>	<p>Support and enhance existing models that provide support to people with lived experience to positively impact programs and policies that influence housing stability supports</p> <p>Increase leadership opportunities for people with lived experience of homelessness by creating a Statewide Lived Experience Advisory Board/Council, increasing minimum participation standards within each Continuum of Care, and ensure the Lived Experience Advisory Board has formal voice in CoC affairs</p> <p>and the ongoing work of the Council on Housing Stability</p>		<ul style="list-style-type: none"> • # of families/caregivers with young children with lived experience in housing instability and/or homelessness participating in groups/activities as part of legislative strategy to increase housing production • A Statewide Lived Experience Advisory Board is created • CoCs have increased requirements for the participation of people with lived experience
	<p>Office of the Child Advocate 2022-2025 Strategic Plan</p>	<ul style="list-style-type: none"> • Be a guiding independent voice for children's services systems reforms • Raise up children by giving them voice and sharing their perspective 		<ul style="list-style-type: none"> •

Strategic Theme 5: Office of Early Childhood				
Objective 1: Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
1a. Establish a collaborative process to define the role of the Office of Early Childhood, including authority, functions, structure, and resources		.	<ul style="list-style-type: none"> • 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 children • Ensure children achieve early childhood developmental and educational goals • Increase providers' and educators' knowledge and access to resources for quality programs and services 	
Objective 2: Expand public understanding of the importance of quality early childhood experiences for all children				
Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs
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		.	<ul style="list-style-type: none"> • 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 children 	
2b. Clarify and communicate roles and responsibilities of the early childhood system to include early childhood agencies, families, policy makers, and service providers		.	<ul style="list-style-type: none"> • Ensure children achieve early childhood developmental and educational goals • Increase providers' and educators' knowledge and access to resources for quality programs and services 	

*Highlighted initiatives are priority recommendations

* = from 2023 Strategic Plan Appendix F
 ** = from associated contract, document, work plan

Appendix C: Proposed Measures of Success

Priority Outcome 1: Increase families' partnership in, knowledge of, and choices for their child's development		
Measure of Success	Target	Responsible Entity
Increase in number of children enrolled in Family-Centered Early Supports and Services*		DHHS
Increase in number of children enrolled in Preschool Special Education*		NHED
Increase in number of families enrolled in home visiting (MIECHV, Medicaid, CFSS)*		DHHS
Increase in number of parents/caregivers enrolled in parenting skills groups/classes		DHHS
Increase in number of children enrolled in center-based and family-based child care		DHHS
Increase in number of children enrolled in public preschool programs		NHED
NH's Regional Early Childhood Councils maintain at least 10% of membership consisting of parents/caregivers of young children (0-8)		
Increase in number of families provided child care resource and referral services		DHHS
Increase in number of Ages & Stages Questionnaires (ASQ-3) and Ages & Stages Questionnaires: Social Emotional (ASQ:SE-2) administered		DHHS
Increase in number of Parent Leadership Certificate course participants		DHHS

Priority Outcome 2: Increase families' access to integrated quality early childhood opportunities and services		
Measure of Success	Target	Responsible Entity
Increase in family resource centers with quality designation (FRC-Q)		DHHS
Increase in center- and family-based child care programs participating in the Granite Steps for Quality (NH's quality rating and improvement system) and awarded a step		DHHS
Maintain or increase the number of early childhood and out-of-school-time (OST) licensed and license-exempt child care providers (or slots) statewide*		DHHS
Increase the number of licensed and license-exempt child care providers in communities with low (below median) or no access to licensed care*		DHHS
Increase in number of children receiving child care scholarship*		DHHS
Increase in newly awarded and renewed early childhood credentials		DHHS
Increase in professionals receiving their intermediate or advanced ECFMH credential (DHHS)		DHHS
Increase in teachers receiving or renewing Beginning Educator licenses, Experienced Educator licenses, and Master Teacher Certificate in early childhood education (NHED)		NHED
Increase in number of families receiving system navigation support		DHHS
Increase in utilization of child care slots (enrollment: available slots)		DHHS

Priority Outcome 3: Increase comprehensive wellness of young children		
Measure of Success	Target	Responsible Entity
Increase in number of women receiving early (1 st trimester) prenatal care		DHHS
Increase in number of women enrolling in WIC (prenatal and overall)		DHHS
Increase in percentage of women asking for help with depression after pregnancy		DHHS
Increase in hospitals/communities offering universal home visiting		DHHS
Decrease in percentage of children under age 6 with elevated blood lead levels		DHHS
Decrease in percent of young children with no health insurance		DHHS
Decrease in number of WIC-enrolled children under age 5 with obesity		DHHS
Increase in number of Ages & Stages Questionnaires (ASQ-3) administered and Ages & Stages Questionnaires: Social Emotional (ASQ:SE-2) administered not resulting in monitoring or referral		DHHS
Decrease in number of actual bullying incidents that used social/emotional alienation or tactics		NHED
Increase in referrals to family support, health, and mental health services		DHHS

Priority Outcome 4: Ensure children achieve early childhood developmental and educational goals		
Measure of Success	Target	Responsible Entity
Increase in 3 rd grade reading proficiency by district		NHED
Decrease in number children with an IFSP requiring an IEP or 504 Plan		DHHS, NHED
Increase in number of children enrolled in Family-Centered Early Supports and Services*		DHHS
Increase in number of children enrolled in Preschool Special Education*		NHED
Increase in number of Ages & Stages Questionnaires (ASQ-3) administered and Ages & Stages Questionnaires: Social Emotional (ASQ:SE-2) administered not requiring monitoring or referral		DHHS
Decrease in percentage of children born with low and very low birthweight		DHHS
Increase in the percentage of children enrolled in Part C programs who substantially increased their rate of growth by the time they turned 6 years of age or exited the program		NHED
Increase in the percentage of children enrolled in Part C programs functioning within age expectations in each Preschool Outcomes Measurement System Outcome by the time they turned 6 or exited the program		NHED
Increase in the percentage of children aged 3 - 5 with IEPs who demonstrate improved (a) positive social-emotional skills (including social relationships); (b) acquisition and use of knowledge and skills (including early language/communication and early literacy); and (c) use of appropriate behaviors to meet needs		NHED
Increase in the percentage of children reaching the “building” level on the Desired Results Developmental Profile (DRDP) by kindergarten entry		NHED

Priority Outcome 5: Increase providers' and educators' knowledge and access to resources for quality programs and services		
Measures of Success	Target	Responsible Entity
Increase in center- and family-based child care programs participating in the Granite Steps for Quality (GSQ) and awarded a step		DHHS
Increase in providers and educators receiving coaching through the GSQ Pyramid Model pathway		DHHS
Increase in percentage of child care provider workforce participating in 1 or more training opportunities offered through CCRR and OST CCP Support Services contracts annually		DHHS
Increase in number of early childhood and out-of-school-time providers receiving mental health consultation and support		DHHS
Increase in the number of educators holding a Beginning Educator license qualifying for an Experienced Educator license in early childhood education		NHED
Increase in number of professionals receiving a new, renewed, or advanced EC, OST, or ECFMH credential.		DHHS
Increase in teachers receiving or renewing Beginning Educator licenses, Experienced Educator licenses, and Master Teacher Certificate in early childhood education		NHED
Increase in enrollment in the early childhood education apprenticeship program		DHHS
Increase in enrollment in the TEACH program		DHHS
Increase in early childhood post-secondary education tuition assistance program		DHHS

**Denotes a Measure of Success from 2020 NH Strategic Plan for Early Childhood (or similar)*

Appendix D: NH Council for Thriving Children Membership

- Christine Brennan, Council Co-Chair, Deputy Commissioner, Department of Education
- Patricia Tilley, Council Co-Chair, Public Health Director, DHHS Division of Public Health Services
- Jeanne Agri CEO, Community Action Program Belknap-Merrimack Counties, Inc.
- Hon. Susan Ashley, Deputy Administrative Judge, New Hampshire Circuit Court
- Jane Bard, President & CEO, The Children's Museum of New Hampshire
- Vicki Blanchard, Captain of Clinical Systems, Division of Fire Standards and Training & Emergency Medical Services
- Athena Cote, Administrator, DHHS, Early Childhood Integration Team Lead, Division of Public Health Services
- Christina D'Allesandro, Director of Early Childhood and Family Supports, New Hampshire Charitable Foundation
- Kate Baker Demers, Executive Director, Children's Scholarship Fund New Hampshire
- Debra DeSimone, Representative from District 14, New Hampshire House of Representatives
- Laurie Foster, Deputy Director of Community Corrections & Programs, Department of Corrections
- Rebecca Fredette, State Director of Special Education, Department of Education
- Patrick Herlihy, Director of Aeronautics, Rail and Transit, Department of Transportation
- Shawn Jasper, Commissioner, Department of Agriculture
- Richard Lavers, Deputy Commissioner, New Hampshire Employment Security
- Debra Nelson, Bureau Chief, DHHS Bureau of Child Development and Head Start Collaboration
- Dr. Kimberly Nesbitt, Assistant Professor, University of New Hampshire
- Erin Pettengill, Vice President of Family Resource Center and Family Support at Lakes Region Community Services
- DeeAnn Pouliot, Managing Director, New Hampshire Housing Finance Authority
- Christine Santaniello, Associate Commissioner, Department of Health and Human Services
- Sarah Stewart, Commissioner, Department of Natural and Cultural Resources
- Becky Whitley, Senator from District 15, New Hampshire Senate
- Rebecca Woitkowski, Parent Representative
- Dr. Stephen Zdravec, Superintendent, New Hampshire SAU #52

Appendix E: Strategic Planning Subcommittee Meeting Participants

- Tiffani Arsenault, Administrator of the Family Connections Center, Division of Rehabilitative Services, NH Dept of Corrections
- Marianne Barter, Merrimack Valley Day Care Service, Chair NH Child Care Advisory Council
- Katie Brissette, Deputy Director, Early Learning NH
- Athena Cote, Administrator, DHHS, Early Childhood Integration Team Lead, Division of Public Health Services
- Jackie Cowell (for Katie Brissette), Executive Director, Early Learning NH
- Christina D'Allesandro, Director of Early Childhood and Family Supports, New Hampshire Charitable Foundation
- Kendra Dix (for Michelle Lewis), Coordinator, NH B-8 Community & Family Advisors, Parent Information Center/NH Family Voices
- Rebecca Fredette, State Director of Special Education, Department of Education
- Christina Lachance, Director, NH Council for Thriving Children
- Julie McConnell, Director of Special Projects, Early Learning NH
- Lara McIntyre, Sheehan Phinney Capital Group (government relations law firm on behalf of clients involved in child care services)
- Joelle Martin, Executive Director, Milford Thrives
- Eileen Murphy, Project Coordinator, NH Preschool Development Grant, University of NH
- Lynn Ouellette, Nelly's Treehouse, Secretary of NH Child Care Advisory Council)
- Shannon Tremblay, NH Child Care Advisory Council
- Rebecca Woitkowski, Kids Count Policy Director, New Futures