

## Executive Summary

### ESC Vision

Healthy babies, strong families, and foundations for lifelong success.

### ESC Mission

Develop and expand an early childhood comprehensive system of high quality services for children from pre-conception to age eight that engages families, promotes resiliency, and supports positive early childhood development.

### Target Outcomes

- Increased healthy births
- Reduced abuse and neglect
- Improved School readiness

### Goals and Strategies

#### ***Goal 1: Expand quality programs and services for young children and their families, pre-conception to age eight***

1. Provide professional development in evidence-based and effective practices to all levels of agency personnel
2. Establish continuous quality improvement infrastructure to assist programs and services
3. Secure additional public and private funding for high quality early childhood development and early learning resources

#### ***Goal 2: Establish effective outreach and service coordination for young children and the families, pre-conception to age eight***

1. Establish the Early Success Coalition Network (ESCN) to provide high quality coordinated prenatal, early childhood, and other comprehensive family services
2. Establish a “no wrong door” system to facilitate referrals from diverse child-serving agencies into ESCN services
3. Establish culturally competent outreach to recruit families into ESCN services

#### ***Goal 3: Establish infrastructure to sustain a high quality early childhood comprehensive system, pre-conception to age eight***

1. Formalize structures for ESC leadership, governance and community engagement
2. Establish sustained ESC operational support
3. Develop and strengthen partnerships with complementary initiatives whose missions align with that of the ESC

### Implementation Approach

1. The ESC Network leads development and management of network activities that contribute to community outcome improvements.
2. The Transformation Institute provides technical assistance and resources to increase utilization of evidence-based and/or effective practices.
3. Partnership with place-based initiatives leverages additional resources, funding and systems to bring about positive change in areas of concentrated economic disadvantage

## Detailed Strategic Plan

### ESC Vision

Healthy babies, strong families, and foundations for lifelong success.

### ESC Mission

Develop and expand an early childhood comprehensive system of high quality services for children from pre-conception to age eight that engages families, promotes resiliency, and supports positive early childhood development.

### Target Outcomes

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### Guiding Principles

- A system of coordinated supports for children and families in Shelby County will strive to promote the five protective factors defined by the Strengthening Families framework, as follows:
  1. *Parental resilience*
  2. *Social connections*
  3. *Knowledge of parenting and child development*
  4. *Concrete support in times of need*
  5. *Children's social and emotional development*
- Programs and services will strive to embody the following characteristics:
  1. *Family-based*
  2. *Community-based and community relevant*
  3. *Strength-based*
  4. *Family-driven*
  5. *Culturally and linguistically competent*
  6. *Comprehensive service delivery*
  7. *Commitment to Accountability and Continuous Improvement*
- Programs and services will intentionally address and engage fathers and other caring males as essential participants in the lives of young children, from conception onward

### Goals, Strategies and Objectives

#### **Goal 1: Expand quality programs and services for young children and their families, pre-conception to age eight**

Strategy One: Provide professional development in evidence-based and effective practices to all levels of agency personnel

*Implementation Activities: Year Three*

- Implement leadership summit for Evidence-Based Practices (EBP)

## *Implementation Activities: Years Four-Five*

- Develop technical assistance/Transformation Institute to support adherence to EBP models and to offer support to programs seeking EBP designation
- Technical Assistance provided to 10 programs

## Strategy Two: Establish continuous quality improvement infrastructure to assist programs and services

### *Implementation Activities: Year Three*

- Adopt protocols and policies governing ESC Network
- Implement basic shared data protocols among ESCN providers
- Design ESCN business processes for future implementation of shared client tracking system

### *Implementation Activities: Years Four - Five*

- Design and implement a shared client tracking system
- Provide platform for system-wide performance measurement through ESC Provider Network and develop a community scorecard
- Begin quality reporting
- ESC Network meets monthly to review system-wide data submissions
- ESC Network recommends and adjusts protocols and policies based on feedback
- 75% of all programs submit timely and quality data through the shared system
- ESC Network maintains strong participation
- Submit Annual data/community scorecard to the public and targeted stakeholders

## Strategy Three: Secure additional public and private funding for high quality early childhood development and early learning resources

### *Implementation Activities: Year Three*

- Develop a needs assessment and fund development strategy
- Secure additional funds from new Affordable Care Act (ACA) funding stream for additional early home visitation
- Advocate for sustainability for public pre-K classrooms
- Develop advocacy partnership with Voices for Memphis' Children
- Partner with other initiatives to secure funds for early childhood development resources as part of community-wide implementation

### *Implementation Activities: Years Four-Five*

- Continue activities from Year Three
- Implement campaign to mobilize providers, parents, businesses and other stakeholders for legislative advocacy
- Develop community scorecard to demonstrate effectiveness of early learning/early childhood programs
- Publish community data on high quality program enrollment in early home visitation, clinic and early learning and settings

# Shelby County Early Success Coalition Strategic Plan 2011 - 2013

## Goal 1 Objectives

Oct – Sept 2010/11	Oct – Sept 2011/12	Oct – Sept 2012/13
<ul style="list-style-type: none"> <li>• 50% of ESCN early home visitation programs are evidence-based</li> <li>• Program slots in ESCN member programs increases by 15%.</li> <li>• Early Head Start, Head Start and state-funded Pre-K capacity is held constant at 2010-2011 school year level</li> <li>• 65% of early learning program slots are 3 star or nationally accredited</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of ESCN early home visitation programs are evidence-based</li> <li>• Establish baseline for ESCN programs measure/score fidelity to model</li> <li>• Establish baseline for ESCN participant completion of programs</li> <li>• Establish ESCN participant outcomes compared to County averages in core areas of healthy births, child maltreatment, and school readiness</li> <li>• Program capacity in ESC member programs increases by 15%</li> <li>• Early Head Start, Head Start and state-funded Pre-K capacity increases 5% over 2010-2011 school year level</li> <li>• 75% of early learning program slots are 3 star or nationally accredited</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of ESCN early home visitation programs are evidence-based</li> <li>• Increase ESCN programs measure/score fidelity to model (establish target in 2012 after establishing baseline)</li> <li>• Increase ESCN participant completion of programs (establish target in 2012 after establishing baseline)</li> <li>• Increase participant outcomes compared to county averages in core areas of healthy births, child maltreatment, and school readiness (establish target in 2012 after establishing baseline)</li> <li>• Program capacity in ESC member programs increases by 15%</li> <li>• Early Head Start, Head Start and state-funded Pre-K capacity increases 10% above 2010-2011 school year level</li> <li>• 80% of early learning program slots are 3 star or nationally accredited</li> </ul>

## Goal 2: Establish effective outreach and service coordination for young children and the families, pre-conception to age eight

Strategy One: Establish the Early Success Coalition Network (ESCN) to provide high quality coordinated prenatal, early childhood, and other comprehensive family services

### Implementation Activities: Year Three

- Established an MOU among ESCN partners
- Designed and implemented cross-referral system among ESCN partners, including tracking and reporting
- Implement basic shared data protocols among ESCN providers
- Implemented front-line training for ESCN provider staff

# Shelby County Early Success Coalition Strategic Plan 2011 - 2013

## *Implementation Activities: Years Four - Five*

- Develop and implement assessment of program participants at entry and exit to determine effectiveness of efforts to connect them with comprehensive services
- Design and implement shared client database among ESCN members
- Train staff on shared database and generate initial reports
- Meet monthly and address network issues through ESCN's routine communications
- Increase and improve referrals among and between community programs
- Publish outcomes, entry/exit data as part of the community scorecard

## Strategy Two: Establish a “no wrong door” system to facilitate referrals from diverse child-serving agencies into ESCN services

### *Implementation Activities: Year Three*

- Implement marketing to engage providers as referral sources to the network
- Conduct training on referral toolkit
- Develop measurement system to assess effectiveness of referral toolkit

### *Implementation Activities: Years Four and Five*

- Secure and train an additional 10 referral partners annually
- Publish data on effectiveness of referral/resource recruitment

## Strategy Three: Establish culturally competent outreach to recruit families into ESCN services

### *Implementation Activities: Year Three*

- Secure funding to expand outreach and recruitment

### *Implementation Activities: Years Four and Five*

- Equip professional outreach workers as part of the Defending Childhood Initiative, Teen Pregnancy and Parenting Success grant, the Memphis Youth Violence Prevention Plan and others as appropriate to recruit families into ESCN services
- Equip community partners, such as churches and grassroots leaders, to provide proactive outreach and recruitment of families into ESCN starting in Frayser, Southeast Memphis and South Memphis
- Equip families participating in ESCN services to become referral sources
- Secure additional funding or sustaining funding

### *Goal Two Objectives:*

Oct – Sept 2010/11	Oct – Sept 2011/12	Oct – Sept 2012/13
<p>X,XXX families participate in ESCN programs</p> <p>Establish measurement process to measure:</p> <ul style="list-style-type: none"> <li>• Number of referrals from referral sources</li> <li>• Target number (or percent) of ESCN referrals</li> </ul>	<ul style="list-style-type: none"> <li>• 100 additional families are recruited into ESCN programs</li> <li>• Establish number of referrals from referral sources</li> <li>• Establish baseline number (or percent) ESCN referrals converted to</li> </ul>	<ul style="list-style-type: none"> <li>• 100 additional families are recruited into ESCN programs</li> <li>• Increase in number of referrals from referral sources</li> <li>• Increase in number (or percent) ESCN referrals converted to clients</li> </ul>

# Shelby County Early Success Coalition Strategic Plan 2011 - 2013

<p>converted to clients</p> <ul style="list-style-type: none"> <li>• Target number (or percent) of ESCN clients accessing comprehensive providers</li> <li>• Establish baseline for percentage of enrollment to capacity of ESCN programs</li> </ul>	<p>clients</p> <ul style="list-style-type: none"> <li>• Establish baseline for number (or percent) of ESCN clients accessing comprehensive providers</li> <li>• Reach 100% enrollment to capacity in ESCN programs</li> <li>• 50% of ESCN programs participate in shared client database</li> </ul>	<p>(increased established after baseline measure in 2012)</p> <ul style="list-style-type: none"> <li>• Increase in number (or percent) of ESCN clients accessing comprehensive providers (increased established after baseline measure in 2012)</li> <li>• Maintain 100% enrollment to capacity in ESCN programs</li> <li>• 75% ESCN of all programs participate in shared client database</li> </ul>
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## Goal 3: Establish infrastructure to sustain a high quality early childhood comprehensive system

### Strategy One: Formalize structures for ESC leadership, governance and community engagement

#### *Implementation Activities: Year Three*

- Upgrade website
- Establish consistent communication mechanisms
- Establish parent advisory cafes
- Secure core of engaged parents in ESC operations
- Publish results of process evaluation

#### *Implementation Activities: Years Four and Five*

- Maintain robust participation from ESC steering committee and parent advisory committees
- Maintain current content on ESC website

### Strategy Two: Establish sustained ESC operational support

#### *Implementation Activities: Year Three*

- Begin cultivation of public and private funding sources
- Establish a reputation for “value added” to the community

#### *Implementation Activities: Years Four and Five*

- Cultivation of funding sources continues
- ESC publications and communications demonstrate results of the partnership
- Secure funds

### Strategy Three: Develop and strengthen partnerships with complementary initiatives whose missions align with that of the ESC.

#### *Implementation Activities: Year Three*

- Provide cross-representation in planning activities and implementation oversight for partnerships with other appropriate initiatives

# Shelby County Early Success Coalition Strategic Plan 2011 - 2013

- Join efforts to provide community wide technical assistance related to Evidence-Based Practice and continuous quality improvement summit

### *Implementation Activities: Years Four and Five*

- Provide cross-representation in planning activities and implementation oversight for partnerships with other appropriate initiatives
- Continue efforts to provide community wide technical assistance related to Evidence-Based Practice and continuous quality improvement

### *Goal Three Objectives*

Oct – Sept 2010/11	Oct – Sept 2011/12	Oct – Sept 2012/13
<ul style="list-style-type: none"> <li>• Target number of engaged ESC agency participants in governance</li> <li>• Target number of engaged ESC parent participants in governance</li> <li>• Level of ESC participant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or increase number of engaged ESC agency participants in governance</li> <li>• Maintain or increase number of engaged ESC parent participants in governance</li> <li>• Maintain or increase level of ESC participant satisfaction</li> <li>• Cultivate ongoing funding stream for ESC staff and operational resources</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or increase number of engaged ESC agency participants in governance</li> <li>• Maintain or increase number of engaged ESC parent participants in governance</li> <li>• Maintain or increase level of ESC participant satisfaction</li> <li>• Secure ongoing funding stream for ESC staff and operational resources</li> </ul>

## Implementation Approach

### **The ESCN**

The Early Success Coalition Network is a partnership group of decision-makers who operate early home visitation and clinic-based programs promoting healthy birth outcomes and positive early child development. The group is responsible for maximizing the utilization of funded programs and services, increasing shared knowledge and use of evidence-based practices, and improving linkages between and among community programs.

The ESCN Workgroup meets monthly to facilitate communication among partner agencies and to make progress on the goals and objectives stated in the strategic plan. The ESCN is also responsible for collecting and publishing data.

### **The Transformation Institute**

The Transformation Institute is a technical assistance resource available to ESC member agencies to promote: utilization of evidence-based practices, fidelity to best practice models, and continuous quality improvement through evaluation and publication of process and outcome data. The Institute will assist established programs and agencies that actively participate in the Coalition, as well as, those interested in implementing evidence-based practices or demonstrating the evidence basis for their approach and are not yet active in the Coalition. The Transformation Institute will foster coaching of agencies by pairing them with a relevant and mutually agreeable expert. Training offered by the Institute will be geared toward both direct service workers as well

as organization leadership for broader programmatic or policy training.

## **Partnership with Place-Based Initiatives**

Shelby County is home to several recently funded initiatives to concentrate and coordinate resources aimed at combating the effects of concentrated poverty. The initiatives focus on youth violence and exposure to violence, teen pregnancy and planned housing developments replacing public housing complexes. In each of these grants, funds are provided to implement grassroots outreach and engagement strategies to leverage ESCN resources by improving community knowledge and take-up rates of voluntary home visiting and clinic-based programs. The grants will also provide a research model to test the value of concentrating services that, if found to be significantly positive, can serve as a platform to explore broader implementation of the approach.

Final Draft