



Bernalillo County Home Visiting Work Group

Strategic Plan

Finalized March 30, 2023

Serving Families in Bernalillo County, New Mexico, in partnerships with Early Childhood and Care Department, Early Childhood Professionals, Organizations, and our community with support from UNM's Family Development Program and funding from the New Mexico Early Childhood Education & Care Department.



Bernalillo County Home Visiting Workgroup

Bernalillo County has 1,167 square miles and a population of over 680,000 people, making it the most populous county in New Mexico. The county seat and largest city is Albuquerque, which is also the largest city in the state. Bernalillo County is intersected by two major highways, I-25 and I-40, which are important transportation routes in the region.

The county shares its borders with several Native American sovereign nations, including the Sandia and Santa Ana Pueblos to the north, Laguna Pueblo and Navajo Nation/ To'hajiilee to the west, and Isleta Pueblo to the south. These sovereign nations have their own governments and cultural traditions, and they play an important role in the local economy and community.

Bernalillo County is a hub for statewide activities and meetings that affect the early childhood community. The county is home to many organizations and institutions that focus on early childhood education and development, and it hosts numerous conferences and events that bring together experts and professionals in the field. The county also has a strong network of community organizations and support services that work to promote the well-being of young children and families.



This strategic plan outlines a timeline spanning from April 2023 to June 30, 2026.

Strategic Planning Process

Throughout our strategic planning process, we relied on our BCHVWG Coalition Community Needs Assessment (CNA dated September 30, 2022), the findings, and goals as a guide. We initially held three interactive working meetings, led by one of our partners, to select our logo and develop our vision and mission statements. To create our goals, objectives, and actions, we revisited the CNA findings, our original goals, and the ECECD Floreecer Strategic Plan. This helped us develop a clear map, process, and timeline for achieving our goals.

Through six facilitated meetings, our group of members and partners worked on developing a strategic plan that was grounded in the voices of families. We used feedback from the Community Needs Assessment and input from our partners to refine the plan at each session, working on a shared document. Our strategic planning process involved the Steering Committee, coalition members, and partners such as the Department of Health, medical providers, Home Visitors, program managers/directors, and community members.

Values, Vision, and Mission Statement

Values:

We, the Bernalillo County Home Visiting Work Group, are a volunteer collaborative that values:

Community Focus: We are committed to meeting, listening, and learning from the community as they prioritize needs.

Trusting Collaborative Relationships: We build trusting relationships within our families, workgroup, community, partners, and stakeholders to support creative and collaborative work. We are dedicated to a collective impact network that meets the diverse needs of our families.

Diversity: We include and empower VOICE within our diverse populations to best meet the needs of our families, workgroup, community, partners, and stakeholders through an including, respectful and trusting environment.

Equity: We are committed to promoting equity and inclusion in all that we do by actively working to address systematic barriers to access, referrals, and resources. We create a culturally responsive space to meet the needs of all home visiting programs and our beautifully unique and diverse community.

Integrity: We operate with the highest level of integrity in all interactions with families, partners, and stakeholders. We commit to being transparent in all our practices, accountable for our words and actions, and always strive to act in the best interests of our families.

Vision:

A Bernalillo County in which universal and equitable access to home visitation services provides a supportive foundation for children, families, and the community.

Mission Statement

We will accomplish our vision by leveraging a reflective and inclusive culture through collaboration, trust, communication, and resource coordination.

Equity Goals

In September 2022, our community needs assessment identified several health disparities such as low birth weight, infant deaths, mental health issues, suicide deaths, food insecurities, economic stability, children in poverty, health care access, safety needs, domestic violence, child abuse, and neglect. During one of our strategic planning meetings, we had a focused conversation on incorporating equity into our strategic plan. We discussed the definition of equity and specific needs identified in the CNA and identified measures to consider. Consequently, we decided to integrate equity throughout the plan to be more responsive to the diverse needs of our community and to reflect our commitment to ensuring equal access to high-quality home visitation services.

To ensure that equity is incorporated into everything we do, we integrated it into every goal, some objectives, and the actions laid out in our strategic plan. We recognized that equity is a critical aspect of providing effective services and wanted to make sure that it was reflected in our plan. By doing so, we aim to create a responsive plan that reflects our commitment to ensuring equal access to high-quality home visitation services for everyone in our community.

Coalition Structure, Governance, and Decision-Making Processes

The BCHVWG was established in 2010 to develop a plan for providing voluntary home visitation services for pregnant women and young children in Albuquerque. The BCHVWG believes that children and families thrive at home with support from quality home visitation programs. Home visitation provides families with the option to stay at home during these important years of attachment and bonding. However, families are often not aware of all home visitation options as they are not widely marketed, yet information on licensed centers is readily available through various websites.

The BCHVWG recognized the importance of coordination for prevention services from the start. For over ten years, the coalition has worked together to build relationships and trust in the community to improve child outcomes in New Mexico. As a group, the BCHVWG has succeeded in creating a respectful network of leaders who provide home visiting services through coordination, education, professional development, and problem-solving.

Coalition Structure, Governance, and Decision-Making Processes continued....

The BCHVWG is a group of community stakeholders working to provide voluntary home visitation services for pregnant women and young children in Albuquerque. It is coordinated by representatives from Youth Development Inc., Lovelace, the Department of Health, and CHI St. Joseph's Children. The coalition operates under a democratic leadership model that values input from all entities in decision-making. The Steering Committee oversees the coalition's activities, and the Coalition Coordinator employed by the BCHVWG Coalition coordinates the work. The coalition meets monthly and has established a shared leadership model built on trust and relationships. The decision-making process involves consensus through discussion and debates, and everyone is given a platform for their thoughts and feelings. After a debate process, a decision is made by the majority. The coalition shares resources and opportunities through a weekly Community Events Email. The BCHVWG's work is sustained by a grant that provides funding for marketing, messaging, leadership, and facilitation.

Systemic Changes

Goal 1:

Families will have equitable access to an array of home visitation programs in Bernalillo County

Goal Overview

The community needs assessment identified issues with the referral system, tracking data, and tracking resources as barriers for universal home visits. This will assist us in Developing an equitable centralized intake and referral system for early childhood home visiting.

Strategic Plan		Evaluation Plan		
Objective 1	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BCHVWG will support the healthy attachment of children by assisting to increase the number of universal home visiting participants annually in Bernalillo County.	Goal 4	<ul style="list-style-type: none"> a) BCHVWG will provide opportunities to caregivers and little ones to participate in home visiting. b) Collaborate with relevant organizations and agencies to maximize enrollment in home visiting programs. c) Create widespread awareness of who qualifies for which program. d) Connect resources in the community to build referral pathways to home visiting programs. e) Create streamlined processes for families to receive timely home visits. f) Create faster equitable access for families by addressing barriers identified in the Community Needs Assessment. g) Consistently promote the Child Care Finder through our Community Events. h) Collaborative partners will be provided the availability to receive regular training through the ECECD Site to maintain their skills and knowledge. 	Based on ECECD's statistics, Bernalillo County home visiting participation will increase by 2% each consecutive year by consistently participating in community collaboration.	Assess the data for the total number of home visiting participants within Bernalillo County.

Systemic Changes

Goal 1: Families will have equitable access to an array of home visitation programs in Bernalillo County

Strategic Plan		Evaluation Plan		
Objective 2	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BCHVWG will create a system to track incoming referrals and home visiting programs and services annually by September 2024.	Goal 6	<ul style="list-style-type: none"> a) Conduct a thorough review of current practices and procedures to identify the most effective ways to document incoming inquiries, referrals, and handoffs BCHVWG sends to partner programs. b) Create a universal referral form that partner programs can use that will reflect all services. c) Assigning an identification number to each family. d) Integrate the Bernalillo County Home Visiting referral system with health systems and Early Childhood Home Visiting to provide ongoing support for children and families, including collaborating with the sovereign nations who move to or from Bernalillo County. e) Identify a way to transfer home visiting services for any family. f) Find a way to address waiting lists versus available openings. g) The BCHVWG will collaborate with all metro area home visiting agencies and provide them with representation and opportunities to share their needs, opinions, ideas, and successes at every monthly meeting. h) Create a system to document if families have been contacted and a process to follow up. i) Work to increase medical partners. j) Create an eligibility criteria algorithm to receive equitable referrals from the database. k) Develop a system that can accurately determine and display a family's qualification or eligibility status for each program offered. 	<p>In one year a system such as a database will be available to track home visiting referrals at the workgroup level.</p> <p>In three years there will be a tracking system with reports generated to assure equitable referrals.</p>	BCHVWG will produce a survey for the participating home visiting programs with the feedback on the home visiting referral process.

Strengthening Partnerships and Professional Development

Goal 2:

Continued collaboration with families and partners for impactful and balanced home visiting and community programs.

Goal Overview

The community needs assessment identified professional development, resource sharing, and collaboration as key areas that assist home visitors in their professional growth and effective delivery of services.

Strategic Plan		Evaluation Plan		
Objective 1	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BCHVWG partners members who attend monthly meetings will increase their knowledge of home visiting, services available, and resources through at least 12 networking and/or training opportunities per year.	Goal 5	<ul style="list-style-type: none"> a) Partners within the coalition will increase their knowledge to help families through home visiting. b) Hold monthly virtual, in-person, and hybrid meetings with presentations from local community partners and surrounding counties, along with quarterly professional development meetings on specific themes or topics requested by the workgroup to enhance the knowledge of resources for home visitors and community partners. c) Ensure that all home visiting agencies have representation and the opportunity to share their needs, successes, opinions, and ideas at every monthly meeting to foster collaboration with the BCHVWG. d) Create widespread awareness of program eligibility criteria. e) Collaborate with all metro area home visiting agencies to develop and promote a unified message to normalize and encourage home visiting. f) Increase the involvement and input of home visitors in the activities and decision-making processes of BCHVWG. 	Create and facilitate networking, presentations, training, and professional development for our partners at our monthly meetings.	Maintain and increase workgroup membership and attendance. Send out evaluations after our monthly meetings.

Strengthening Partnerships and Professional Development

Goal 2: Continued collaboration with families and partners for impactful and balanced home visiting and community programs.

Strategic Plan		Evaluation Plan		
Objective 2	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BCHVWG will provide at least 6 family focused events where participants will increase their knowledge for home visiting annually.	Goal 2	<ul style="list-style-type: none"> a) Develop purposes for each family event and plan accordingly. b) Create an evaluation tool for each activity that includes feedback areas from families and utilize the feedback to improve the activities. c) Ensure participation of the entire BCHVWG in family-focused events, with the steering committee taking the lead and working collaboratively with coordinators. 	<p>In one year six family focused events will be hosted in Bernalillo County</p> <p>In three years, regular family focus events will take place with representation from every quadrant in Bernalillo County</p>	To be measured by attendance and quadrant.

Strengthening Partnerships and Professional Development

Goal 2: Continued collaboration with families and partners for impactful and balanced home visiting and community programs.

Strategic Plan		Evaluation Plan		
Objective 3	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BHGVWG will conduct outreach activities for key partners in Bernalillo County to increase awareness of home visiting options for pregnant people and their families, resulting in an increase in the number of referrals annually.	Goal 4	<ul style="list-style-type: none"> a) Create a website and social media presence to increase awareness of Home Visiting and the BCHVWG in Bernalillo County, with the goal of increasing referrals to Home Visiting and attracting new members to the workgroup. b) Develop and implement a media campaign that aims to normalize home visiting and reduce the stigma associated with it. c) Create and maintain a routine sharing system with hospitals, caseworkers, home visitors, social workers, prenatal clinics, physicians, and other relevant stakeholders to establish a strong network. d) Track the number of outreach events and the number of referrals that result from the events. e) Increase the number of partners offering access to prenatal home visiting for expectant families. f) Monthly outreach meetings will be held with OB/GYN and/or Pediatricians in Bernalillo County to increase awareness of home visiting as an option for pregnant people and their families. The BCHVWG members will create introduction outreach material to be used during these meetings. 	<p>In one year, BCHVWG will create outreach material and conduct outreach activities through social media and a website.</p> <p>In three years, visits to our website will increase by 5%.</p>	<p>Completion of our website and social media page.</p> <p>Measure visits and enrollments from the website.</p>

Families as Advocates

Goal 3:

Empowering families to be their own advocates that inform the early childhood system.

Goal Overview

The community needs assessment documented families' needs, which were gathered through dialogue circles. These circles informed the BCHVWG of the specific needs identified by the families themselves. By incorporating family input into services, they can become more equitable and universally accessible.

Strategic Plan		Evaluation Plan		
Objective 1	Alignment with ECECD Strategic Plan (Florecer)	Activities	What does success look like ...at one year ...at three years	How do you measure success?
BCHVWG will increase family advocacy by increasing the number of families actively engaged in guiding the work of BCHVWG on an annual basis.	Goal 2	<ul style="list-style-type: none"> a) BCHVWG will implement strategies to increase family engagement. b) Conduct research and gather information on various ways in which families can participate in programs and services. c) Recruit families to attend monthly meetings. d) Provide training opportunities for families in all quadrants of Bernalillo County to develop leadership skills. e) Implement regular family dialogue circles to gather feedback and input from families to inform the work of BCHVWG. f) Provide family engagement activities with translation services as needed. g) Provide information sessions, playgroups, or other activities that promote engagement with home visiting programs. 	<p>In one year, family participation will increase by 5 families.</p> <p>In three years, family participation will increase by 15 families with representation from every quadrant in Bernalillo County</p>	To be measured by attendance at the coalition family focus groups and our BCHVWG monthly meetings.

Acknowledgments

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A special thank you to our partners who participated and contributed to the BCHVWG Coalition Strategic Plan.

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