



2016-2018
Early Learning
Strategic Plan

OVERVIEW

Using the theory of Collective Impact, the Eastern Oregon Community Based Services Hub (EO Hub) is bringing together the early childhood, K-12 education, health, human and social service, community, business, government and philanthropic sectors to improve outcomes for children and align services into one efficient and effective system in Baker, Malheur and Wallowa Counties. The EO Hub builds on existing community resources and assets, while also posing questions about what could be done differently to get better results, especially for at risk children.

EO HUB MISSION

The mission of the Eastern Oregon Community Based Services Hub is to create a coordinated system of community based services, from preschool through college and career readiness, to ensure all Eastern Oregon children reach their full potential.

EO HUB VISION

Our vision is a seamless and coordinated system that provides equitable opportunities for all children and their families in Baker, Malheur, and Wallowa Counties to succeed in school and life.

EO HUB CORE VALUES

1. Community based, with services and system management resting within a supportive, adaptive infrastructure of structures, processes, and relationships at the community level.
2. Culturally and linguistically competent, with agencies, programs, and services that reflect the cultural, racial, ethnic, and linguistic differences of the populations they serve to facilitate access to and utilization of appropriate services and supports and to eliminate disparities in care.
3. Family centricity – families are the first teachers and share responsibility for their children’s successful education.
4. Reach the highest risk children – who, because of poverty, adverse childhood experiences and other documented risk factors, face barriers to kindergarten readiness and school success.
5. Coordinated and transparent budgeting – that views all federal, state, foundation and nonprofit funding streams as potential tools for producing better outcomes.
6. Accountability – reflected by dedication to shared outcomes, and accountability among community entities, to the public, and with the state.
7. Flexibility – include and align with public and private health, social/human services, early learning and pre-kindergarten services, K-12 education, community college, business, economic development, and community members.

EO HUB EARLY LEARNING OUTCOMES

1. Children arrive at school ready for kindergarten;
2. Children are raised in stable and attached families;
3. Services are integrated and aligned into one early learning system focused on results.

GOVERNANCE

Backbone Organization: EO Hub Board serves as the backbone for the EO Hub and provides the following activities:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding



Administrative and fiscal services for the EO Hub are provided by Malheur Education Service District. Decisions are made through an informed process that includes a close relationship between the EO Hub Board and Local Cradle to Career Partnerships based on data, recommendations and insight.

Local Cradle to Career Partnerships: Each county convenes a Cradle to Career Partnership following Strive Together model. Strive Together is a proven collective impact framework in local communities who seek high level outcomes for their youth to improve. Road Maps and Community Level Report Cards for local youth will be produced by each Partnership. Each Cradle to Career Partnership is responsible to provide data, recommendations, and insight regarding their local children, families and community. Decisions made by the EO Hub Board are informed through these partnerships.

Conflicts of Interest

EO Hub Board is subject to ORS 244.020, 244.040(1), and 244.120, defining conflict of interest and establishing protocols for members of public bodies in Oregon. EO Hub Board members are expected to declare a conflict of interest prior to consideration of any matter causing a potential or actual conflict.

Equity Stance

The EO Hub, recognizing the disparities that exist for children in poverty, children with disabilities, abused and trauma-affected children, children of color and those whose native language is not English, believes every child has the ability to learn and that we have the ethical and moral responsibility to provide optimal learning to prepare each one for his or her future. We will focus on a concerted effort to reduce these disparities through targeted culturally and linguistically appropriate outreach, improved system coordination and ensuring that at risk families have a voice in ongoing system review and design.

EO HUB EARLY LEARNING METRICS AND BASELINE DATA

METRIC	BASELINE	3 YEAR TARGET	ASSUMPTIONS
<p>Metric 1-4A: Program participation data demonstrates increase in services to children and families from identified priority populations</p>	<p>ELD Bucket of Programs: 1,012 children</p> <p>Other Programs: KPI - 283 Preschool Promise - 0</p>	<p>ELD Bucket of Programs: 1,073 children</p> <p>Other Programs: KPI - 400 Preschool Promise - 75</p>	<p>The number for ELD bucket of programs was provided by ELD at 875. We added HFO and RN for baseline and projected 3% increase annually. This data does not include children in FCCN care.</p>
<p>Metric 2-1A: The hub has demonstrated shared activities among early learning providers, families, and K-3 partners.</p>	<p>Seven partner MOUs were submitted with 2013 application</p>	<p>Twelve partner MOUs will be updated biennially</p>	<p>Memorandums of Understandings will be created by the end of 2015 and updated throughout 2016 representing five sectors and all three counties.</p>
<p>Metric 2-2A: Increase the number of children from Early Head Start, Head Start, OPK, Relief Nurseries, Healthy Families Oregon and/or other waiting lists <u>served</u> by a Hub partner program</p>	<p>unknown</p>	<p>25% increase</p>	<p>Currently, Malheur Home Visiting Network meets monthly to identify children on wait lists, children who may have multiple services, and children who need additional aligned support. This model is effective, yet we have not collected data specific to the number of children on wait lists being served by another organization. This will be reviewed by the HVN and a mechanism put in place that will both help the state collect data and the local services be more effective. Local Cradle to Career Partnerships will also discuss and create a mechanism to identify children who are on one program's wait list and being served by another partner. We believe this will show significant growth in the first year of implementation and level out as it becomes standard practice. <i>Example: 30 children are identified this year; 36 children in year 2; and 38 children in year 3.</i></p>
<p>Metric 2-3A: Increase in number of 3, 4, and 5-star QRIS <u>providers</u> serving children from “hot spots” and communities of color and an increase in the number of <u>children</u> served in hot spots and communities of color</p>	<p>Number of QRIS providers currently serving children from “hot spots” and</p>	<p>Year 2 - 50% Increase of providers and 100% increase # at risk children Plus another 10% increase</p>	<p>According to CCRR, EO Hub has 16 child care programs C2Q and 3 with a 4-star rating in the three-county region. Malheur Child Development Center (head start program) has 4-star QRIS rating at 3 of its programs with 212 slots. Our expectation is other head start programs will receive 3, 4, or 5 star ratings with capacity to serve more children.</p>



	communities of color: 18 Number of At Risk children who are currently served by QRIS 3, 4, and 5 star providers: 212	of providers and 25% increase in # of at risk children in Year 3	Our 3rd year target increases by 100 children. We anticipate other child care centers and FCCN home child care providers to receive 3, 4, or 5 star ratings. EO Hub is requesting Hot Spot designations in the following school district catchment areas: Adrian, Annex, Baker, Harper, Nyssa, Ontario, and Vale. These districts are in Baker and Malheur Counties.
Metric 2-4A: Increase in percent of children who receive a developmental screen before the age of three	667 or 64% Baker = 94 of 273 Malheur = 546 of 701 Wallowa = 27 of 71	920 or 38% increase	We estimate approximately 2,210 children under the age of 3 with approximately 83% of children are "at promise" which is 1,760. Theoretically, this leaves about 715 children yet to receive a developmental screening. We intend to add 100+ children each year through coordinated efforts with our CCO partners and home visitors.
Metric 2-5A: Increase in percentage of children enrolled in kindergarten before start of school year			Hubs are not required to set a target for this metric in FY 15-16 due to the absence of state level data. Once local data systems are implemented within the hubs to document Kindergarten enrollment, target setting will be required.
Metric 3-1A: Increase in percentage of children in Employment Related Day Care (ERDC) in a 3, 4 or 5-star QRIS program	1	6	In EO Hub region, 271 children are participating in ERDC child care subsidy. Currently only one child is in Star Rated program. With other head start programs receiving Star Rating and FCCN providers earning Star Ratings, we estimate an increase in the number of children in ERDC. Until changes are made at state level regarding ERDC rules, we are limited in our ability to move children out of family, friends, and neighbors' care.
Metric 3-2A: Increase in the number of children and families served by DHS (e.g., through TANF or child welfare) who are receiving early learning, parent education or family support services			Hubs are not required to set a target for this metric in FY 15-16 due to the absence of state level data. Once local data systems are implemented within the hubs to document the number of children and families served by DHS who receive early learning, parent education or family support services, target setting will be required.
Metric 3-3A: Increase in the percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age	192 of 344 children (56% of children)	15% increase 220 children or 64% of children	EO Hub is working to coordinate and align strategies with CCO (Eastern Oregon Coordinated Care Organization, Greater Oregon Behavioral Health Inc.) local advisory

	Baker 51 of 86 Malheur 127 of 228 Wallowa 14 of 30		councils in each county.
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Goal #1: The Early Childhood System is aligned, coordinated and family-centered

Objective: Outreach strategies and leadership are effective in identifying and serving priority population equitably

State Metric 1-4A: Program participation data demonstrates increase in services to children and families from identified priority populations

Strategies to Achieve Goal #1:

1. Outreach is our highest priority. Finding and connecting with families in their natural environments and ensuring they are positively connected to their community and identifying services as needed.
2. Produce an effective leadership tool to address needed systemic changes for the sake of equity. Value-based community change strategies have been identified and will be reviewed in each county through focus groups, followed by a half-day training. If the community is willing and resources are available, a cohort of leaders and community members will dig deep into equity, privilege, and principle-based leadership that has the potential to shift decision-making processes throughout the Eastern Oregon region.
3. Community engagement activities to seek out community support for universal preschools.

Strategies using Equity Lens: "Equity for Common Good" leadership training with call to action in all three counties (Cradle to Career Partnerships and EO Hub Board), including Focus Groups in each county, Half Day Training - Value-Based Community Change, and a Cohort of leaders and parents to participate over 9 months to go deep into systemic change for equity for common good strategies.

Goal #2 Children are Ready for Kindergarten

Objectives:

- A. Increase the number of high quality early learning and care facilities as measured by QRIS
- B. Increase performance on the kindergarten readiness

State Metric 2-1A: The hub has demonstrated shared activities among early learning providers, families, and K-3 partners.

State Metric 2-2A: Increase the number of children from Early Head Start, Head Start, OPK, Relief Nurseries, Healthy Families Oregon and/or other waiting lists served by a Hub partner program

State Metric 2-3A: Increase in number of 3, 4, and 5-star QRIS providers serving children from “hot spots” and communities of color and an increase in the number of children served in hot spots and communities of color

State Metric 2-4A: Increase in percent of children who receive a developmental screen before the age of three

State Metric 2-5A: Increase in percentage of children enrolled in kindergarten before start of school year



Strategies to Achieve:

1. Increase professional development opportunities in English and Spanish for early learning professionals and K-12 educators to learn separately and collectively.
2. Increase the number of high quality early learning environments as measured by QRIS
3. Outreach to priority population and connection to early learning opportunities
4. High quality parent education and parent engagement
5. Literacy events in communities and in homes

Strategies using Equity Lens: Each above strategy includes Equity Lens to provide culturally and linguistically appropriate professional development, services, and coordination for the population involved, specifically for EO Hub priority population. Priority population are remote/isolated families, families experiencing high poverty, families whose language is other than English, as well as children with disabilities, and families experiencing trauma.

Goal #3: Families are Healthy, Stable and Attached**Objectives:**

- A. Parents and families have the confidence, knowledge and skills to support healthy attachment and positive development of children in their care.
- B. Families have adequate resources to meet their needs, access to healthy communities, and supports to strengthen their resilience to stress.

State Metric 3-1A: Increase in percentage of children in Employment Related Day Care (ERDC) in a 3, 4 or 5-star QRIS program

State Metric 3-2A: Increase in the number of children and families served by DHS (e.g., through TANF or child welfare) who are receiving early learning, parent education or family support services

State Metric 3-3A: Increase in the percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age

Strategies to Achieve:

1. High quality parent education.
2. Outreach to priority population to provide parents and child care providers positive connections with community and other parents.
3. Community-wide trainings on topics specific to early childhood, i.e. trauma-informed practices, early childhood environments
4. Collaborate with DHS to educate parents as they access services for community based resources including child care options
5. Collaborate with EOCCO on common health and education goals for early childhood

Strategies using Equity Lens: High priority = Outreach and Equity Strategies. Priority populations for EO Hub are remote/isolated families, families experiencing high poverty, families whose language is other than English, as well as children with disabilities, and families experiencing trauma. Outreach Coordinators are contracted in each county until December 2015. Additional funding will be sought to continue. This strategy takes a commitment to building relationships with families and communities in remote areas. We believe this is our best investment to identify and support young children furthest from opportunities.