



# Healthy Families Indiana

## Strategic Plan 2018-2022



## Mission

Our Mission: Promote nurturing relationships as the foundation for optimized development and resiliency of strong families, using an evidence-based home visiting model.

## Vision

Our Vision: Families are supported in their homes to create a nurturing and healthy environment where children thrive.

The strategic plan addresses how the Central Administration supports system implementation through training, database, quality assurance, evaluation, and technical assistance.



## Healthy Families Indiana: A Historical Overview

**1980s:** Hawaii developed the Healthy Families model (formally called Healthy Start).



**1992:** Healthy Families America (HFA) structure and standards are established.

**1994:** Indiana joins Healthy Families America; the IU School of Nursing provided initial training and structure for Healthy Families Indiana.



**1990s:** Hawaii's Healthy Families model was adopted in other states.

**1993:** The Healthy Families Indiana Think Tank was organized to discuss the creation of Healthy Families; Allen County leveraged private funds through Foellinger Foundation, and six sites were chosen to pilot Healthy Families Indiana.



**1996:** Healthy Families Indiana established relationship with Datatude who had a Healthy Families America data tracking system.

**1994-1998:** Healthy Families Indiana became statewide leveraging funds from TANF, criminal justice, substance abuse, mental health, and DMHA.

**2002:** Accreditation "Quality Control" internal and external expectations were set.

**2001:** Multi-site system instituted, and Healthy Families database was launched online.

**2005:** Healthy Family Indiana database is improved and further expands; Indiana Department of Child Services (DCS) was established as its own department.



**2003:** Electronic billing was created for Healthy Families Indiana.



**2008:** 10% state budget reduction in Indiana affected Healthy Families; small sites were restructured.

**2010:** Mother Infant and Early Childhood Home Visiting (MIECHV) program is enacted.



**2011:** Healthy Families Indiana database system becomes "Family Wise."

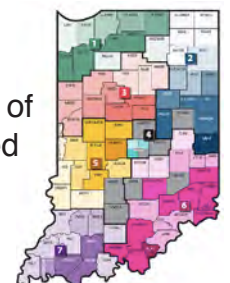
**2012:** MIECHV funds allowed for expansion of HFI home visiting services in 7 counties.

**2013:** Indiana Home Visiting Advisory Board (INHVAB) established for Healthy Families Indiana and Nurse Family Partnerships.

**2014:** 20th Celebration of Healthy Families Indiana and reorganization of DCS and Healthy Families Committees.

**2015:** First Reauthorization of MIECHV extended opportunity of expanded services to be funded into 2019.

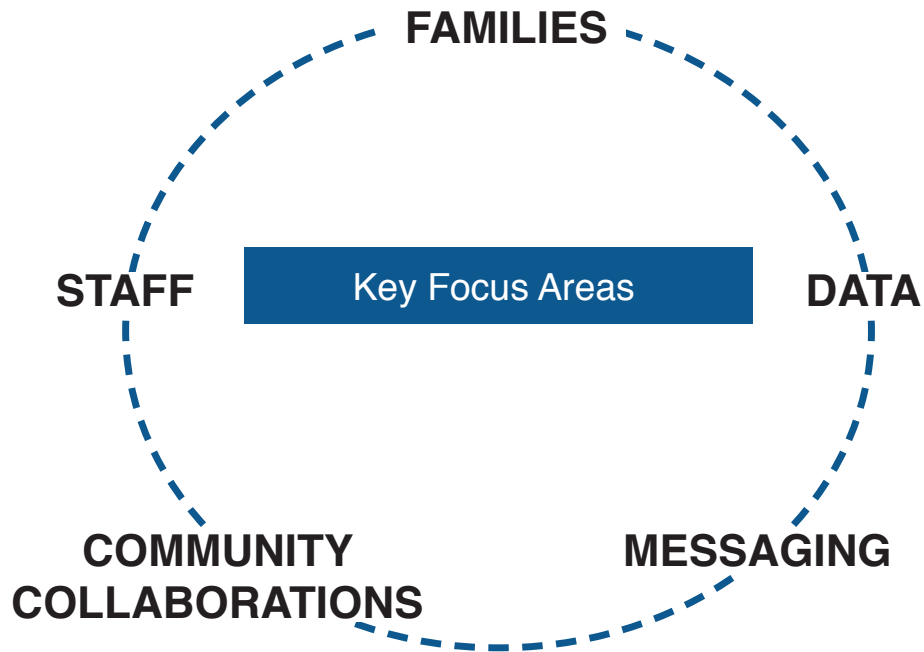
**2016:** Indiana Home Visiting Advisory Board was expanded to include other state agencies and all evidence-based home visiting in Indiana. A definition of home visiting was also developed.



## Strategic Plan Process

Transform Consulting Group (TCG) was contracted to facilitate the Healthy Families Indiana (HFI) Think Tank and strategic planning process. The HFI Think Tank started the strategic planning process in February 2017, outlining the process and timeline for the year. The Think Tank first recruited new members to add perspectives to the Think Tank and strategic planning process. From there, the HFI Think Tank outlined a list of indicators they wanted to collect to understand the current state of HFI.

During the months of April through July, TCG elicited feedback from 372 key stakeholders, including HFI Family Assessment Workers, Family Support Workers, Supervisors and Managers as well as External Community Partners. This was done through focus groups and surveys. In September, the Think Tank held a planning retreat to review the information collected and reach consensus on a strategic plan.



Strategic Plan Priorities

**FAMILIES**

**DATA**

**MESSAGING/  
STORYTELLING**

**COMMUNITY  
COLLABORATIONS**

**STAFF  
SUPPORT**

Develop a Healthy Families Indiana toolkit for family engagement/retention to support Healthy Families Indiana staff.	Re-assess current data collection and the necessity of that data.  Coach local sites on data use.	Create a communications toolkit for consistent messages that local sites can use for different audiences.	Develop system-wide support that fosters peer network and sharing of information across and within the Healthy Families Indiana network.	Develop process to streamline data-entry and reporting.
Develop strategies to enable families to feel more like stakeholders. Explore utilization of existing tech to communicate to and with families.	Improve the process of accessing family data when a family moves within the HFI system.	Draft a message to the workforce about investing in the future candidate pool of home visitors explaining the Return on Investment.	Work with higher education institutions to leverage partnerships that support the development and recruitment of future Healthy Families Indiana employees.	Provide resources to strengthen reflective supervision.
Translate what we know about brain science to share with parents.	Develop a preapproved dashboard for Healthy Families Indiana sites to access necessary data.	Explore the possibilities of a Healthy Families Indiana website.	Strengthen partnerships at the local and state level (e.g., WIC, hospital networks, insurance).	Provide resources focused on secondary trauma/mindfulness/stress training to better understand families in a cycle of poverty.
	Develop a process for easier, faster permission to use site level data to encourage data collaboration at state & local levels, while honoring confidentiality.			Provide staff appreciation opportunities and performance incentives (toolkit for sites).



## Proposed Implementation Timeline

### 2018

- Improve process of accessing family data
- Review data collection (through 2019)
- Develop dashboard
- Develop key messages (brain research)
- Streamline data entry and report process
- Resources for reflective supervision

### 2019

- Family Engagement Toolkit
- Coach local sites on data use
- Fast track data approval
- Communication Toolkit
- Strengthen local and state partnerships

### 2020

- System-wide support for peer networking
- Implement Family Engagement and Communications Toolkits
- Resources for secondary trauma for staff

### 2021-2022

- Workforce recruitment
- Higher Education partnerships
- Support for staff appreciation



# 1 IMPLEMENTATION PLAN

## Focus Area: Families

KEY GOALS	HEALTHY FAMILIES AMERICA MULTI-SITE CENTRAL ADMINISTRATION STANDARDS	TIMELINE	CENTRAL ADMINISTRATION	RESPONSIBILITY
Develop a HFI toolkit for family engagement/ retention to support HFI staff in meeting families where they are.	Technical Assistance	2019 (Develop), 2020 (Implement)	Monitor the development of the toolkit by the ELAC Family Engagement workgroup and approve the final version.	ELAC Family Engagement, Think Tank
Improve the process of accessing family data when a family moves within the HFI system.	Database/ Evaluation	2018	Oversee data accessing process and support the data committee.	Data Committee
Develop strategies to enable families to feel more like stakeholders. (F.E. Toolkit)	Training	2020	Support the development of family engagement training(s). Approve training strategies.	ELAC Family Engagement, Think Tank
Translate what we know about brain science to share with parents.	Training	2018-2019	Develop/identify a family-facing resource regarding brain science.	Think Tank
Explore utilization of existing technology to communicate to and with families. (F.E. Toolkit)	Technical Assistance	2019	Collaborate with ELAC Family Engagement workgroup to utilize technology to engage families.	ELAC Family Engagement, Think Tank

# 2 IMPLEMENTATION PLAN

## Focus Area: Data

KEY GOALS	HEALTHY FAMILIES AMERICA MULTI-SITE CENTRAL ADMINISTRATION STANDARDS	TIMELINE	CENTRAL ADMINISTRATION	RESPONSIBILITY
Re-assess current data collection and the necessity of that data.	Database/Evaluation	2018-2019	Monitor data collection. Contract for external review of current data collection and content.	Department of Child Services (DCS)/ Database Contractor
Coach local sites on data use.	Training/Quality Assurance	2019	Support the development of coaching strategies regarding data use.	Evaluation Workgroup Committee and Training Committee
Develop a preapproved dashboard for HFI sites to access necessary data.	Database/Evaluation	2019	Approve dashboard drafted by the Data Committee.	Data Committee and Evaluation Workgroup
Develop a process for easier, faster permission to use site level data to encourage data collaboration at state and local levels.	Quality Assurance	2019	Collaborate with DCS to develop data collection quality improvement efforts.	DCS



# 3 IMPLEMENTATION PLAN

## Focus Area: Messaging/Storytelling

KEY GOALS	HEALTHY FAMILIES AMERICA MULTI-SITE CENTRAL ADMINISTRATION STANDARDS	TIMELINE	CENTRAL ADMINISTRATION	RESPONSIBILITY
Create a communications kit that has consistent messages that local sites can use for different audiences.	Technical Assistance	2019 (Create), 2020 (Implement)	Develop a communications kit for site use. Collaborate with Healthy Families America team.	Think Tank, Healthy Families America
Draft a message to the workforce about investing in the future candidate pool explaining the Return on Investment (ROI).	Quality Assurance	2021-2022	Create message.	Think Tank
Update the HFI website.	Technical Assistance	2019	Manage the website which includes reviewing new website content and managing updates.	Think Tank

# 4 IMPLEMENTATION PLAN

## Focus Area: Community Collaborations

KEY GOALS	HEALTHY FAMILIES AMERICA MULTI-SITE CENTRAL ADMINISTRATION STANDARDS	TIMELINE	CENTRAL ADMINISTRATION	RESPONSIBILITY
Develop system-wide support that fosters peer network and sharing of information across and within the HFI network.	Technical Assistance	2020	Contract and support this development.	Q.A. Contractor Role
Work with higher education institutions to leverage partnerships that support the development and recruitment of the workforce.	Quality Assurance	2021-2022	Collaborate with higher education institutions and foster partnerships.	Think Tank
Connect HFI state to local site advisory committees.	Quality Assurance	2019	Identify local site advisory committees and reach out to applicable committees.	Think Tank
Strengthen partnerships at the local and state level (e.g., WIC, hospital networks, insurance).	Quality Assurance	2018-2019	Identify key partnerships and support continued partnership.	Think Tank, DCS, Leadership Team

# 5 IMPLEMENTATION PLAN

## Focus Area: Staff Support

KEY GOALS	HEALTHY FAMILIES AMERICA MULTI-SITE CENTRAL ADMINISTRATION STANDARDS	TIMELINE	CENTRAL ADMINISTRATION	RESPONSIBILITY
Develop process to streamline data-entry and reports.	Quality Assurance/ Evaluation	2018-2022	Monitor and support development and implementation.	Leadership Team and Database Committee
Provide resources for training to strengthen reflective supervision.	Quality Assurance/ Training	2018	Identify/develop and share training resources.	Training
Provide resources focused on secondary trauma/mindfulness/stress training to better understand families' cycle of poverty.	Quality Assurance/ Training	2020	Identify/Develop and share these clinical resources.	Training
Provide staff appreciation opportunities and performance incentives (toolkit for sites).	Technical Assistance	2021-2022	Oversee the development of a staff appreciation toolkit.	Leadership Team