

Yamhill Early Learning Hub 2014-2018 Enhanced Strategic Plan

OVERVIEW

Using the theory of Collective Impact and Harvard University Theory of Change, the Yamhill Early Learning 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 young children and align services into one efficient and effective county-wide early learning system. The Yamhill Early Learning 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.

YAMHILL EARLY LEARNING HUB MISSION

The Yamhill Early Learning Council will work collaboratively to support coordinated systems that are child-centered, family friendly, culturally and linguistically appropriate, and community-based to meet the needs of the Yamhill County population and communities.

YAMHILL EARLY LEARNING HUB VISION

Our vision is that all young children and their families have access to quality coordinated resources that support their growth, development, and a healthy life trajectory.

YAMHILL EARLY LEARNING HUB OUTCOMES

The Yamhill Early Learning Hub's desired outcomes are:

1. The early childhood system is aligned, coordinated and family-centered.
2. Children are supported to enter school ready to succeed.
3. Families are healthy, stable and attached.

GOVERNANCE

Backbone Organization: Yamhill County Care Organization serves as the backbone organization for the Yamhill Early Learning Hub.

Governance Structure: The Yamhill CCO Board of Directors will serve as the Governing Body for the Yamhill Early Learning Hub and will be advised by the 24 member Yamhill Early Learning Council. Membership of the Yamhill Early Learning Council will include 1 representative from each of the seven Yamhill County School Districts, 1 representative from the Willamette Education Service District, 2 representatives from the business community, 2 representatives from the nonprofit community, 2 parent representatives, 2 representatives from the health community, 2 representatives from health and social services, 3 representatives from early learning programs (including 1 from Migrant Head Start), 1 representative from Yamhill County government, 1 representative from the Confederated Tribes of Grand Ronde, and 1 from higher education. The role of this body is to identify and focus on the highest risk children and families, coordinate efforts and resources among the five sectors, provide feedback in evaluating family support and early childhood services to ensure results and eliminate duplication of services, maximize engagement of families in hub design and strategies and in becoming partners in their child's development, provide advice regarding culturally and linguistically appropriate family engagement, provide advice regarding ways to increase the number and quality of early learning environments, provide feedback and assist in monitoring target outcomes, and develop efforts to engage collaborative funding across the philanthropic, public and private sector.

WORK GROUPS: Yamhill Early Learning Hub Work Groups will address specific priorities of the Early Learning Hub. Frequency and duration of meetings will depend on the requirements and progress of each specific Work Group. Recommendations regarding policy, programming and funding will flow from the Work Groups to the Early Learning Council.

Early Learning Parent Advisory Council: The Early Learning Parent Advisory Council will include a diverse group of parents from across Yamhill County who will provide information and feedback to the other Work Groups and Yamhill Early Learning Council. Parents will also participate at each level of the Early Learning Hub governance structure. If the Parent Advisory Council does not include representation from a specific school district, the Community Engagement Coordinator and/or Community Engagement VISTA will travel to those areas or partner with local principals to solicit feedback from parents in each school district at least once per year.

Service Integration Teams: Service Integration Teams in each school district area will engage providers, business leaders, community volunteers, faith based organizations, and educators to create a venue for, and facilitate the process of, collective resource sharing. This includes direct services, tangible items, financial assistance, or volunteer hours. Community-specific multidisciplinary teams, aligned with school district boundaries, will meet on a monthly basis to address community needs as well as review any needs requests made by or for individuals in the community. The teams will be composed of service providers and volunteers specific to, and highly familiar with, each community.

The Family CORE: The Family CORE will engage representatives from Willamette Education Services District, Head Start of Yamhill County, Yamhill County Health and Human Services, Lutheran Community Services, Provoking Hope, and Yamhill Community Care Organization to provide a community-wide referral form and process for home visiting services. Representatives meet monthly, or more often as needed.

Home Visiting Network: The Home Visiting Network will engage directors from each home visiting program that serves families in our community, as well as the homeless liaisons from each school district. The HVN will meet as needed to address gaps and to avoid duplication of services. The HVN will also provide a platform for sharing resources, such as training opportunities, with the larger community of home visitors.

Decision Making: A majority (51% or more) of the voting members of the ELC constitutes a quorum. The Yamhill ELC will use consensus decision making processes to the extent possible. At the discretion of the Chair or at the request of any ELC member, a show of hands vote may be conducted, and the results will be recorded in the minutes. The ELC is advisory to the Yamhill CCO, and the CCO Board has ultimate authority over any decisions. The ELC Chair/Co-Chairs may permit any or all members to participate in recommendations or consultations through other means of communications, such as by phone or email. Members attending meetings by phone count towards the quorum.

Conflicts of Interest: A conflict of interest transaction is a transaction with the ELC or Yamhill Early Learning Hub/CCO in which an ELC member or their family member has or anticipates having a direct or indirect economic or financial interest with Yamhill Early Learning Hub/CCO. Conflict of interest or the appearance of conflict of interest, by ELC members, employees, consultants and those who receive funding for services from Yamhill Early Learning Hub/CCO must be disclosed as soon as possible to Yamhill Early Learning Hub/CCO. ELC members are required to disclose any potential conflicts of interest by completing a conflict of interest declaration form, submitting it to Yamhill Early Learning Hub/CCO staff and updating it as necessary. No member of the ELC shall vote or be present for a vote in a situation where a conflict of interest exists for that member.

Equity Stance: The Yamhill Early Learning Hub, recognizing the disparities that exist for children in poverty, of color and those whose native language is not English, will focus concerted effort to reduce these disparities through targeted culturally and linguistically appropriate outreach, improved system coordination and ensuring that our at-risk families have a voice in ongoing system review and design.

GAPS AND STRENGTHS ASSESSMENT

The Yamhill Early Learning Hub and partners have performed a gaps and strengths assessment using the following tool:

Early Learning Hub Community Readiness Survey: Provider Self-Readiness Assessments: Yamhill Early Learning Hub received Provider Self-Readiness Assessments from ten local service providers, with eight out of ten scoring as a “ready” organization. The following organizations have participated to date: Lutheran Community Services, Head Start of Yamhill County, Catholic Community Services, McMinnville Public Library, Newberg High School Great Expectations, Willamette Education Service District, Yamhill County Family & Youth, A Family Place Relief Nursery, Newberg Public Library and Yamhill County Public Health, WIC Salut and United Way of Mid-Willamette Valley. The Hub will continue to work with service providers who are “Somewhat” and “Not Yet” ready to support further organization and community work as well as engage additional service providers to participate in the Self Readiness Assessment.

Existing Data

- Yamhill County Community Health Improvement Plan (CHIP)
- Head Start of Yamhill County Community Health Assessment
- 211 Information and Referral Needs Assessment

YAMHILL EARLY LEARNING HUB METRICS AND BASELINE DATA

METRIC	BASELINE	2 YEAR TARGET
1-4A: Program participation data demonstrates increase in services to children and families from identified priority populations:	<p>A Family Place has 128. [HFO (72), Relief Nurseries w/outreach waiting list (37), Mothers & Babies (19)].</p> <p>OPK has 214 (166 of these are federally funded Head Start kids). ERDC has 427.</p> <p>EI/ECSE has 231 (72 EI/age 0-3, 159 ECSE/age 3-5).</p> <p>Public Health HV visiting programs have 239.</p> <p>We are also claiming the number of prenatal children of women enrolled in our developing maternal medical homes since November 1st, 2014. Total: 258.</p>	<p>Expansion for A Family Place is uncertain, but they are aiming to expand the Relief Nursery outreach by 30 families/60 children.</p> <p>Anticipate expanding OPK by 20 kids by 2017.</p> <p>Target for MMHs: We will aim to have 90% of our pregnant women seen in an MMH by June 30th, 2017. (The total number of pregnant women seen by an OB/GYN in Yamhill County from 11/1/14 to 10/28/15: 375) At current rates, this expansion translates to 338 preborn children.</p> <p>Total target: 1,934 children.</p>

	<p>We are also claiming the number of prenatal children of pregnant women enrolled in Provoking Hope’s Responsible Mom’s program from November 1st, 2014 – October 31st, 2015. total: 19.</p> <p>Total baseline: 1,516 children.</p>	<p><i>Note: These numbers may be duplicated, in some cases.</i></p>
<p>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>Yamhill ELH is developing a localized data collection system in 2015-16. Baselines due for 2016-17.</p> <p><i>(2015 baseline:154 (EHS/HS. Public Health and WESD have no waiting lists. A Family Place’s clients on waiting lists are being served by home visiting.)</i></p>	<p>Targets not established until July, 2016.</p>
<p>2-3A: Increase in number of 3, 4, and 5-star QRIS <i>providers</i> serving children from “hot spots” and communities of color and an increase in the number of <i>children</i> served in hot spots and communities of color.</p>	<p>We are focusing on child care providers in the ODE identified focus and priority school districts (Dayton, Sheridan, Yamhill)</p> <p>Number of QRIS providers: 2 total (1 Sheridan, 1 Dayton, 0 Yamhill).</p> <p>Capacity for at-risk children in hot spot child care centers: 30</p>	<p>Year 2: 1 provider, 50% capacity increase (45 children)</p> <p>Year 3: 3 providers, 250% capacity increase (75 children)</p>
<p>2-4A: Increase in percent of children who receive a developmental screen before the age of three.</p>	<p>2014 baseline: 9.4%</p> <p>2015 baseline: 39.4% of Yamhill CCO have been screened prior to 36 months</p>	<p>December 31st, 2016: 54%</p> <p>June 30th, 2018: 69%</p>

2-5A: Increase in percentage of children enrolled in kindergarten before start of school year.	Yamhill ELH is developing a localized data collection system in 2015-16. Baselines due for 2016-17.	Establish targets in 2016 for 2017 and beyond.
3-1A: Increase in percentage of children of children in Employment Related Day Care (ERDC) in 3, 4, or 5-star QRIS program.	12/404 (3%) DHS clients on ERDC are in quality care	June 30 th , 2016: 3% increase June 30 th , 2017: 6% increase
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.	Yamhill ELH is developing a localized data collection system in 2015-16. Baselines due for 2016-17.	Establish targets in 2016 for 2017 and beyond.
3-3A: Increase in percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age.	OHA 2014 performance report: 47.7%	2015 performance report: 3% improvement 2016 performance report: 6% improvement

MEDIUM/LONG-TERM INDICATORS*

2-1: Increase in percentage of children in Kindergarten with consistent school attendance by demographic group.
2-2: Decrease in disparities in percentage of Kindergarten children of color and from low-income families with consistent school attendance.
2-3: Increase in Kindergarten Assessment scores in each domain by demographic group.
2-4: Decrease in disparities in Kindergarten Assessment scores for children of color and children from low-income families.
2-5: Increase in percentage of children in third grade who are reading at grade-level by demographic group.
2-6: Decrease in disparities in percentage third grade children of color and from low-income families who are reading at grade level.
3-1: Increase percentage of children that turned 2 years old during the measurement year that had specific vaccines by their second birthday. (provisional)
3-2: Increase percentage of children less than 4 years of age on Medicaid who received preventative dental services from a dental provider in the year. (provisional)
3-3: Decrease rates of child maltreatment. (provisional)

**Medium and Long-term Indicators will be operationalized in the second half of the FY 15-17 biennium via an addendum to this document. While Hubs are not accountable to these metrics in FY15-16, they are strongly encouraged to plan their strategies and actions in alignment toward these longer term objectives.*

Goal #1: The early childhood system is aligned, coordinated and family-centered.

1-1.A – The Hub has a strategic plan in place that details the role of all five sectors (business, early learning, health, k-12 education, human services) in achieving shared outcomes for children and families.

1-1.B -- The Hub has active participation of leaders from all five sectors within their governance structure.

1-1.C -- Memorandums of Understanding/Declaration of Cooperation (MOUs/DOCs) are in place with partners from all five sectors and specify shared outcomes and activities.

1-1.D -- MOUs/DOCs specify that each sector partner will share data regarding budgets, services provided, and the number of children served within the hub coverage area.

1-1.E --The Hub utilizes mechanisms to share funding and blend/braid resources effectively.

1-2.A -- Demonstrated meaningful engagement with children and families from all of the communities served by the Hub.

Objective #1: Expand the Parent Advisory Council to include the voice of parents from each school district.

Strategies to Achieve:

1. Partner with the Service Integration Teams to get referrals of potential families.
2. Partner with the school districts to provide opportunities to get feedback from families who might have barriers to getting in to McMinnville and/or who may work during the day.
3. Provide recruitment materials in digital and written form.

Strategies using Equity Lens:

1. Ensure that all recruitment material is in both English and Spanish.
2. Provide translation services at every PAC meeting.
3. Ensure that at least one childcare provider for the PAC meetings is bilingual/bicultural.
4. Provide recruitment materials in Spanish and English.

Objective #2: Partner with McMinnville School District to implement Wellness to Learn in six McMinnville elementary schools.

Strategies to Achieve:

1. Extend Community Health Worker services to families referred by school personnel.

Strategies using the Equity Lens:

1. Ensure that at least one CHW is bilingual/bicultural.

1-3.A -- Demonstrated engagement with culturally-specific community-based organizations as partners in delivery of services to children and families.

Objective #1: Engage the nonprofit sector & faith community in Early Education efforts.

Strategies to Achieve:

1. Partner with Safe Families to increase respite services to families in crisis.

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2. Partner with Love in Action to offer educational opportunities to churches to inform about Hub programs, including the Family CORE and VROOM (a brain-building program for parents of toddlers and preschoolers).

Strategies using Equity Lens:

1. Partner with Unidos Bridging Community to expand outreach to our Latino Community.

1-4.A -- Program participation data demonstrates increase in services to children and families from identified primary populations.

Objective #1: Increase kindergarten readiness services to Yamhill/Carlton, Dayton and Sheridan.

Strategies to Achieve:

1. Prioritize funding for focus/priority schools, as identified by ODE.
2. Explore the possibility of developing preschool programs for teen parents in rural school districts.

Objective #2: Prioritize support services to our neediest populations.

Strategies to Achieve:

1. Prioritize funding and other supports for programs that work with at-risk, pregnant women and children 0-3, specifically those coming through our Maternal Medical Homes and through Provoking Hope's Responsible Moms program.
2. Partner with Sheridan Federal Correctional Institution to identify families of inmates who reside in Yamhill County and connect them to parenting classes, home visits, preschool, and parent transition activities.

Strategies using Equity Lens:

1. Work closely with the Grande Ronde tribe to ensure that persons who qualify for services are receiving them and that options are available who prefer to receive services outside the Tribe.
2. Cultivate and/or recruit Mandarin-speaking childcare providers through CCR&R and Head Start.
3. Partner with OCDC to provide childcare for migrant families.
4. Partner with Chemeketa Community College to provide workforce development to recruit and support bilingual/bicultural early childhood providers.

Objective #3: Implement a Universal Referral system for all home visiting programs.

Strategies to Achieve:

1. Continue implementation and outreach coordination for use of the Family CORE universal referral form.
2. Continue conducting family resource management functions, through the Community Engagement Coordinator, including management of newly pregnant list, Family CORE referrals and data collection, and Wellness to Learn referrals.
3. Establish Memorandum of Understandings and Business Associates Agreements with organizations to allow sharing of data that has not been de-identified.
4. Increase coordination of services through the Yamhill Early Learning Council and the Clinical Advisory Panel, including increased developmental screens by local pediatric providers and outreach to our most at-risk population through Head Start of Yamhill County, Fostering Hope and A Family Place Relief Nursery.
5. Engage providers to input and update program information through statewide 211 referral service and encourage use by families.

Strategies using Equity Lens:

1. Outreach to Unidos Bridging Community, citizenship class providers, ELL class providers, churches/faith based organizations, and the tribe to provide training on identification and referral to early childhood services.
2. Conduct parent and providers surveys to assess ease of engagement including items that address the appropriateness of methods related to cultural respect.

Objective #4: Expand the Maternal Medical Home model in Yamhill County.

1. Partner with Valley Women's Health, Women's Healthcare, and Women's Healthcare Associates to become Maternal Medical Homes.
2. Begin collecting data on the women/infants in our MMHs to provided more targeted care in the coming biennium, including entry to prenatal care, birth weight, gestational age at delivery, NICU transfers, hospital length of stay, and perinatal care costs.

Strategies using the Equity Lens:

1. MMHs will have interpreter service available for non-English speakers.

1-5.A -- Hub demonstrates that their operating administrative overhead is below 15%.

Objective #1: Coordinate services across the community to keep overhead low and to reduce duplication of services.

Strategies to Achieve:

1. Cultivate quality services that utilize fund raising and volunteers and decrease the per capita costs of serving children.
2. Reduce costly duplication of services by utilizing Family CORE coordination of Home Visiting programs to identify needs and connect families with supports.
3. Utilize Yamhill Early Learning Council to review program outcome data and make recommendations for targeted investments.
4. Coordinate with local volunteer agencies (such as the faith community) that have connection to at-risk populations to increase knowledge of and training in family supports that can be provided at no cost.

Goal #2: Children are supported to enter school ready to learn

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

Objective #1: Partner with school districts and Head Start to promote school readiness activities for families and providers.

Strategies to Achieve:

1. Partner with Head Start and school districts to offer spring Kindergarten transition activities with parents, children and teachers.

Strategies using Equity Lens:

1. Head Start will offer translation services and possibly transportation opportunities, in Spanish and other languages as needed.
2. Utilize social media to outreach to low income and Latino families.

2-2.A -- 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.

Objective #1: Develop a referral system that provides follow-up and alternative services for children on waiting lists for Early Learning programs.

Strategies to Achieve:

1. Coordinate discussion among Family CORE partners to develop process.
2. Develop a Home Visiting Multidisciplinary Team.
3. Explore avenues for temporary, alternative, family-based programming for children on waiting lists.
4. Connect families on wait list to Ready for Kindergarten programs in the school districts.

Strategies using Equity Lens:

1. Connect Spanish-speaking families to Spanish Ready for Kindergarten programs in other districts, if needed.

2-3.A – 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.

Objective #1: Partner with CCR&R to increase number of quality childcare providers (at tier three or above) in Yamhill/Carlton, Dayton and Sheridan.

Strategies to Achieve:

1. Partner with Child Care Resource & Referral to provide child care and early learning programs with quality improvement and training supports.
2. Engage community partners to send a unified message to early learning providers and parents about the importance of the QRIS and to assist in QRIS/Commitment to Quality recruitment activities.
3. Create more opportunities for odd hour, special needs, weekend, DHS-ERDC, low income and infant and toddler care through DHS LEHRC (Licensed Exempt Home Relative Care), Enhanced Rate program, Migrant Child Care Subsidy program, parent education and DHS/JOBS client education.

Strategies using Equity Lens:

1. Partner with OCDC and CCR&R to communicate child care options and subsidies available to migrant families.
2. Partner with CCR&R to ensure culturally and linguistically appropriate professional development, coaching and technical assistance is available to assist providers in reaching QRIS tier 4 and above.
3. Partner with the Yamhill CCO Community Engagement Coordinator and the Service Integration Teams to find Latino childcare providers and educate them on QRIS opportunities.

2-4.A -- Increase in percent of children who receive a developmental screen before the age of 3.

Objective #1: Increase community awareness of developmental screening, in order to destigmatize it.

Strategies to Achieve:

1. Create a community wide outreach campaign through child care providers, libraries and other areas with touch points to early childhood to have materials available about the importance of developmental screening, resources to have screens done and available resources if a screen shows any abnormalities.
2. Engage families and community members by normalizing developmental screening as an important part of every child's care. Breaking down stigma associated with the screening process as well as referrals to Early Intervention will be done at a community and individual level.
3. Working with Child Care Resource & Referral as the lead, the Hub will launch a community wide campaign to provide outreach to child care providers about screenings by coordinating training between agencies offering ASQ screening and open up trainings to child care providers in the community, as well as CCR&R offering ASQ training for early childhood professionals on a regular basis.

Strategies using Equity Lens:

1. Conduct outreach to families (especially English language learners) through natural touch points in the community to inform about the importance and benefits of developmental screenings.
2. Ensure that providers completing screens with families are aware of/ have been trained in culturally sensitive adaptations of utilizing the ASQ.

Objective #2: Increase the number of children who receive positive developmental screens who are connected to services.

Strategies to Achieve:

1. Partner with Yamhill CCO and community agencies to increase Primary Care use of ASQ screen.
2. Partner with Oregon Pediatric Improvement Partnership to develop a method for tracking children who are screened outside a medical clinic and to connect all who receive a positive screening to services.

2-5.A -- Increase in percentage of children enrolled in kindergarten before start of school year.

Objective #1: Partner with Yamhill Carlton Elementary school to develop a system to increase early kindergarten enrollment.

Strategies to achieve:

1. Partner with Home Visiting network to promote kindergarten registration and transition activities.
2. Explore the possibility of partnering with pediatricians to integrate school registration into 5-year-old well child check.
3. Explore the possibility of partnering with YCAP and soup kitchens to promote kindergarten registration and transition activities.

Strategies using the Equity Lens:

1. Conduct kindergarten enrollment events at Bailey Nurseries and Monrovia Nursery (use Homeless Liaisons/Migrant staff. Expand to recruit for other Early Learning Programs.)
2. Develop community-wide registration information in Spanish, available in both digital and print form.

2-1 -- Increase in percentage of children in Kindergarten with consistent school attendance by demographic group (medium/long-term indicator)/ 2-2 -- Decrease in disparities in percentage of Kindergarten children of color and from low-income families with consistent school attendance (medium/long term indicator).

Objective #1: Create a countywide system to ensure that all children are consistently in school.

Strategies to Achieve:

1. Engage in discussion with school district partners to develop consistent policies around attendance.
2. Engage in discussion with community partners to develop a plan to increase community awareness of the importance of consistent school attendance.

Strategies using Equity Lens:

3. Engage in discussion with the Parent Advisory Council and other parents to understand barriers to attendance.

2-3 -- Increase in Kindergarten Assessment scores in each domain by demographic group (medium/long-term indicator)./ 2-4 -- Decrease in disparities in Kindergarten Assessment scores for children of color and children from low-income families (medium/long-term indicator).

Objective #1: Support the expansion and accessibility of brain building activities in the community.

Strategies to Achieve:

1. Partner with CCR&R to expand Ready! for Kindergarten to include sessions for child care providers.
2. Expand transportation options for families attending Ready! workshops and transition camps.
3. Provide preschool programming to children of folks attending AA/NA at McMinnville Cooperative Ministries.

Strategies using the Equity Lens:

1. Compensate volunteer who translated Ready! materials into Spanish and made them more culturally relevant. Share out with other school districts.

Objective #2: Invest in children who need speech/language services but may not qualify for ESD services.

Strategies to achieve:

1. Explore current services, need and cost to subcontract with speech therapist(s).

Objective #3: Invest in early literacy activities for Latino children.

1. Partner with McMinnville and Newberg Libraries to offer Spanish-based literacy programming.
2. Partner with Head Start to provide a literacy and language development event and concert with Jose Luis Orozco.
3. Explore possibility of providing a training for P-3 teachers and teachers' aides in supplemental instruction on entry-level reading skills, coordinated by Anthony Biglan.

Objective #4: Provide classroom opportunities for children in the year before kindergarten that align with common core state standards and/or behavior modification.

Strategies to Achieve:

1. In partnership with K-12 education and Child Care Resource and Referral, ensure all preschool programs and child care centers understand and are preparing learners for instruction to the common core state standards through K-12 offered professional development opportunities.
2. Support Head Start of Yamhill County to increase capacity to provide expanded services.
3. Offer school-based 4-year-old preschool programs to children not currently enrolled in existing early learning environments as a way to reach our at-risk families who don't have access to these services.
4. Implementation of Head Start of Yamhill County's Family and Community Engagement Strategies to promote school readiness and ensure Hub appropriately implements service delivery for all cultures. Conduct follow up family surveys.

2-5 – Increase in percentage of children in third grade who are reading at grade-level by demographic group./ 2-6 – Decrease in disparities in percentage third grade children of color and from low-income families who are reading at grade level.

Objective #1: Increase amount of time parents and caregivers read and talk with their child in order to develop strong attachment, language and literacy skills.

Strategies to achieve:

1. Partner with local libraries and community agencies as well as United Way, continuing literacy outreach to parents and community partners started by Reading for All, through book distribution and literacy information dissemination.
2. Encourage local parenting classes to incorporate early literacy information into their curriculum to inform parents about their role in early language and literacy development, including development of first language skills.
3. Support local community colleges and libraries to continue and expand existing adult tutoring and classroom programs and broadcast these opportunities.

Strategies using Equity Lens:

1. Coordination of book giveaways, including bilingual books, through local libraries and agencies
2. Local Spanish speaking parenting classes provide information in Spanish, Spanish DVD is bicultural and bilingual.
3. Provide English as a second language classes and tutoring in local communities.

Objective #2: Provide increased opportunities for parent-child literacy activities among at-risk population.

Strategies to Achieve:

1. Partner with Sheridan FCI to place children's books in family visitation areas.
2. Explore the opportunity to partner with Sheridan FCI to conduct a recorded literacy project for local children whose fathers are in the prison or jail. .
3. Partner with Linfield intern and Goodwill Industries to provide lending libraries in apartment complexes.

Strategies using Equity Lens:

1. Provide quality, culturally sensitive, and age-appropriate books in Spanish for each of our programs.

Objective #3: Explore opportunities to provide literacy opportunities after/outside of school to minority and other at-risk students.

Strategies to achieve:

1. Partner with Beleza Salon to provide books to children in Dayton during haircuts.
2. Explore opportunities to partner with school districts to develop literacy mentorships between Latino seniors and early elementary students.
3. Partner with SMART and libraries to expand Read & Feed program.

Goal #3: Families are Healthy, Stable and Attached

3-1.A -- Increase in percentage of children in Employment Related Day Care (ERCD) in a 3, 4, or 5-Star QRIS program.

Objective #1: Recruit an increased number of providers accepting ERDC.

Strategies to Achieve:

1. Partner with CCR&R to continue expansion of Focused Child Care Networks in rural areas.

Strategies using the Equity Lens:

1. Partner with Yamhill CCO Community Engagement Coordinator to provide informational material to rural Latina childcare providers.

3-2.A -- 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.

Objective #1: Partner with Polk County to provide an OPEC (Oregon Parenting Education Collaborative) Hub to improve coordination in parent education.

Strategies to Achieve:

1. Continue conversations with Polk County OPEC Hub regarding partnership possibilities.
2. Hire Parent Education Coordinator (contingent on funding).

Strategies using the Equity Lens:

1. Ensure that Parent Educator Coordinator understands the value of providing resources to families in their native language by instructors who share their culture, whenever possible.

Objective #2: Promote services provided by partner agencies for family health by further promoting A Family Place Relief Nursery and the array of classes offered community-wide to support parents and prevent child abuse or neglect.

Strategies to Achieve:

1. Support and promote the Parent Ed Together website.
2. Utilize social media to promote upcoming classes and events.

Strategies using Equity Lens:

1. Provide funds and opportunities for Spanish Train the Trainer events.

Objective #2: Partner with CCO Health Worker Hub to ensure that foster parents and children in Child Welfare receive developmental and health screenings and are connected to any needed services within 90 days of referral.

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Strategies to Achieve:

1. Connect all foster families to Community Health Worker Hub.
2. Explore the opportunity to work with DHS to bring a Systems Navigator to Yamhill County.

Strategies using Equity Lens:

1. Ensure that the CHW Hub always contains at least one bilingual/bicultural health worker.

3-3.A – Increase in the percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age. (short)

Objective #1: Expand community awareness of the importance of well-child visits.

Strategies to Achieve:

1. Utilize the Home Visitor Network, the soup kitchens, and YCAP to promote an awareness campaign.
2. Utilize social media to increase awareness of the importance of vaccination.
3. Explore the possibility of developing an incentive program, coordinated by the Parent Advisory Council, with Public Health, Early Head Start and Lutheran Community Services as well as medical providers.

Objective #2: Expand accessibility of visits.

1. Families without driver's licenses or transportation will understand/ utilize the WellRide program for transportation to medical appointments.
2. Provide gas vouchers to pediatricians and family practice doctors to distribute to parents who bring their child (0-15 months) in for well-child visits.
3. Provide gas vouchers and bus passes to birthing centers to assure accessibility of first post-natal visit.

Objective #3: Pregnant women are connected to care within the first trimester (or within 42 days of enrolling in Yamhill CCO) with a focus on providing continuity of care beyond birth.

Strategies to Achieve:

1. Utilize Provoking Hope's Responsible Moms program to connect isolated expectant mothers who are dealing with addiction to appropriate maternal health supports
2. Conduct community outreach to individuals not enrolled in Yamhill CCO.
3. Develop program to provide ACE (Adverse Childhood Experiences) screenings to pregnant women in Maternal Medical Homes and share the results with child's pediatrician.
4. Utilize behaviorists and nurse case managers in maternal health homes to identify at-risk mothers prenatally and provide behavioral interventions, home visiting and targeted referrals.

Strategies using Equity Lens:

1. Materials and staff will be bilingual (or there will be Spanish-speaking staff available to interpret).
2. When women do not have contact phones, create opportunities for staff to conduct home visit and connect them with the Community Health Worker Hub to obtain free cell phones.

3-1 -- (provisional) Increase percentage of children that turned 2 years old during the measurement year that had specified vaccines by their second birthday.

Objective #1: Increase community awareness of the importance of vaccination.

Strategies to Achieve:

1. Utilize the Home Visitor Network, the soup kitchens, and YCAP to promote an awareness campaign.
2. Utilize social media to increase awareness of the importance of vaccination.
3. Explore the possibility of developing an incentive program, coordinated by the Parent Advisory Council, with Public Health, Early Head Start and Lutheran Community Services as well as medical providers.

Strategies using Equity Lens:

1. Ensure that all campaign materials are available in both English and Spanish.

Objective #2: Partner with the CCO to make vaccinations available wherever Yamhill CCO children are assigned.

Strategies to Achieve:

1. Work with Yamhill CCO to develop a community standard that will make immunization readily available to all children.

3-2: (provisional) Increase percentage of children less than 4 years old on Medicaid who received preventative dental services from a dental providers in the year.

Objective #1: Increase the number of oral health prevention services conducted annually.

Strategies to Achieve:

1. Partner with Oral Health Coalition to engage medical and dental providers to implement oral health preventative services through First Tooth and other trainings.
2. Promotion of Healthy Kids and Yamhill CCO dental program through local agencies that work with at-risk children to ensure more children are covered by dental insurance.
3. Engage partners to assist in parental education about the importance of oral health in early childhood development.

Strategies using Equity Lens:

1. Bilingual/ Spanish-speaking providers and materials will be utilized.
2. Inclusion of dental hygiene parent education programs and materials at community family nights.

3-3: (provisional) Decrease rates of child maltreatment

Objective #1: Increase community awareness of Adverse Childhood Experiences and their effects on physical and mental health.

Strategies to Achieve:

1. Develop system to provide ACE screening to pregnant mothers and share information with pediatrician
2. Partner with the Maternal Medical Homes to ensure that pregnant women who have a high ACE score are connected with necessary supports and services, prior to delivery.
3. Begin discussion with the Clinical Advisory Panel to develop a system to share information between obstetricians and pediatricians.

Strategies using Equity Lens

1. Target outreach to our most at-risk population through Fostering Hope, Responsible Moms, and A Family Place Relief Nursery