

# Implementing the Virginia Plan for Home Visiting





Virginia's *Plan for Home Visiting* addresses the Commonwealth's key priorities for pregnant persons and families with young children and sets a bold strategic direction for growing services to achieve collective impact. Informed by the Early Impact Virginia statewide home visiting needs assessment, and with input from more than 200 stakeholders at the local and state levels, this Strategic Plan provides the context and direction necessary to fully operationalize the *Plan for Home Visiting*, which was adopted in 2019.

Achieving generational change requires steadfast commitment to strategic investment and continuous quality improvement. Inherent in any growth plan is the assumption that growth will lead to improved results. Virginia leaders recognize home visiting's well-established benefits, and local programs consistently demonstrate strong outcomes among participating families. However, realizing the true promise of prevention occurs when communities are able to see population-level change in key health and well-being indicators. We can only achieve this type of impact through scaled intervention, yet across the Commonwealth, local home visiting programs rarely reach more than 10 percent of eligible families. It will require a clear vision and defined growth targets to maximize the impact of home visiting through scaled, sustainable growth.

Virginia has a long history of collaborative leadership across the home visiting system. Over the past two decades, this system has evolved based on a core set of foundational tenets that reflect the culture, values and structures unique to our Commonwealth.



## These tenets are reflected throughout the Home Visiting Strategic Plan and include: Leadership, Experience, Infrastructure and Flexibility.

**Leadership Matters** Virginia decision makers consistently embrace collaborative efforts that rely on the expertise of providers and those with lived experience. Decision-making that also is data driven, strategic and smart ensures the absolute best result for families.

That's why Virginia granted Early Impact Virginia, which is the Alliance for Early Childhood Home Visiting, with the authority and responsibility to lead statewide efforts.



**Learn how Early Impact Virginia is leading through strategic partnerships**

**Experience Counts** Virginia values the experience of both local providers and state leaders by insisting on decision-making and policy development that incorporates lessons learned and continuous quality improvement. The Alliance for Early Childhood Home Visiting informs and drives decision-making for the field. From workforce development to standardized reporting, Virginia relies on the expertise of home visiting to inform and drive policy.



**Learn how Early Impact Virginia leads public-private collaboration for collective impact**

**Infrastructure is Critical** Virginia has long recognized the value of building efficient systems to drive high-quality, cost-effective service delivery. Strategic investments in workforce development, data solutions and continuous quality improvement have positioned Virginia's home visiting system for effective, sustainable growth.



**Learn how Early Impact Virginia supports local providers and decision makers**

**Flexibility is KEY** Virginia is a highly diverse state with a governance structure strongly rooted in local determination. The home visiting system has grown organically over the past several decades to reflect the unique needs and priorities of communities, yet a certain amount of standardization is going to be necessary if the system is to grow to scale. Finding the balance between standardization and flexibility is challenging, but possible through focused, consistent policy.



**Learn how Early Impact Virginia supports community-based decision-making**



Early Impact Virginia Alliance organizations represent an early childhood workforce of more than 750 providers serving more than 8,000 families in 123 of Virginia's 133 localities.

*The Plan for Home Visiting* reflects Virginia's values and builds upon the strong foundations that exist in communities throughout the Commonwealth. The Plan sets the standards for Virginia home visiting and casts a bold, aspirational vision for the future. A vision that builds on a long history of public trust and investment, relies on the experience of the field, and capitalizes on the unique assets of communities.

On behalf of all of the dedicated, passionate home visiting professionals and champions, we are pleased to present this Strategic Plan to operationalize Virginia's Plan for Home Visiting. This Plan guides sustainable growth, ensuring that all Virginia families have access to high-quality, early childhood home visiting, when and how they choose.

A handwritten signature in black ink that reads "Laurel Aparicio". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

**Laurel Aparicio**  
Executive Director  
Early Impact Virginia



## Our Vision

All pregnant and parenting families in Virginia have access to high-quality, early childhood home visiting, *how* and *when* they choose.

## Our Goal

Maximize impact by reaching 50% of eligible families at the community level.

## Guiding Principles

- Provide Family-Centered and Equitable Service Delivery
- Cultivate Community Readiness to support effective growth
- Demonstrate value to families, funders and partners

## Objectives



### Qualified Workforce

*Promote equity, effectiveness, retention and diversity in workforce development.*



### Quality Services

*Provide family-centered, high-quality home visiting services for all families based on best practice and/or evidence-based standards.*



### Data-Driven Management

*Use data to inform and drive decision-making within all parts of the home visiting system (families, staff, organization, community, and state) to build quality, enhance efficiency and demonstrate impact and ROI.*



### Collective Impact

*Engage all partners in developing collaborative approaches that facilitate cross-system alignment and integration for seamless, family-centered services.*



### Sustainable Funding

*Support sustained service delivery and targeted growth by diversifying public funding.*

**Vision:** All pregnant and parenting families in Virginia have access to high quality, early childhood home visiting, *how* and *when* they choose.

We're all familiar with the saying that babies don't come with instructions. Well, it's true! Every parent wants the best for their children and that often includes connecting with home visiting professionals for support, coaching and education during pregnancy and in the earliest years. But every family is different, and what they may want or need also varies greatly. That's why Virginia early childhood leaders continue working together to build a system of support that is available to all families how and when they choose.

Home visiting is a voluntary service, and it's a partnership between parents and professionals that is backed by decades of evidence and driven by the fundamental desire to **build strong, healthy families and children who are ready to succeed in school and beyond.**

Home Visitors take on many roles in their relationships with families—from cheerleaders and coaches to trusted advisors and educators. Families often describe home visitors as a part of their family. Home Visitors are just as invested in each family member's success as the families themselves are. This type of meaningful connection is rare and not easily replicated without a deep understanding of what works as well as a willingness to maintain the highest standards of care and support for families.

Home visiting is all about prevention, in the truest sense of the word. And achieving the promise of prevention requires a high-level of coordination and public-private collaboration across the early childhood system.



*As a society, we agree that population health goals are worth public investment because they save us substantial dollars downstream. To achieve population level impact, we must serve no less than 50% of the population in need. Shifting to a majority mindset makes it possible to achieve collective impact.*



Early Impact Virginia, established in 2006 as the Home Visiting Consortium, brings together leaders in home visiting, early childhood, health, behavioral health and education to develop the policies and conditions for growth and success. Early Impact Virginia is supporting both the home visiting system and state leaders to build a sustainable home-visiting infrastructure.

In 2019, Virginia leaders adopted a shared vision for this work: [Virginia's Plan for Home Visiting](#). The original plan laid out a framework for success, but did not include the specific strategies to get there. This Strategic Plan operationalizes the key elements of the plan and sets forth a bold vision for sustainable growth and collective impact by setting a growth target and defining the path forward.



## WHAT IS HOME VISITING?



A prevention strategy used to support pregnant and parenting families to promote positive health, behavioral health, development, and school readiness outcomes, and to help prevent child abuse and neglect.



Coaching parents in their role as their children's first and most important teachers.



Voluntary, reaching families in their homes when and how they choose.



Delivered by trained professionals who provide customized coaching and guidance through pregnancy and early childhood. Home Visitors conduct regular screenings to help parents identify possible health, behavioral health, and developmental issues.



## WHY HOME VISITING?

**Home visiting is proven to benefit families, children, and the community.**



Moms and babies are healthier.



Children are better prepared for school.



Children are safer.



Families are more self-sufficient.

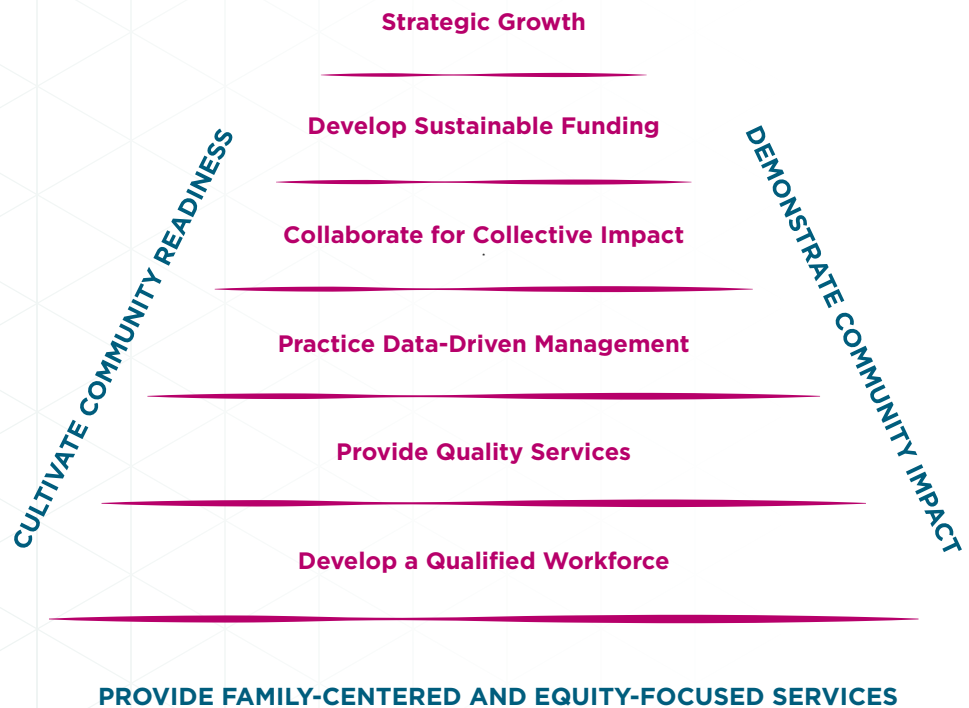
## DEVELOPING THE PLAN:

To maximize existing community resources and support local communities in strategically responding to their unique sets of needs and assets, input from more than 200 local and state stakeholders was used to develop strategies for each of the five key objectives. These stakeholders contributed exceptionally valuable context for the operationalization of Virginia's Plan for Home Visiting. Please see the section on Community Needs, below, for additional detail.

Collectively, stakeholders identified the fundamental principles and key objectives upon which *Virginia's Plan for Home Visiting* is grounded:

- Provide Family-Centered and Equitable Service Delivery
- Cultivate Community Readiness to support effective growth
- Demonstrate value to families, funders and partners

## Fundamental Principles and Key Objectives





## DEVELOPING THE PLAN: *(continued...)*

These fundamental principles were informed by the very clearly articulated values and priorities shared by Virginia providers and leaders.

Across the board, home visiting stakeholders prioritize the need for all services to be family-centered and equity focused. This principle includes all of the shared values identified for home visiting services, including trauma-informed/resiliency-focused, collaborative, data driven, transparent and results-oriented.

Additionally, decades of experience have led to the understanding that sustainable, effective growth is highly dependent upon community capacity to create, sustain and expand services. This strategic plan incorporates this shared understanding of the conditions necessary for success and identifies next steps for developing collaborative pathways for supporting communities in this vital work.

Finally, home visiting has a long history of using data to drive decision-making, demonstrate outcomes and quantify return on investment. However, moving from program or participant level outcomes to population level impact is essential to demonstrating the value in scaled growth. This strategic plan sets forth clear objectives necessary for assuring quality, measuring impact and driving innovation.



### **A special note about**

**Equity:** *This past year has seen a collective awakening to the innumerable ways in which systems support inequitable access to and delivery of care. No system is immune to the inherent racism upon which traditional services have been built and sustained. We take seriously the need to examine our system to understand the ways in which we continue to reinforce inequity and resolutely commit to maintaining a clear focus on addressing disparity and supporting equity in all of our work. Each objective is designed to specifically address equity related action strategies and performance indicators.*



## OBJECTIVE

# 1

## DEVELOP A QUALIFIED WORKFORCE

As a relationship-based service, developing and retaining a qualified workforce is fundamental for sustaining and growing home visiting. Essential for all workforce development activities is the need to promote equity, effectiveness, retention and diversity. To do this, Virginia leaders have prioritized the application of competency-based standards, optimization of recruitment and retention strategies, and the intentional development of career ladders with competitive compensation systems.

### Objective

Promote equity, effectiveness, retention, and diversity in workforce development.

### Action Strategies

1. Require Virginia Home Visitors to meet minimum competency-based standards for practice based on the National Family Support Competency Framework within one year of hire.
2. Develop recruitment and engagement strategies to promote equity and retention in home visiting workforce and leadership.
3. Define opportunities for career ladder/advancement through training, education and performance.
4. Create opportunities for increased compensation through career ladder and pay for performance.

### Key Performance Indicators

All home visiting models provide core program model implementation training.

The home visiting workforce has access to free competency-based training to support the National Family Support Competency Framework.

All Virginia Home Visitors receive certification through the Institute for the Advancement of Family Support Professionals within one year of hire.

Virginia uses workforce analysis including demographics, specialized skills, length of employment and pay to understand trends and develop strategy.

Annual statewide service goals, including equity metrics, are defined and progress is measured.



# 2

## PROVIDE QUALITY SERVICES

Virginia home visiting has led the way in implementing continuous quality improvement to refine services and approaches in human service programming. Ensuring quality is essential and supported through state level training and technical assistance to ensure fidelity to evidence-based models and application of best practice principles. Strategies to support this work for all families, regardless of program model or service provider, include defining and applying minimum standards of quality, developing service and quality metrics that incorporate family input, and establishing a statewide continuous quality improvement (CQI) strategy.

### Objective

Provide family-centered, high-quality home visiting services for all families based on best practice and/or evidence-based standards.

### Action Strategies

1. Require Virginia home visiting programs to meet minimum standards of quality.
2. Define service and quality metrics that incorporate family voice/input.
3. Define statewide CQI strategy.

### Key Performance Indicators

All programs operate with a clearly defined core set of minimum program standards.

All programs monitor adherence to standards for maintaining model fidelity.

All stakeholders share Virginia Uniform Indicator and annual program data.

All Virginia home visiting programs have processes for meaningful integration of persons with lived expertise in program development/administration.

All Virginia home visiting programs engage in CQI activities to support shared learning, quality improvement and innovation.



## OBJECTIVE

# 3

## PRACTICE DATA-DRIVEN MANAGEMENT

Strategic growth requires reliable data to assure quality, monitor utilization, and demonstrate family and community impact. Virginia leaders continue to prioritize efficiency in data systems and reporting. These priorities are reflected in the action strategies that focus on standardization of reporting, collection of actionable data and the development of a research agenda to support innovation.

### Objective

Use data to inform and drive decision-making within all parts of the home visiting system (families, staff, organization, community and state) to build quality, enhance efficiency and demonstrate impact and ROI.

### Action Strategies

1. Create data solutions that facilitate shared data collection and reporting.
2. Adopt uniform reporting format for all state-administered funding.
3. Require all publicly financed home visiting programs to provide demographic and service data for shared statewide reporting.
4. Report demographic data and outcomes by and across program models.
5. Conduct statewide needs assessments once every three years to inform strategic growth and investment.
6. Adopt growth targets and define community impact metrics to measure success.
7. Develop and refine a research agenda to address emerging needs and identify objectives.

### Key Performance Indicators

All programs engage in data collection and reporting on key indicators.

All programs adopt a uniform reporting format for state-administered funding.

Annual statewide service goals, including equity metrics are defined and progress is measured.

Statewide needs assessments are conducted every three years to inform strategic growth and investment.

Annual growth targets are defined and progress is measured.



## 4

## COLLABORATE FOR COLLECTIVE IMPACT

As a multi-disciplinary approach, home visiting programs must consistently work together with and across multiple systems. This dynamic system requires extensive collaboration for successful alignment and streamlined support for families. Ensuring meaningful partner engagement, building effective referral strategies and developing community readiness are all key to achieving collective impact.

## Objective

Engage all partners in developing collaborative approaches that facilitate cross-system alignment and integration for seamless, family-centered services.

## Action Strategies

1. Engage all relevant child serving public agencies in statewide home visiting planning and evaluation activities through Early Impact Virginia.
2. Create data solutions that facilitate shared data collection and reporting.
3. Increase appropriate referrals to local home visiting programs.
4. Create a collaborative strategy to support local stakeholders in developing community readiness.
5. Coordinate opportunities for local programs, families, and other stakeholders to inform and educate policy makers on the importance of home visiting.

## Key Performance Indicators

Implement streamlined referral and enrollment strategies among public and private partnering organizations.

Implement a system-wide strategy to support unified messaging across program models.

Implement universal public awareness and messaging strategies to build awareness and promote enrollment.

Develop HIPPA compliant data sharing strategies to support streamlined enrollment.

Pilot and refine a Community Readiness Framework.

Define a process (evaluating, planning and funding) for supporting local stakeholders in developing community readiness activities.

Funding partners define and adopt policy for Community Readiness decision-making.



## DEVELOP SUSTAINABLE FUNDING

Strategic growth requires predictable, sustainable funding to support both capacity building and service delivery. Scaling services to achieve population level impact and maximize return on investment can only be achieved with significant public investment. Diversifying and leveraging funding is critical for long-term growth and stability. All of these activities require shared decision-making, tremendous collaboration and systems change to ensure efficiency and accountability.

### Objective

Support sustained service delivery and targeted growth by diversifying public funding.

### Action Strategies

1. Create data solutions that facilitate shared data collection and reporting.
2. Leverage stable, predictable funding to support sustainable growth and a diversified funding base.
3. Create financing strategies to support targeted growth based on community need, state priorities and model fidelity requirements.
4. Streamline fiscal administration and reporting.

### Key Performance Indicators

Implementation of a home visiting Medicaid benefit.

Local programs and parent voices are integrated into fiscal policy development.

The Family First implementation plan includes timeline, goals and identified home visiting strategies.

Implement a common contract for all publicly financed programs.

Shift financing structure to support unit/family cost reimbursement.

Local providers have adequate infrastructure to support contracting and billing needs.





## DEMONSTRATING THE PROMISE OF PREVENTION

Research and experience indicate that the return on investment in home visiting can be optimized when home visiting services reach at least 50% of need within a given community, a figure that takes into account the fact that not all potentially eligible families will want or need home visiting services.

On average, nearly 10,000 Virginia families received home visiting services each year, representing approximately 10% of families with young children (0-6) and income less than 200% of poverty, the population most likely to be in need of and wanting to engage with home visiting services.



### Impact of COVID

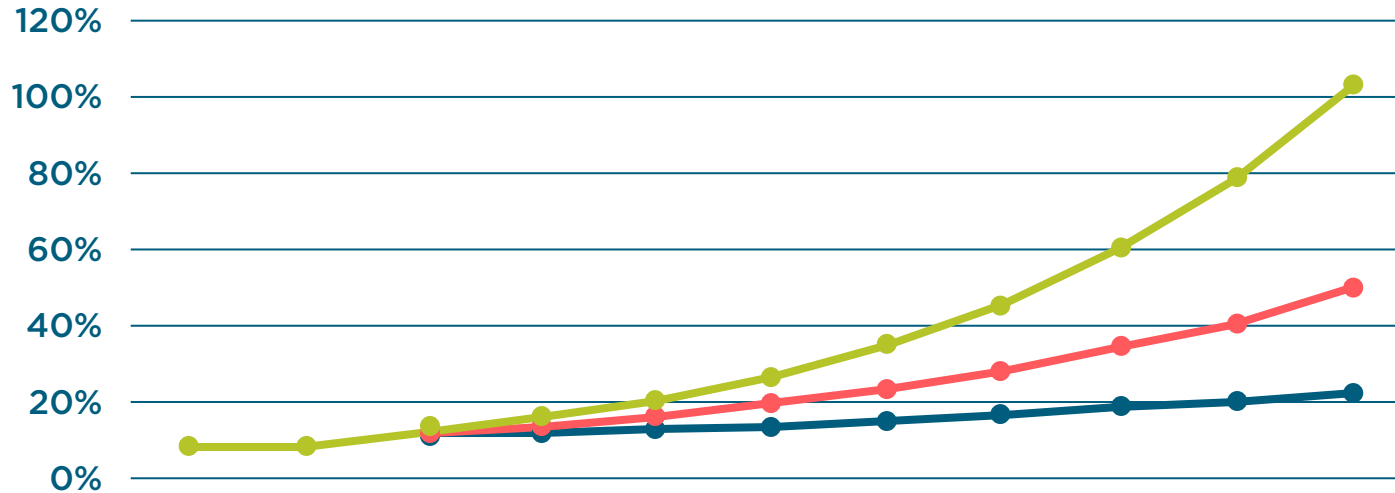
COVID severely affected all systems, including home visiting. From the outset, local programs suspended in-person services and immediately adapted to a virtual service delivery model. Despite these challenges, local providers continued to partner with more than 8,000 families in 123 communities all across the Commonwealth to build parenting skills, enhance family functioning and support healthy child development. While these numbers reflect a reduction in numbers of families enrolled in services, local providers experienced a tremendous increase in the level of engagement among participating families. For the purposes of this report, growth projections are based upon historic averages in anticipation of a return to traditional enrollment levels once COVID is contained.

# Setting Targets for Strategic Growth



The pace at which Virginia moves from meeting 10% of the need toward the goal of ensuring access to high-quality home visiting for at least 50% of pregnant and parenting families in each of our Commonwealth's diverse local communities will depend on individual community readiness, local and state investments, and progress on action strategies. For planning purposes, three growth scenarios are presented, with annual growth rates of 10%, 20%, and 30% beginning in state fiscal year 2022. The following chart shows the projected number and percent of families that could be served under each scenario.

### Projected Percentage of Families Served



Number of Families

	SFY 2020	SFY 2021	SFY 2022	SFY 2023	SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029	SFY 2030
10% Annual Growth	9,672	9,672	10,639	11,703	12,873	14,161	15,577	17,135	18,848	20,733	22,806
20% Annual Growth	9,672	9,672	11,606	13,928	16,713	20,056	24,067	28,880	34,657	41,588	49,905
30% Annual Growth	9,672	9,672	12,574	16,346	21,249	27,624	35,911	46,685	60,690	78,897	102,563





Successful growth requires a strategic approach to increasing the workforce of trained providers and securing adequate, stable funding. Operationalizing these growth scenarios will require systemic investment and workforce development activities. The following chart illustrates the estimated workforce and funding to support a 20% annual growth rate to reach 50% of need by 2030.

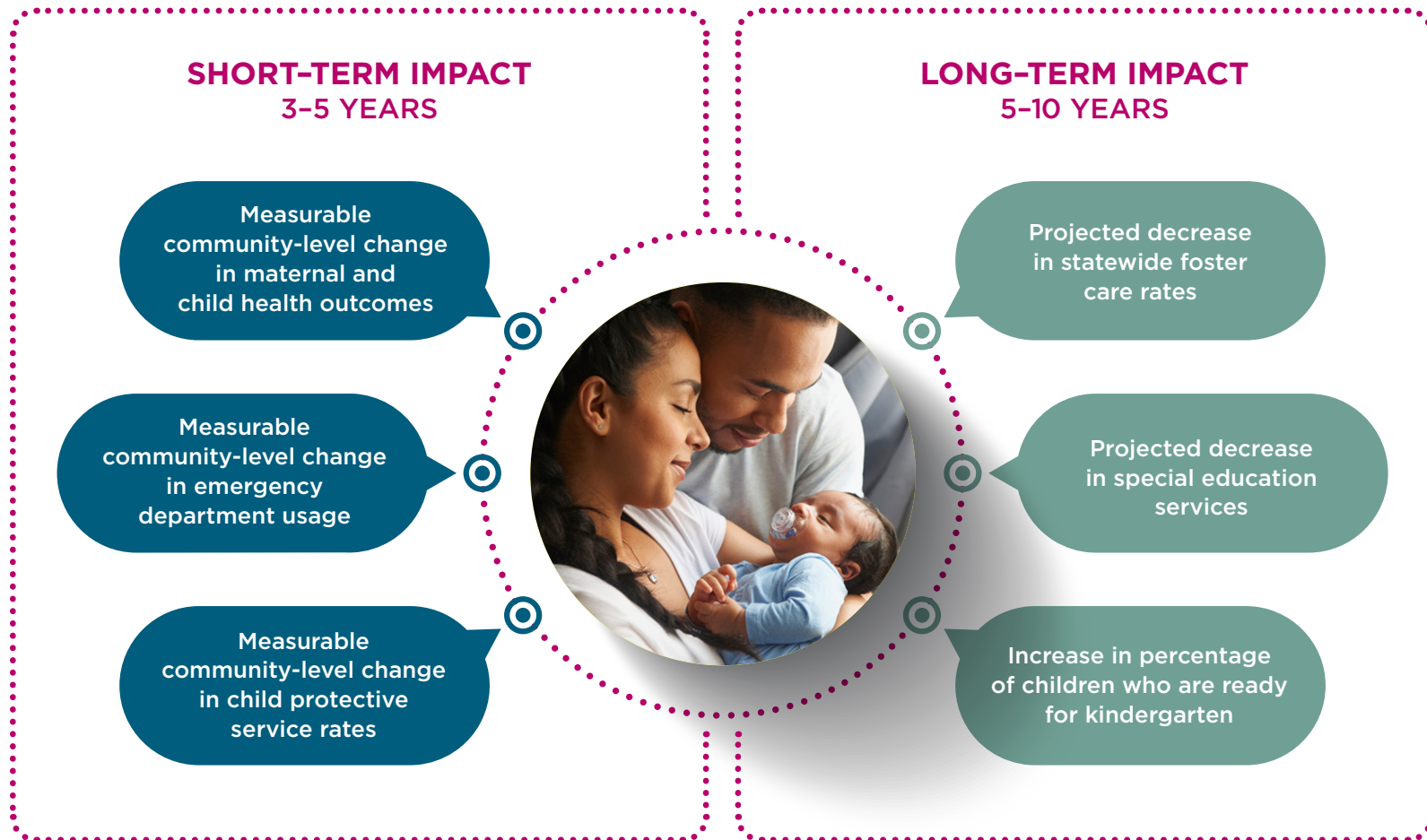
	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Families Served</b>	<b>12,000</b>	<b>14,000</b>	<b>17,000</b>	<b>20,000</b>	<b>24,000</b>	<b>29,000</b>	<b>35,000</b>	<b>42,000</b>	<b>50,000</b>
Total New Home Visitors Needed	100	100	150	150	200	250	300	350	400
Additional Funding (annual)*	+\$10M	+\$10M	+\$15M	+\$15M	+\$20M	+\$25M	+\$30M	+\$35M	+\$45M
Cumulative New Funding	\$10M	\$20M	\$35M	\$50M	\$70M	\$95M	\$125M	\$160M	\$205M
<b>Projected Savings**</b>	<b>\$50M</b>	<b>\$100M</b>	<b>\$175M</b>	<b>\$250M</b>	<b>\$350M</b>	<b>\$475M</b>	<b>\$625M</b>	<b>\$800M</b>	<b>\$1Billion</b>

\* Estimates based on average cost/family of \$5K/year and average caseload of 20/Home Visitor

\*\* Return on Investment research indicates more than \$7/dollar invested is saved on health, education and child welfare services. Conservative estimate used \$5 savings/dollar invested.

# DEMONSTRATING THE PROMISE OF PREVENTION

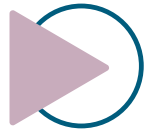
(PROJECTED IMPACT WHEN 50 PERCENT OF COMMUNITY NEED MET)



A retrospective analysis found a 40% reduction in preterm birth rates among Virginia women who received home visiting vs a comparison group, saving an average of \$30,000 per birth. Imagine what this would look like if brought to scale.

*Feasibility Study on the Development of a Home Visiting Pay for Success Pilot Program, Virginia Department of Health, 2018*

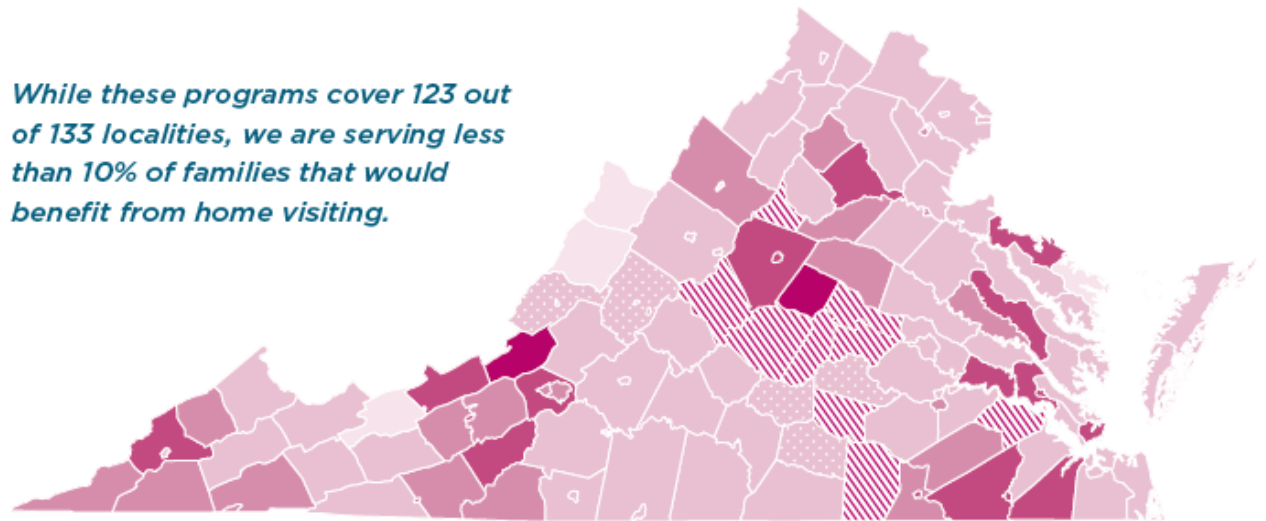
## ADAPTING TARGETS AT THE COMMUNITY LEVEL



### Assessing Existing Resources

It is essential that stakeholders in each community across Virginia evaluate their community readiness and local variables to define a strategic growth target that is both aspirational and achievable. As of state fiscal year 2019, there were only 11 localities in Virginia in which 25% or more of at-risk children were served by home visiting.

*While these programs cover 123 out of 133 localities, we are serving less than 10% of families that would benefit from home visiting.*



**Percentage of At-Risk Children Served by Home Visiting Programs (SFY 2019)**



Source: Early Impact Virginia



## Assessing Community Need

In 2020, Early Impact Virginia completed a comprehensive, community-based needs assessment to fully understand the current home visiting landscape and inform future decision-making. In addition to conducting extensive quantitative data analysis, the needs assessment was conducted through virtual meetings and a comprehensive qualitative survey to provide context and develop the collective vision for growth. This guidance is invaluable for understanding the needs, challenges and opportunities for optimizing home visiting in Virginia.

The following Maternal and Child Health Indicators were used to establish a concentration of risk score for each locality:

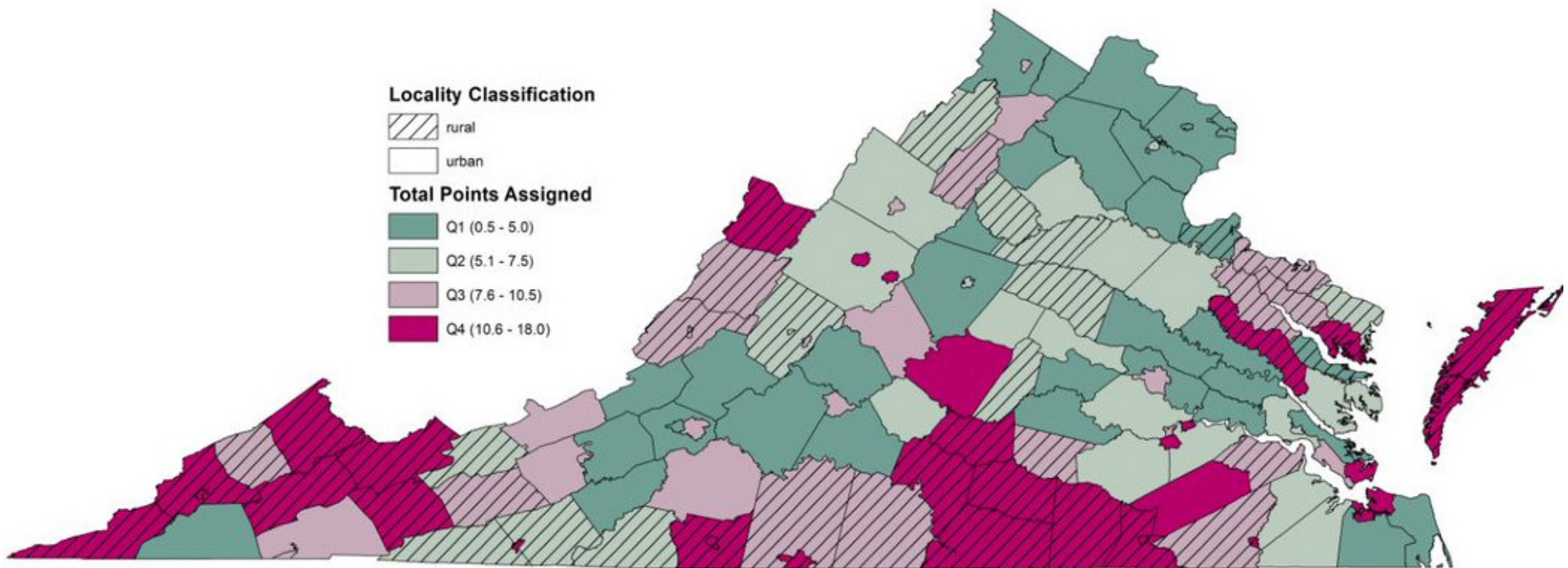
### Selected Maternal and Child Health Indicators in Virginia

- ▶ Number of Live Births
- ▶ Late/No Prenatal Care Rate
- ▶ Low Birth Weight Rate
- ▶ Preterm Birth Rate
- ▶ Teen Pregnancy Rate
- ▶ Number of Children Age 0-6 in Low-Income Households
- ▶ Number of Children in Food-Insecure Homes
- ▶ Unemployment Rate
- ▶ Pain Reliever Abuse Prevalence Rate
- ▶ Illicit Drug Use Prevalence Rate
- ▶ Alcohol Abuse Prevalence Rate
- ▶ Marijuana Abuse Prevalence Rate
- ▶ Child Maltreatment Rate
- ▶ Crime Rate
- ▶ High School Dropout Rate
- ▶ Juvenile Arrest Rate



## Localities by Concentration of Risk

Localities in Virginia were then ranked according to their concentration of risk and categorized as urban or rural based on classifications assigned by the Virginia Department of Health. These designations are illustrated on the map with cross-hatching of rural localities.



Source: Virginia Home Visiting Needs Assessment, 2020

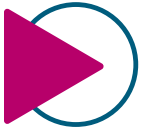


### **Localities by Concentration of Risk** *(Continued...)*

Currently, there are 11 communities with no home visiting services. Of these 11 communities, five have concentration of risk scores that place them in the top two quartiles of risk, including:

- Buckingham County
- Lunenburg County
- Nelson County
- Prince Edward County
- Surry County

The results clearly indicate that each community is operating under unique circumstances. Variables include type and prevalence of risk factors within the locality and the capacity and availability of a range of services in the area. To achieve the goal of meeting at least 50% of need within each community in Virginia, projections need to be adapted at the community level based on local dynamics such as the existing need and capacity for home visiting, funding possibilities, and community readiness. To address this, Early Impact Virginia has developed a **Community Readiness Toolkit** to help local communities and funders assess and address their specific home visiting system needs.



### **Next Steps: Collaborative Action Planning**

Early Impact Virginia will lead implementation of this strategic plan together with the Alliance for Early Childhood Home Visiting by developing a work plan to implement selected strategies for each objective. Together with collaborative partners, Early Impact Virginia will provide staff support throughout the development and implementation process for selected objectives as resources and progress dictates.

As a first order of business, stakeholders will do the following:

- Define key terms/concepts to ensure alignment, consistency and transparency;
- Clarify stakeholder roles and responsibilities in implementation;
- Collaboratively develop the work plan to guide implementation activities;
- Create formal mechanisms for adoption of system-wide recommendations;
- Determine the ways in which progress will be measured and communicated.

### **Conclusion:**

Virginia's home visiting programs are trusted partners in communities throughout the Commonwealth. This trust has been earned over several decades of consistently strong performance, strategic partnerships, and above all, a clear, unwavering commitment to supporting and strengthening families.

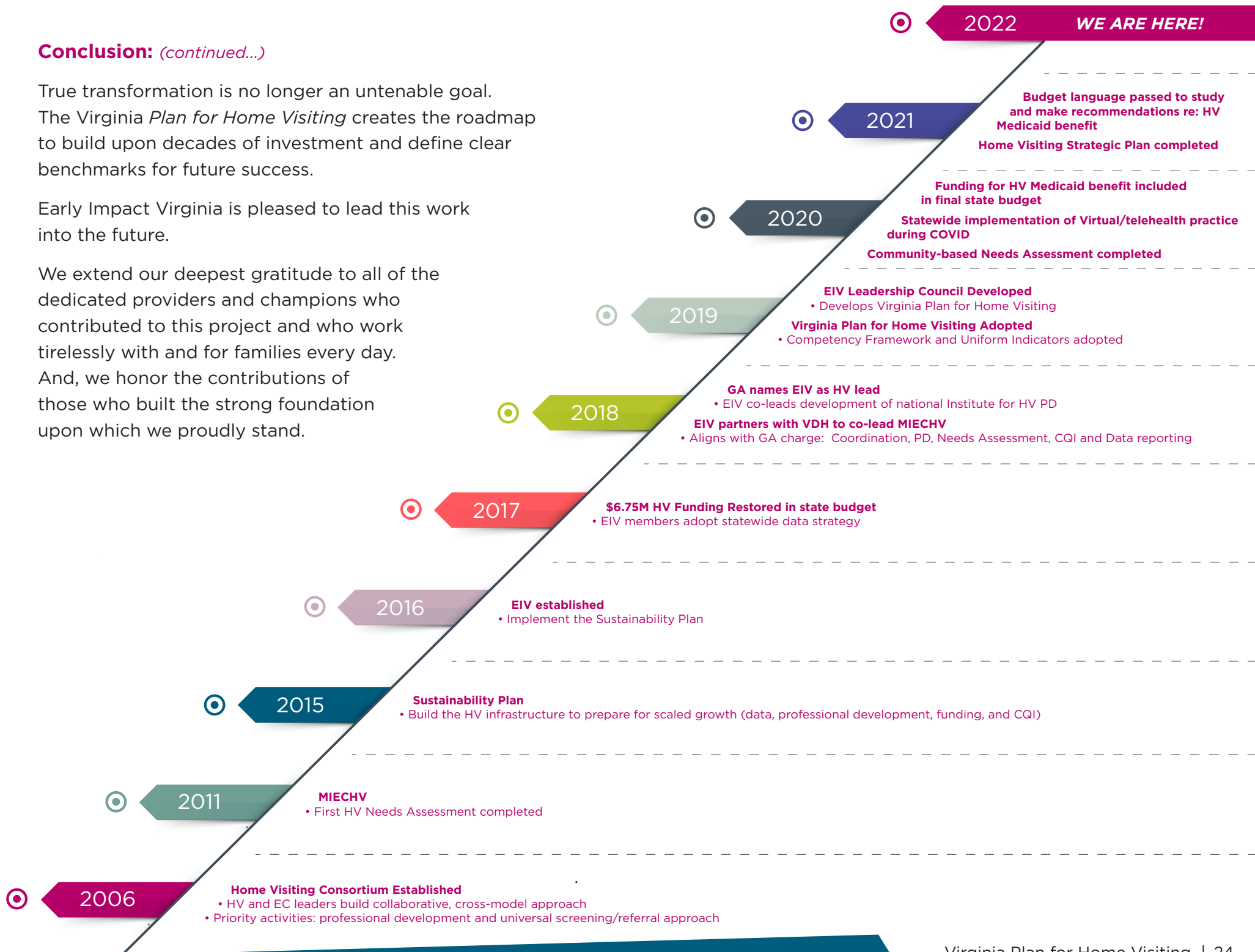
Virginia home visiting programs are an extraordinary example of the importance of public-private partnership. The system is prepared to move to scale, communities understand the importance of quality programming and families want the type of personalized support that is built through relationship and connection with caring, skilled Home Visitors.

**Conclusion:** *(continued...)*

True transformation is no longer an untenable goal. The Virginia *Plan for Home Visiting* creates the roadmap to build upon decades of investment and define clear benchmarks for future success.

Early Impact Virginia is pleased to lead this work into the future.

We extend our deepest gratitude to all of the dedicated providers and champions who contributed to this project and who work tirelessly with and for families every day. And, we honor the contributions of those who built the strong foundation upon which we proudly stand.







**EARLYIMPACT**  
— VIRGINIA —  
ALLIANCE FOR EARLY CHILDHOOD HOME VISITING

[earlyimpactva.org](http://earlyimpactva.org)