

# **NYC Project LAUNCH Strategic Plan**

**Fund for Public Health in New York  
New York City Department of Health and Mental Hygiene**

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Prepared by:

Jessica Auerbach, MPH, *Young Child Wellness Coordinator*  
Myla Harrison, MD, MPH, *Project Director/Principle Investigator*  
In collaboration with the Council on Young Child Wellness

## **NYC Project LAUNCH – Strategic Plan**

New York City’s Project LAUNCH and the Council on Young Child Wellness (CYCW) aims to re-shape the early childhood system for children birth through age eight and their families in two of New York City’s most distressed communities, East Harlem and Hunts Point by expanding evidence-based practices and creating partnerships among community stakeholders. NYC Project LAUNCH has and will continue to identify strategies, resources and policy changes needed to create a linguistically and culturally competent child- and family-centered system by using evidence-based practices in many natural settings in neighborhoods, health care and in early educational settings within the target communities. Building upon the New York State Children’s Plan, the New York State Early Childhood Plan, and NYC DOHMH Take Care New York 2012 as the policy framework to transform early childhood services, the NYC Department of Health and Mental Hygiene (DOHMH) and the CYCW have developed a vision for a holistic system to support children and their families by managing the services of key partners on the five core LAUNCH strategies and developing and implementing a sustainability plan.

### **NYC Project LAUNCH Key Partners**

The key NYC Project LAUNCH partners to the Department of Health and Mental Hygiene include: The New York Center for Child Development (Mental Health Consultation and Integration, Workforce Development and Training, Social and Emotional Screening and Assessment), The Mental Health Association of New York City (Parent Education and Support Groups), and The National Center for Children in Poverty (Program Evaluation).

### **The Council on Young Child Wellness**

The Council on Young Child Wellness includes providers, public agencies, families, and advocates dedicated to improving young child wellness in East Harlem and Hunts Point. Parents and families represent more than 15% of the CYCW, in addition to Council members from the following city, state and local agencies representing health, mental health, substance abuse prevention, early intervention, head start, child care, early education, early childhood mental health, family support and advocacy:

- Administration for Children's Services
- Child Welfare Organizing Project
- Children’s Aid Society - NYC Prevention Resource Center
- Department of Education
- Department of Health and Mental Hygiene
- Early Childhood Associates
- Early Childhood Center
- East Harlem 0-5 Network
- Families on the Move
- Hunts Point Alliance for Children
- MDRC/Robinhood Early Childhood Institute
- Metropolitan Hospital
- Mental Health Association of New York
- National Center for Children in Poverty
- New York City Early Literacy Learning
- NY Center for Child Development
- NYS Council on Children and Families
- NYS Office of Mental Health
- Office of the Mayor
- Uptown Pediatrics
- Urban Health Plan - Hunts Point Health Network

## **Strategic Planning Process/ Update to Strategic Plan**

On April 11<sup>th</sup> 2011, the Council on Young Child Wellness (CYCW) held an all-day Strategic Planning Meeting. The central themes during the meeting included the desire to improve access to services for children and families, build capacity and integrate the system. The CYCW used the Environmental Scan and their diverse experience and expertise to revise the Mission, Vision, Values and the Goals and Objectives on NYC Project LAUNCH. In addition to these revisions, the CYCW also discussed NYC Project LAUNCH communication and messaging strategies and the role of evaluation.

On March 11, 2012 the CYCW convened for a ½ day strategic planning session to assess the progress made in the first year and the next steps to take in the second year and beyond of NYC Project LAUNCH. The CYCW formed three new workgroups to carry out the priorities for Year 2: a Family Participation Workgroup, a Communications Workgroup and a Workforce Development Workgroup. In August 2012, the Project Director and Young Child Wellness Coordinator used the work generated by the council during the ½ day meeting and progress made in Year 1 to update the Strategic Plan.

## **Mission, Vision, Values**

**MISSION:** NYC Project LAUNCH will shape a holistic system to support the wellness of all children from birth through age 8 and their families in two of New York City's high need communities, East Harlem and Hunts Point. Through collaboration, partnership, initiatives and education, NYC Project LAUNCH will focus on the social and emotional health of children and their families.

**VISION:** We aim for well-adjusted, healthy, happy children and families and strong communities through a holistic approach that ensures the optimal social, emotional, mental, physical, and cognitive development of our youngest children.

### **The values of NYC Project LAUNCH are:**

- **Child-centered** – designed to promote a child's optimal development beginning at the earliest possible moment and drawing on the individual needs and strengths.
- **Family-driven** – families are respected and have a primary decision making role in the care of their own children as well as the policies and procedures governing care for all children in their community on all government levels.
- **Community-based** - Needed services and informal supports should be available within the community, and be accessible and culturally and linguistically competent. Community-based services are enhanced by building partnerships with service systems and resources in the community, and management and decision-making responsibility are from community stakeholders.

### **And achieved through approaches that are:**

- **Holistic** - all potential contributing factors (i.e., physical, social, mental, environmental) which may affect a person's well-being, are taken into consideration when addressing an individual family's overall health.
- **Strengths-based** - identify and build upon the existing strengths and skills within the child, family and community.
- **Culturally and linguistically competent** - agencies and programs are knowledgeable of and sensitive to the cultural factors of the different populations in their community, and services are culturally relevant and linguistically competent.
- **High-quality promising and evidence-based practices** - interventions, practices and people are available to families and professionals that have been thoroughly evaluated and demonstrate effectiveness with specific outcomes and populations.
- **Public health focused** - community and population level approach characterized by concern for the links between health and the physical and psychosocial environment; policy and community level interventions to reduce risk and strengthen protective factors.
- **Continually evaluated** - using evaluation, outcomes and feedback through the Council on Young Child Wellness to continually improve, take action, and build sustainability.

## NYC Project LAUNCH Goals and Objectives

**Goal 1: Council on Young Child Wellness (CYCW) implements LAUNCH mission and vision through sharing resources and expertise**

**Objective 1:** The CYCW will include family members and representatives from various sectors from Hunts Point and East Harlem. Each agency will identify the right person of authority who will be a consistent presence at the CYCW attending monthly meetings, participating in grant related training and technical assistance, and providing staff to assist in sub-committees as appropriate.

**Objective 2:** The CYCW members will share resources and expertise, be kept informed of relevant activities and emerging issues, and contribute to the development of documents, tools and resources for NYC Project LAUNCH in the two communities.

**Objective 3:** Ensure that parents and the community communicate concerns with LAUNCH through the CYCW and the CYCW effectively responds by providing information and resources, and promoting engagement with services.

**Goal 2: Implement and evaluate evidence-based practices for high fidelity in order to achieve targeted outcomes**

**Objective 1:** Implement evidence based practices and core strategies in a variety of community settings.

**Objective 2:** Examine the effectiveness, appropriateness, and fidelity of evidence-based practices in the targeted population and communities in order to determine how to strengthen the interventions.

**Goal 3: Children demonstrate significant improvement in social-emotional development in community settings; parents demonstrate improved parenting practices and relationship quality with children**

**Objective 1:** Mental health consultation and social-emotional screening for children 0-8 leads to referrals and linkages and contributes to improved social-emotional development for children in partner sites.

**Objective 2:** Improved parenting practices and community awareness through parent groups and communications.

**Goal 4: Project LAUNCH evaluation results, including input and feedback from communities and families, guide the transformation of public policy and funding to create holistic, ecological and public health approach to young children and their families**

**Objective 1:** Sustainable services and system for young child wellness through using data, reshaping policy, redirecting funding, and developing a communication strategy to replicate successes city wide.

## Sustainability and Implementation

<b>Goal 1: Council on Young Child Wellness (CYCW) implements LAUNCH mission and vision through sharing resources and expertise</b>
<b>Objective 1.1:</b> The CYCW will include family members and representatives from various sectors from Hunts Point and East Harlem. Each agency will identify the right person of authority who will be a consistent presence at the CYCW attending monthly meetings, participating in grant related training and technical assistance, and providing staff to assist in sub-committees as appropriate.
<b>TARGETED OUTCOME:</b> Maintaining consistent presence of families, cross-sector agencies and decision-makers in the Council on Young Child Wellness
<b>MAJOR INDICATORS:</b> Attendance and participation; communication activities
<b>POLICY IMPLICATIONS:</b> Planning for coordinated policies across systems
<b>WORKFORCE IMPLICATIONS:</b> Multidisciplinary coordination and communication with infrastructure-level workforce
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> Council consists of city and state public health, mental health, child welfare, substance abuse prevention, early childhood education, and cultural/community agency leaders, health professionals, family/community advocates and families.
<b>SUSTAINABILITY STRATEGIES:</b> Cross system collaboration and integration, leadership buy-in for systematic change

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Communication, outreach and engagement of key stakeholders	<ul style="list-style-type: none"> <li>CYCW members will have a consistent presence at CYCW meetings, workgroups and participation in Project LAUNCH activities</li> <li>Maintain the right agencies and person within agencies and families to be members of the CYCW</li> <li>At least four family members and Families on the Move (NYC's family run organization for families with children with mental health challenges) will participate on the CYCW maintained throughout the grant period</li> <li>Council members will share LAUNCH initiatives and communication with their own agencies, community councils, and family members from LAUNCH communities</li> </ul>	Principle Investigator; Chair of CYCW; Young Child Wellness Coordinator; Family Participation Workgroup and CYCW Members.	<ul style="list-style-type: none"> <li>-Members maintained (Ongoing)</li> <li>-CYCW meetings Quarterly with additional workgroup meetings (Quarterly and Monthly)</li> <li>-CYCW Membership Commitment (September 2012)</li> </ul>

<b>Goal 1: Council on Young Child Wellness (CYCW) implements LAUNCH mission and vision through sharing resources and expertise</b>
<b>Objective 1.2:</b> The CYCW members will share resources and expertise, be kept informed of relevant activities and emerging issues, and contribute to the development of documents, tools and resources for NYC Project LAUNCH in the two communities.
<b>TARGETED OUTCOME:</b> Improved communication and information access across systems
<b>MAJOR INDICATORS:</b> Informed participants and development of shared resources
<b>POLICY IMPLICATIONS:</b> Highlighted gaps for future policy development
<b>WORKFORCE IMPLICATIONS:</b> Workforce has up-to-date resources for the two communities to facilitate communication and referrals
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> CYCW members participate in the CYCW and NYC Project LAUNCH
<b>SUSTAINABILITY STRATEGIES:</b> Cross system collaboration and integration, development of internal and external communication strategies, development of tools for communities and providers, data utilization to support fiscal and programmatic investment, investment from leaders across systems

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Coordinate development of resources and tools	<ul style="list-style-type: none"> <li>• CYCW kept informed on LAUNCH activities and emerging issues including community services and cross system initiatives.</li> <li>• Maintain a resource guide in these two communities (through liaisons).</li> <li>• Develop tools for providers in the communities to use to improve communication and referrals</li> <li>• Evaluation data is fed back to CYCW regularly to identify effective investments in promoting young children's wellness (<i>Priority</i>)</li> <li>• Newsletters and Annual Report Cards</li> </ul>	Principle Investigator; Chair of CYCW; Young Child Wellness Coordinator; Council Members; and NCCP (Evaluation team).	<ul style="list-style-type: none"> <li>-Updates on activities/ issues (Ongoing)</li> <li>-Resource Guide (Updated every year)</li> <li>-Evaluation (Ongoing)</li> </ul>

<b>Goal 1: Council on Young Child Wellness (CYCW) implements LAUNCH mission and vision through sharing resources and expertise</b>
<b>Objective 1.3:</b> Ensure that parents and the community communicate concerns with LAUNCH through the CYCW and the CYCW effectively responds by providing information and resources, and promoting engagement with services.
<b>TARGETED OUTCOME:</b> Improved communication and information access in LAUNCH communities
<b>MAJOR INDICATORS:</b> informed and engaged families and development of responsive resources
<b>POLICY IMPLICATIONS:</b> Community input and engagement informs future policy development
<b>WORKFORCE IMPLICATIONS:</b> Workforce has up-to-date resources for the two communities to facilitate communication and referrals
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> Community members participate in the CYCW and NYC Project LAUNCH activities
<b>SUSTAINABILITY STRATEGIES:</b> Community collaboration, development of communication strategies, development of tools for communities and families

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Develop opportunities for communication and ways to respond to communications	<ul style="list-style-type: none"> <li>Create mechanisms to communicate with parents and the community</li> <li>Determine information, resources, and the message that the CYCW wants to communicate and how to do this (methods and events)</li> <li>Hold parent forums, Community Cafes and Community Conversations</li> </ul>	Principle Investigator; Chair of CYCW; Young Child Wellness Coordinator; Council Members; and Communications Workgroup.	-Children's Mental Health Awareness week (Annually in May)

<b>Goal 2:</b> Implement and evaluate evidence-based practices for high fidelity in order to achieve targeted outcomes
<b>Objective 2.1:</b> Implement evidence-based practices and core strategies in a variety of community settings.
<b>TARGETED OUTCOME:</b> Improved availability of evidence-based practices within a variety of settings within communities
<b>MAJOR INDICATORS:</b> Increased access and utilization of evidence-based practices for children, families and early childhood workforces
<b>POLICY IMPLICATIONS:</b> Trained workforce and services implemented that can be evaluated and to generate recommendations for policy changes
<b>WORKFORCE IMPLICATIONS:</b> Teachers trained, increased awareness among primary care providers and home visiting nurses of early childhood social emotional development
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> Coordination with schools and teachers, primary care providers, home visiting nurses, early childhood mental health organization and family support organization
<b>SUSTAINABILITY STRATEGIES:</b> Workforce development and training, demonstration of successful integration of mental health in primary care and early care, High quality evaluation of evidence based practices in target communities to demonstrate efficacy and support replication

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Training and implementation of various evidence-based practices	<ul style="list-style-type: none"> <li>Parent groups facilitated by MHA family advisors (peers) using Strengthening Multi-Ethnic Families and Communities model in various community settings</li> <li>Research parenting class model for parents and caregivers of children under 3 years and develop plan to fill gap for family strengthening with younger children</li> <li>Social Emotional development screening in various settings</li> <li>Mental health integration into primary care settings</li> <li>Mental Health Consultation for Nurse Family Partnership (NFP) home visiting nurses</li> <li>Mental Health Consultation in Early Care and Education</li> <li>Teacher training using Incredible Years (IY) in 3 locations and other workforce development activities</li> </ul>	Young Child Wellness Coordinator; Principle Investigator; NYCCD; MHA; NFP; Parents; and Teachers and schools.	<ul style="list-style-type: none"> <li>-Parent groups (Ongoing)</li> <li>-Screening/MH in Primary Care (Ongoing at Metropolitan; September 2012 at Urban Health Plan)</li> <li>- MH Consultation in School (Ongoing)</li> <li>- MH Consultation for NFP (Ongoing)</li> <li>-Teacher training (Ongoing)</li> </ul>



<b>Goal 2:</b> Implement and evaluate evidence-based practices for high fidelity in order to achieve targeted outcomes
<b>Objective 2.2:</b> Examine the effectiveness, appropriateness, and fidelity of evidence-based practices in the targeted population and communities in order to determine how to strengthen the interventions.
<b>TARGETED OUTCOME:</b> Effective interventions serving targeted populations
<b>MAJOR INDICATORS:</b> Evaluation results show improved outcomes in children, families and workforce with evidence-based practices
<b>POLICY IMPLICATIONS:</b> Evidence to support further implementation of services in New York City
<b>WORKFORCE IMPLICATIONS:</b> Teachers trained, primary care providers and home visiting nurses have support and increased awareness of early childhood social emotional development
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> NCCP, NYCCD, MHA, NFP, CYCW members, schools and teachers, mental health specialists, primary care providers, parents
<b>SUSTAINABILITY STRATEGIES:</b> Workforce development and training, high quality evaluation of fidelity to models, child, caregiver and providers outcomes, evidence to support efficacy of interventions within community, evidence to support the expansion of interventions in other communities

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Local Evaluation, TRAC, and Cross-site Evaluation examining outcomes of evidence-based practices	<ul style="list-style-type: none"> <li>• Measure parent group outcomes</li> <li>• Measure teacher outcomes</li> <li>• Measure NFP outcomes</li> <li>• Measure integration of mental health in primary care outcomes</li> </ul>	NCCP; MHA; NYCCD; and Young Child Wellness Coordinator.	<ul style="list-style-type: none"> <li>-Data collection and analysis (Ongoing)</li> <li>-Evaluation updates and annual report to CYCW (Ongoing and annual)</li> </ul>

<b>Goal 3:</b> Children demonstrate significant improvement in social-emotional development in community settings; parents demonstrate improved parenting practices and relationship quality with children
<b>Objective 3.1:</b> Mental health consultation, parenting classes and social-emotional screening for children 0-8 leads to referrals and linkages and contribute to improved social-emotional development for children in partner sites.
<b>TARGETED OUTCOME:</b> Increased use of screening and appropriate referrals and Linkages
<b>MAJOR INDICATORS:</b> Increased screening and referrals in well child visits and children in partner sites demonstrate improved social-emotional development
<b>POLICY IMPLICATIONS:</b> Example of successful integration of mental health in various settings
<b>WORKFORCE IMPLICATIONS:</b> Pediatricians training on implication of positive social emotional screens
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> Partner sites: Metropolitan Hospital, Early Care and Education sites, Nurse Family Partnership, Urban Health Plan
<b>SUSTAINABILITY STRATEGIES:</b> Increased utilization of social and emotional screening tools in various settings, workforce development, increase in provider awareness of social and emotional health, demonstration of model for integration for services providers and administrators to support continued service integration

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Use of mental health specialists in primary care and other settings	<ul style="list-style-type: none"> <li>Collect data for children under 8 years who receive a Developmental Screening via the Ages and Stages: Social Emotional Questionnaire (ASQ:SE) and Pediatric Symptoms Checklist (PSC) in partner sites in various community settings. (Includes number of children screened, number of positive screens, referrals and successful linkages)</li> <li>Promote use of CAP-PC for primary care and collect data on change in call volume</li> <li>Parenting class child outcome measures</li> <li>Track early care and education outcomes measured using DECA</li> <li>Evaluation team shares information on child outcomes in early care and education</li> </ul>	NYCCD; MHA; NCCP; NFP; Primary care providers; Schools; and Young Child Wellness Coordinator.	-MH in Primary Care (Ongoing at Metropolitan Hospital; September 2012 at Urban Health Plan) -MH Consultation in School (Ongoing) -MH Consultation for NFP (Ongoing) -Parenting classes (Ongoing)

<b>Goal 3:</b> Children demonstrate significant improvement in social-emotional development in community settings; parents demonstrate improved parenting practices and relationship quality with children
<b>Objective 3.2:</b> Improved parenting practices and community awareness through parent groups and communications.
<b>TARGETED OUTCOME:</b> Improved parenting practices and community awareness
<b>MAJOR INDICATORS:</b> Parent assessments indicate improved parenting practices, relationship quality with children, and improved social support
<b>POLICY IMPLICATIONS:</b> Successful outcomes of parent groups may impact future policy on resource allocations
<b>WORKFORCE IMPLICATIONS:</b> Communities and parent empowerment through Community Cafes
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> MHA, Community-based organizations, National Alliance of Children’s Trust and Prevention Funds, Family and Community members
<b>SUSTAINABILITY STRATEGIES:</b> Parenting practices improve child outcomes, development of educational materials available for replication and redistribution, family and community mobilization skills and motivation, development of community partnerships and collaboration

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Parent and community groups and communications	<ul style="list-style-type: none"> <li>• Outreach and engagement of parents with children from 3 to 8 for Strengthening Multi-ethnic Families parent groups</li> <li>• Outreach and engagement of parents with children from birth through 3 with a new parenting class model targeting this age range</li> <li>• Family Participation Workgroup development and implementation of outreach strategies to improve parent engagement</li> <li>• Disseminate pamphlets and other materials about social emotional development and resources</li> <li>• Community Cafes and Conversations implemented by community-based organizations</li> <li>• Development of community collaborations to disseminate information</li> <li>• Survey of agencies to gather parenting programs already being implemented in LAUNCH communities</li> </ul>	Young Child Wellness Coordinator; MHA; Family Participation Workgroup; Principle Investigator; CBO’s implementing Community Cafes; and CYCW.	<ul style="list-style-type: none"> <li>-Community Café Orientation (September 2012)</li> <li>-Parent groups (Ongoing)</li> <li>-New parenting model (2013)</li> <li>-Dissemination of pamphlets (ongoing)</li> <li>-Survey on parenting programs (Fall 2012)</li> </ul>

<b>Goal 4:</b> Project LAUNCH evaluation results, including input and feedback from communities and families, guide the transformation of public policy and funding to create holistic, ecological and public health approach to young children and their families
<b>Objective 4.1:</b> Sustainable services and system for young child wellness through using data, reshaping policy, redirecting funding, and developing a communication strategy to replicate successes city wide.
<b>TARGETED OUTCOME:</b> A sustainable system for young children and families
<b>MAJOR INDICATORS:</b> Policies and funding to support young child wellness in East Harlem and Hunts Point
<b>POLICY IMPLICATIONS:</b> Reshape policy in East Harlem, Hunts Point and beyond
<b>WORKFORCE IMPLICATIONS:</b> Training and funding for services
<b>COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS:</b> CYCW, City and State Agencies, Mayor, Governor
<b>SUSTAINABILITY STRATEGIES:</b> Cross system collaboration, communication strategies for replication of successes, re-shaping public policies, re-directing funding streams, data communication and feedback system across sectors

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Use data and communication strategies to promote sustainable services	<ul style="list-style-type: none"> <li>Explore opportunities to expand strategies beyond current resources and partner sites</li> <li>CYCW, in conjunction with city and state agencies, develop <b>communication strategies</b> to replicate successes city and state wide</li> <li>City and state public agencies, in conjunction with the CYCW, utilize outcome information to re-shape public <b>policies</b> and investments in programming for young child wellness</li> <li>Evidence based practices identified as successful through the project evaluation are sustained through re-directing of city and state <b>funding</b> across agencies serving children in NYC</li> </ul>	CYCW; Young Child Wellness Coordinator; Principle Investigator; and Evaluation team.	<ul style="list-style-type: none"> <li>-Data collection and analysis (Ongoing)</li> <li>-Newsletters and annual report cards (Ongoing)</li> </ul>