



## **Childhaven Strategic Impact Plan (SIP) Executive Summary** ***May 2022 Draft***

Childhaven started our last strategic impact planning process by asking ourselves an important question:

**What would we do differently, if we made strategic decisions based on what advanced our *mission, goals, and impact*, as opposed to what simply advanced our organization?**

The answer to that question was... *We would do A LOT differently!*

We spent over a year analyzing dozens of community-based need assessments, listening to stakeholders, and debating what is Childhaven's highest and best use in the community. What follows, is the Executive Summary of a comprehensive Strategic Impact Plan that is over 150 pages long. While we are very proud of our bold new plan, it is important to note that Strategic Impact Planning at Childhaven will not be a one-time event or something that is done every three to five years. Going forward Strategic Impact Planning will be a perpetual process of continuous improvement in which we commit to challenging the status quo through strategic thinking, taking calculated risks, and rapid cycle experimentation. We will remain adaptive, agile, innovative, entrepreneurial, and opportunistic as we seek to have the greatest positive impact possible given the resources at our disposal. In other words, we fully expect and even hope that some of the strategies articulated in this plan will evolve and change as new threats and opportunities emerge.

### **A Quick Look Back**

Over the past few years, due to the combined commitment and effort of staff, board, and financial supporters, Childhaven has transformed nearly every aspect of our organization.

2017 Childhaven	2022 Childhaven
One service line in one program area	14 service lines in 5 program areas
Serving about 300 children per year	Serving over 1,500 families per year
A program service delivery model that was based on outdated white savior philosophies	Building the science of Early Childhood Mental Health, healing-centered care, anti-racist practices, and strengthening families framework into all service delivery
Focused almost exclusively on children	Focus on children, families, and communities
No organization recognition of secondary trauma and the link between the well-being of our workforce and the success of our services.	A growing analysis and action plan to invest in and care for Childhaven’s workforce.
Absence of any logical or equitable compensation structure	A comprehensive market-based, fair, and equitable compensation structure that was developed by an outside comp specialist
Nearly 100% center based	Largely home- and community-based in most programs and service lines
65% philanthropy funded, 35% one state contract	65% of funding derived from multiple federal, state, county, and city contracts, 35% from philanthropy, and growth in insurance revenue
Over the previous 10 years Childhaven had lost over \$7,000,000	Consistent break-even budgets and moving towards consistent retained earnings of at least 5% per year
No partnerships with other community-based organizations or healthcare enterprises	A wide variety of in sector and cross sector partnerships, including two mergers
External communication that was based on a white savior mentality that often unintentionally stigmatized those we served	Communication that centers on the strengths, assets, and potential of those we serve recognizing they are the experts on the needs of their children and family
Very few referral sources	A growing cross-disciplinary referral network
No explicit anti-racism strategies	Intentional focus on anti-racist organizational development, with a plan that embeds these strategies throughout the organization
No policy and advocacy agenda beyond “don’t lose ECLIPSE funding”	A much more robust, growing, and evolving policy and government relations agenda
Insufficient infrastructure in nearly every area	Improving infrastructure in nearly every area including HR, IT, Program Operations, Finance, Philanthropy, Communication, data, etc.
A culture that was siloed and often very reactive	Moving towards a values-driven culture that is reflective, curious, and collaborative

A belief that Childhaven could ‘end the cycle of abuse and neglect’ through our programs

A recognition that society will never improve outcomes for kids and families unless we address the systems that perpetuate the problems

### 2022-2025 Organizational OKRA (Objectives, Key Results, Actions)

#### Current State

For the past 4 years, Childhaven has largely been focused on adding essential evidence-based services to our continuum of care and transforming our culture and business model. While we have made great progress, and that work is ongoing and critical to helping us advance our mission and vision, *it is insufficient*. We recognize that even with significant direct service expansion we will fall far short of our goals and vision unless we broaden our strategic approach.

Stated differently, if we are going to make strides towards our vision that *ALL children are safe and healthy; Thriving physically, socially, emotionally, and educationally; and Well-nurtured by family and the community*, we must develop and execute strategies that are commensurate with scope of our vision.

We believe that the best way to maximize our impact and advance this vision is to work at multiple levels within the systems of care that support children, families, and communities, including: 1) Direct child and family services, 2) Community and provider supports, 3) Systems transformation. Collectively, we are calling this strategy our **“ecosystem approach”**.

This three-tiered ecosystem approach is backed by research and many thought leaders:

- Numerous research studies indicate that the most significant factors in developing a strong foundation for social and emotional competence are “children’s relationships, the activities they have opportunities to engage in, and the places in which they live, learn, and play” (Center on the Developing Child at Harvard University).
- Every year we spend billions of dollars to address complex challenges, however, we fail to achieve the desired results, whereby, the work we are doing on the ground isn’t adding up to the impact we want to see in our community. Most solutions have historically

focused on applying programmatic fixes to the symptoms of these failing systems, *rather than transforming the systems themselves to catalyze enduring change.* [Living Cities](#)

- Individuals, organizations, and even sectors can no longer work in isolation and expect to move the needle or create lasting impact on increasingly interrelated systems-level problems. As a society, we aren't facing new problems so much as wrestling with systems that no longer serve us. In other words, in this era of constant and rapid disruption, **social change is systems change.** [Leading Systems Change](#)
- There are systemic root causes of health inequities in this country that can be overwhelming and that will take considerable time to address. It will require system-level changes to eliminate structural racism, reduce poverty, improve income equality, increase educational opportunity, and fix the laws and policies that perpetuate structural inequities. Until these root causes are addressed, health equity will not be fully realized. [Community Based Solutions to Promote Health Equity](#)
- The striking challenges of our time — such as health care, the environment, education, and poverty — are complex, whether on a local, national, or international scale. Yet all too often we approach these issues with piecemeal and siloed solutions, and with efforts that aren't sufficient to address the problems at the scale at which they exist. [Stanford Social Innovation Review](#)
- Ecosystem building efforts engage social entrepreneurs, policymakers, philanthropists, and other national and local stakeholders to transform how government, nonprofits, and philanthropy think about how to collectively pursue social change and allocate resources. Through this work, we leverage deep insights of social innovators in our community to influence how policies are shaped and how resources flow in the sector to help remove barriers to sustained social progress. [New Profit](#)

Driving big, equitable change requires more than backing individual programs and organizations because we know that even the most high-impact organizations working in isolation cannot address the challenges we face at the scale in which they exist. **Sustained, large-scale change demands addressing systems through collaboration across organizations and sectors!**

We believe that Childhaven's 110+ year history, resources, brand, and leadership make us uniquely situated to take on this challenge in Washington state, and beyond. In short, we:

- Are one of a small handful of direct service providers in the state with a truly transdisciplinary early childhood-focused continuum of care that includes expertise in developmental supports, Early Childhood Mental Health, early learning, and home visiting.
- Have both the brand recognition and the relationships at the policy and community level to influence early childhood systems of care.

- Have a leadership team and board who are committed to challenging the status quo, paired with the vision and experience to imagine the path towards a better future, and the expertise across critical areas necessary to execute on this plan.
- Through the sale of our Seattle building and a \$20,000,000 philanthropy campaign over the next three years, we have a once in a lifetime opportunity to scale our impact to previously unimagined levels.

**Optimal Future State (Our Vision)**

*ALL children are safe and healthy;*  
 Thriving physically, socially, emotionally, and educationally;  
 Well-nurtured by family and the community.

**Challenges to Overcome**

Outcomes for kids and families are not improving. In fact, by most indicators, child and family well-being is getting worse, especially for children of color and children living in poverty.

With the rise in complex, interdependent, and emergent challenges, effective change to secure a brighter and more equitable future for all will require transformative organizations, communities, and systems that are constructively dissatisfied with the status quo and actively embracing multi-sector approaches to improving outcomes.

Children and families both contribute to and rely on a broad network of supports to thrive. Some of these networks are grounded in direct services like those Childhaven provides, but much of the community and systems level influences on children and families extend well beyond our direct service reach—or the direct service reach of any direct social service provider. Most children in the Puget Sound will never receive direct support from Childhaven. Therefore, a strategy focused solely on growing services is misaligned with our vision.

The research is clear: health, education, and other systems must be fundamentally aligned around Early Childhood Mental Health in order to prevent and mitigate the impact of early adversity and navigate towards a world in which all children and families thrive.

<p><b>Three-Year OBJECTIVE</b></p>	<p>Childhaven is widely recognized in Washington State and beyond as the leader in addressing childhood trauma and adversity through an early childhood mental health and ecosystem approach. We are transforming how we provide care to young children and families both within our own continuum of care and through workforce and system investments.</p> <p>We are making continuous improvement in all aspects of programs, operations, and philanthropy; workforce and partnership development; and systems-level change. In all three tiers (Direct Service, Indirect &amp; Workforce</p>
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Development, and Population) we are experiencing year over year growth, advancing racial equity, and beginning to consistently add to our cash reserves, which will enable us to make greater impact and better withstand future adverse trends and headwinds.

KEY RESULTS	KR #1	KR #2	KR #3
<p>The 3 metrics that will lead to the realization of the objective</p>	<p><b>At the Child and Family Level</b></p> <p><b>STRENGTHEN Direct Services and Infrastructure</b></p> <p>Grow our continuum of care to become one of the most comprehensive, innovative, and highest quality providers of transdisciplinary early childhood services. Go from 500 to 3,000 children and families directly served through our CoC.</p>	<p><b>At the Community Level</b></p> <p><b>EXPAND Indirect Services &amp; Workforce Development</b></p> <p>Expand our workforce development and capacity building products, services, and trainings. Indirectly serve over 30,000 children, families, and providers.</p>	<p><b>At the Population Level</b></p> <p><b>LEAD Awareness, Policy, and System Change</b></p> <p>Inform over 300,000 people in the Puget Sound region, and beyond, about the impact of childhood trauma and healing centered care.</p>
ACTIONS	Actions for KR #1	Actions for KR #2	Actions for KR #3
<p>The 3 or 4 major strategies or initiatives that will lead to the realization of each Key Result</p>	<p><b>1a. Strengthen &amp; Grow our Continuum of Care:</b> Develop, hire, and/or acquire the people and resources necessary to strengthen and grow our continuum of care services in a way that is consistent with the values, principles, and best practices of Infant and Early Childhood Mental Health (IECMH).</p> <p><b>1b. Improve infrastructure, data, and finances:</b> Enhance all aspects of</p>	<p><b>2a. Establish IECMH Workforce Development Hub:</b> Be the catalyst for workforce development and transforming early childhood systems of care based on the science of Early Childhood Mental Health.</p> <p><b>2b. Embed Services and Co-create with Community:</b> Increasingly offer more services from home and community-based locations</p>	<p><b>3a. Form Multi-Sector Partnerships:</b> Partner with other mission-aligned community-based organizations (CBOs), foundations, corporations, universities, faith-based orgs, and coalitions to drive greater collective impact.</p> <p><b>3b. Launch a Public Will Campaign:</b> Conduct a comprehensive campaign to build population-level awareness and drive change around the</p>

	<p>program operations and infrastructure while growing our funding base in philanthropy, government contracts, and insurance.</p> <p><b>1c. Expand Reach to a New Location:</b> Improve and expand our geographic footprint to better serve children and families in the communities in which they live, learn, and play.</p>	<p>(schools, primary healthcare, etc) with intentionality around capacity building.</p> <p><b>2c. Improve and grow Creative Expression &amp; Art with Heart:</b> Draft and launch business plan to expand the AWH line of products as well as trainings and related capacity building activities.</p>	<p>science of childhood trauma and Early Childhood Mental Health.</p> <p><b>3c. Public Policy &amp; Govt. Relations:</b> Develop and execute policy agenda and advocacy campaign to advance systemic changes that promote early childhood relational health.</p>
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