



# PARENT-CHILD HOME PROGRAM

## A PROVEN BEGINNING FOR SCHOOL SUCCESS SINCE 1965

January 2016

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### Strategic Plan

The Parent-Child Home Program (PCHP), a research-proven home visiting model, prepares young children for school success by increasing language and literacy skills, enhancing social-emotional development, and strengthening the parent-child relationship. PCHP's national office provides training, technical assistance, oversight, and quality assurance to local partner agencies that provide direct services to children and families in under resourced communities across the country. The national office also focuses on outreach and partnership development to expand the Program's reach across the nation, and increase public and private investment in early childhood learning.

The potential for access to new public funding streams for early childhood services and the growing recognition of the importance of reaching children and their families before they enter school to bridge the preparation gap and prevent the achievement gap, makes this a pivotal moment to expand PCHP. During the last decade, the Program has successfully developed the systems necessary to replicate on a larger scale across the country. It has an efficient and cost-effective replication model that includes training and technical assistance, ongoing quality assurance, and a web-based management information system to track local Program implementation. Most importantly, the Program has an evidence base demonstrating its effectiveness at preparing low-income children for school success in diverse communities.

Having established a strong base upon which to grow, PCHP is progressing with the next phase of its growth plan, building on the plan that won the Growth Philanthropy Network/Social Impact Exchange's business plan competition in June 2010. As PCHP moves forward with this next phase of growth, it is focusing on three specific areas of growth: near-term expansion opportunities; national and regional partnership expansion opportunities; and opportunistic expansion opportunities. Each expansion opportunity is interconnected and interdependent. For example, the sustainability/success of cultivating national and regional partners is integral to our work on near-term expansion in both existing and new markets.

Currently working with 114 program partner agencies in 14 states, Bermuda, Canada, Chile, and Ireland, the National Center, with a budget of \$2.4 million, leverages through its outreach, advocacy, and field work over \$20 million in funding that goes directly to local and regional partner agencies for the direct delivery of the PCHP model on the local level. Of the National Center's budget, approximately \$1,200,000 annually is passed through to local PCHP sites primarily in New York and Massachusetts.

Now more than ever before, the Program is poised for significant, successful expansion. Key to this expansion strategy is a focus on developing larger grant opportunities that fund over longer periods of time. Developing these funding relationships is key to PCHP's expansion strategy and its ability to accelerate growth and create long-term program sustainability. Our vision is that every child has the opportunity to enter school ready to succeed, because every parent has the knowledge, skills, and tools to build school readiness where it begins—the home. The Parent-Child Home Program is poised for significant, successful expansion.

In 2016, The Parent-Child Home Program launched its newest large-scale expansion in a single region, in Philadelphia. The GreenLight Fund Philadelphia (GreenLight) selected PCHP as its 2016 portfolio program. Together PCHP and GreenLight have developed a four-year initiative for strategic, significant expansion in Philadelphia's neediest neighborhoods that will be reaching 400 high-need, underserved, families annually by the end of the four years. PCHP's focus on building literacy and school readiness



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combined with its commitment to ensuring families have three years of early childhood education – two years of PCHP and one year of pre-k – before they enter kindergarten, makes it the right program to ensure that the most underserved Philadelphia children are able to take advantage of expanding pre-k services and enter school on track to succeed.

In conjunction with GreenLight, the Philadelphia Housing Authority (PHA), the Philadelphia Health Management Corporation (PHMC), and several Philadelphia-based private foundations, PCHP will start with two Program sites in 2016-17. One site will be in the Sharswood/Blumberg neighborhood of Lower North Philadelphia; the target population will be primarily families that are living in and/or have been displaced from public housing as part of a neighborhood transformation initiative. The other site will open in a primarily immigrant under-resourced neighborhood in South/Southwest Philadelphia, working with both Latino and African immigrant families.

PCHP has hired a PA State Coordinator based in Philadelphia, and is developing a statewide expansion and sustainability plan to raise visibility and identify other sources of state and local public and private funding. The plan will draw on waves of evaluation data from Philadelphia to demonstrate the Program's successful implementation and impact in PA and build support to sustain and expand.

The Parent-Child-Home Program's growth plan identifies key areas for investment to continue to build its organizational capacity and position it to achieve ambitious growth goals. The areas of greatest opportunity to increase impact and leverage additional resources are as follows:

### **1. Build the Network of Regional Field Offices to Achieve our Impact Goals**

We believe our model of coordinators in regional field offices backed by strong staff and systems at the national office provides us with the reach and depth to expand successfully. Regionally based staff increases the Program's visibility; provide technical assistance, training, and quality assurance to networks of sites in states/regions; and concentrate on cultivating public and private funders, building new funding relationships, and sustaining the Program over the long-term. Building on the success of our regional staff in NY and MA, we added a regional coordinator in WA to support the continued growth in the state, and are working to hire regional coordinators in PA and the southeast (FL, SC, GA) in 2016.

### **2. Invest in Core Staff and Expand and Diversify Revenue Streams for Sustainability**

To expand and then successfully sustain significant expansion, the Parent-Child Home Program must substantially elevate its visibility and brand recognition, build and maintain relationships with new local and regional partner agencies, and enhance staff capacity to ensure program quality and increase the breadth and depth of state, local, and private funding streams. The Parent-Child Home Program continues to invest in key staff positions in communications, training, development, and strategic initiatives in order to develop and support the brand and messaging; support quality assurance for expanding state/regional clusters; and develop and support new partnerships for program expansion. In 2015, PCHP hired a Chief Development & Strategic Partnerships Officer whose role is critical to its organizational growth.

### **3. Strengthen Information Systems to Enhance Metrics and Quality Assurance**

The Parent-Child Home Program is a metrics-driven organization with the data to demonstrate the effectiveness of our model. We have a strong history of measuring program outcomes, and as we expand and advocate for greater policy change in the arena of early childhood learning, strengthening our management information system and data collection tools will be critical. We are particularly focused on enhancing our tracking systems to ensure collection of best-practice data and effective use of online technology by our local sites to inform quality assurance; on designing outcome-focused and activity-



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focused metrics; and on enhancing the method by which we present and communicate data to funders and other constituents.

#### **4. Develop New Research Projects to Affirm Program Effectiveness**

Building on our track record of high quality research studies, PCHP will continue to pursue rigorous research and evaluation opportunities to document the Program's effectiveness and identify opportunities to strengthen the model for greater impact. For the past three years, researchers from New York University have been conducting randomized control studies at two of PCHP's flagship sites in New York City (Brooklyn and Queens). The NYU evaluators are now completing the first article on PCHP's positive impacts on children and parents over the two years of the Program, and continuing the two studies as the program and control group children move through pre-k and kindergarten.

#### **5. Create Seed Fund to Support Start-up of Program Sites Across the Country**

Central to our growth plan is the launch of new sites in key states. We have established a fund that will provide seed funding to support the start-up of sites in targeted geographic areas where the community and local or regional partners have indicated an interest in investing in the Program.

The Parent-Child Home Program is uniquely suited to provide robust, intensive services to the highest need populations, preparing parents and children for school and life success. PCHP is now well positioned to continue its growth and build awareness of the importance of parent-child interaction and literacy and language-rich home environments to achieving school readiness and school and life success. Working with our partners, PCHP can make a significant impact on ensuring that low-income, high risk children are reading on grade level by third grade, and go on to graduate from high school.

#### **Plan Metrics**

PCHP will measure our success at implementing this growth plan by monitoring the following:

- The number of families who participate in the Program annually
- The number of families who graduate from the Program annually (complete two Program cycles)
- The number of slots funded annually
- The number of slots moving from being funded with private dollars to be supported by public dollars
- Lost slots/attrition – the decrease in numbers at a site or a closed site

#### **FY17 Goals**

For FY17, PCHP projects that it will grow by 300-500 families. Our long-term projected growth is to increase the growth rate by at least 100 per year (i.e. FY18 400-600).

In FY17, PCHP will:

- Overhaul its web-based management information system
- Launch the Program in Philadelphia and hire a PA State Coordinator
- Expand in MA, SC, and CA, and at least two other states
- Hire a Southeast Regional Coordinator