

# Nurse-Family Partnership Strategic Executive Summary

## A Major, Yet Solvable Problem

Every year, more than 500,000 children are born to first-time mothers living in poverty. Without intervention, these births all too often lead to a pattern that is destructive for both the mother and the child. The mother feels trapped in her situation and gives up on continuing her education or finding a good job. The child grows up without a role model to show a way out of poverty and in a culture that encourages repetition of the cycle. But **this destructive pattern can be prevented at a net cost reduction** to society by implementing the Nurse-Family Partnership program.

## Nurse-Family Partnership® Program – A Proven Preventive Intervention

Nurse-Family Partnership (NFP) is an early-intervention, preventive nurse home visiting program that has generated **proven positive outcomes** for first-time mothers living in poverty and their children. Independent studies have substantiated how the Nurse-Family Partnership program reduces health care, criminal justice, and welfare costs, and increases tax revenues. It produces:

- Net present value of return to government in excess of \$20,905 per family served,
- Return on investment of \$3.23 (not including health care savings) per \$1 invested when delivered to the average low-income, first-time family, and
- Return on investment of \$5.70 per \$1 invested when delivered to higher-risk families.

Over the past 16 years Nurse-Family Partnership has built a proven, replicable program based on more than 40 years of research. It now serves more than 23,000 families in 42 states in concert with 215 implementing agencies. With this strong foundation of compelling evidence and demonstrated ability to replicate the program successfully, as well as increasing support from the federal government, the Nurse-Family Partnership National Service Office (NSO) is **poised to continue to systematically and aggressively expand** the availability of the Nurse-Family Partnership program throughout the United States.

## The Nurse-Family Partnership National Service Office's Growth Plan

Since 2007, NSO has demonstrated its ability to execute strategy to meet growth targets, manage well within budgets, conserve growth capital, and anticipate and adjust for major economic shifts. Its current major goals to achieve by 2018 are:

1. Point-in-time enrollment of 59,000 families,
2. Self-sustaining nonprofit business model,
3. Leverage \$3.0 billion in public funding to yield more than \$8.6 billion in social return.

NSO's strategy involves four elements:

1. **Program Development** – continue to work directly with state, county, and community agencies to help them establish and operate the NFP program for eligible families in their areas.
2. **Policy & Government Affairs** – Continue to advocate for preferential funding of evidence-based programs, among which NFP is pre-eminent.
3. **Marketing & Communications** – continue to broaden public awareness and support for NFP.
4. **Quality Management System** – continue to improve NSO's ability to foster excellent program implementation.

This strategy has been successful for the past five years, and NSO will continue to adapt it to the evolving business environment.

## Challenges

NSO's major challenges are external, rather than internal. Leadership has demonstrated its ability to execute strategy to meet growth targets, develop the work force, develop and maintain a customer focus, manage well within budgets, conserve growth capital, and anticipate and adjust for major economic shifts.

The US economy continues to struggle and, while it may be recovering, it is clear that the recovery is far slower than the majority of economists projected. State budgets are under even more pressure than in 2010 and 2013 appears unlikely to be substantively better. In this environment, the major challenges are:

- Raise sufficient philanthropic funding to enable NSO to initiate strategically-crucial research, act upon new opportunities, and adapt to the evolving needs of our customers.
- Build awareness, interest and support within the philanthropic world and among the general public for NFP and its NSO
- Determine whether NSO can optimize long-term sustainability by integrating NFP into the evolving health care delivery system, and determine which strategies will best support quality implementation.
- Build a communications infrastructure among the Prevention Research Center, the federal government, and NSO to ensure that research informs and guides policy that supports evidence-based practice.
- Develop a long-term strategy for international replication of the NFP program.
- Continue to successfully convince governments, the philanthropic world, and individual donors to direct scarce public and private funds preferentially toward NFP based on its superior, proven, enduring, multi-generational outcomes which researchers increasingly agree is more cost-effective than later, remedial interventions.

Support from the NFP Board of Directors will be essential to overcoming these challenges.

## Conclusion

Nurse-Family Partnership is a proven program for which there is a desperate need. Its solid foundation of evidence plus its compelling return on investment has attracted increasing attention and interest in all areas of both federal and state government. Endorsements by the U.S. Department of Health and Human Services as part of their Home Visiting Evidence of Effectiveness (HomVee) Study, The Brookings Institution, the RAND Corporation, and the Washington State Institute for Public Policy are contributing to this accelerating public support to fund national replication of the Nurse-Family Partnership.

As the momentum for funding program replication increases, it is imperative that the Nurse-Family Partnership National Office be prepared to support rapidly expanding numbers of implementing agencies. An organization of knowledgeable, skilled, capable people is in place; operating systems have been developed and proven; projects are underway to ensure scale economies are captured as growth occurs on a national level. Execution of NSO's strategy over the next eight years will yield the transformation of more than 230,000 additional unduplicated families – multi-generational change with huge lasting societal benefit – lives of low-income, first-time mothers and their children transformed one at a time by the intervention of trained registered nurses implementing a scientifically proven program – the Nurse-Family Partnership.