Environmental Scanning and Strategic Planning Guidance

A Reference Tool for Grantees in the

Linking Actions for Unmet Needs in Children's Health (Project LAUNCH) Grant Program

Prepared by the Project LAUNCH Team
Mental Health Promotion Branch
Division of Prevention, Traumatic Stress, and Special Programs
Center for Mental Health Services
Substance Abuse and Mental Health Services Administration
U.S. Department of Health and Human Services

2012

Acknowledgments

The SAMHSA Project LAUNCH Program Office recognizes the contributions of the Project LAUNCH Technical Assistance Center in completing this document. TA staff from Education Development Center, Inc., and its partners at Georgetown University Center for Child and Human Development and at American Institutes for Research (AIR) developed and revised the document under the direction of SAMHSA staff and with input from grantees from the FY2008 and FY2009 cohorts. AIR's Gabriele Fain was the principal writer.

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Why Planning?

In response to a growing recognition from our nation's leaders of the need to promote health and wellness among children from birth to age eight, the Substance Abuse and Mental Health Services Administration (SAMHSA) created Project LAUNCH (Linking Actions for Unmet Needs in Children's Health). Through Project LAUNCH cooperative agreements, state, territorial, tribal, and local networks are being developed to improve the coordination of the early childhood-serving system, in particular behavioral health and primary care services, and to enhance the practices, programs, and services for young children and their families.

Project LAUNCH is a public health initiative that seeks to ensure *all* children are equipped with the skills they need to achieve developmental milestones. Prevention and promotion activities are key aspects of a public health approach, in addition to efforts to treat problems after they occur. SAMHSA encourages grantees to be aware of public health principles related to prevention and promotion (for more details, see section I of the *Grantee Manual*).

IMPORTANT NOTE
SAMHSA encourages grantees to be aware of the following six public health principles related to prevention and promotion:

1. Prevention is an ordered set of steps along a continuum to promote individual, family, and community health; prevent mental and behavioral disorders; support resilience and recovery; and prevent relapse.
2. Prevention is prevention is prevention (that is, the components of effective prevention for the individual, family, or community within a public health model are the same).
3. Common risk and protective factors exist for many substance abuse and mental health problems. Good prevention focuses on altering common risk factors.
4. Resilience is built by developing assets in individuals, families, and communities through evidence-based health promotion and prevention strategies.
5. *Systems* of prevention services work better than service *silos*.
6. Baseline data, common assessment tools, and outcomes shared across service systems can promote accountability and increase the effectiveness of prevention efforts.

An integral part of promoting behavioral health is substance abuse prevention. Project LAUNCH work involves not only addressing the strengths of and challenges faced by the individual child but also those strengths and challenges experienced by his or her family, community, and cultural group. To promote healthy social and emotional development as well as positive

behaviors among young children, children must have the opportunity to live in families and communities that are safe, stable, and free from substance abuse and other negative factors. As Project LAUNCH grantees bring together partners at the local level to develop a common vision and plan for promoting young child wellness, they will be able to call upon the expertise of community coalitions and professional providers in substance abuse prevention to join their efforts.

Careful and thoughtful program planning is critical for successful implementation and meaningful evaluation. To this end, Project LAUNCH grantees conduct a comprehensive planning process that includes the following:

- An **environmental scan** of the systems and programs that serve children from birth to age eight and their families
- A **strategic plan** to guide grantees' work

The Project LAUNCH scanning and planning process is based on the Strategic Prevention Framework State Incentive Grant (SPF SIG).[1] See http://prevention.samhsa.gov/grants/sig.aspx for more information.

IMPORTANT NOTE

SAMHSA encourages grantees to use the five-step process of the Strategic Prevention Framework (SPF), which helps put the planning process in the context of overall grant activities:

1. Profile population needs, resources, and readiness to address the problems and gaps in service delivery.
2. Mobilize and/or build capacity to address needs.
3. Develop a comprehensive strategic plan.
4. Implement evidence-based policies, programs, and infrastructure development activities.
5. Monitor the process, evaluate effectiveness, sustain effective programs and activities, and improve or replace those that fail.

Use this process to coordinate and leverage resources funded through the LAUNCH grant and other sources.

[1]The SPF SIG program is one of SAMHSA's infrastructure grant programs. SAMHSA's infrastructure grants support an array of activities to help grantees build a solid foundation for delivering and sustaining effective substance abuse and/or mental health services. The SPF SIGs, in particular, provide funding to states and federally recognized tribes and tribal organizations to implement SAMHSA's Strategic Prevention Framework in order to prevent the onset and reduce the progression of substance abuse, including childhood and underage drinking; reduce substance abuse-related problems in communities; and build prevention capacity and infrastructure at the state or tribal and community levels.

The planning process is also critical in shaping how Project LAUNCH will work to reduce health disparities among the subpopulations it serves. In April 2011, the Department of Health and Human Services (HHS) released its *Action Plan to Reduce Racial and Ethnic Health Disparities* (Action Plan). This plan outlines goals and actions that HHS agencies, including SAMHSA, will take to reduce health disparities among racial and ethnic minorities. Agencies are required to continuously assess the impact of their policies and programs on health disparities. The Action Plan is available at http://minorityhealth.hhs.gov/npa/files/Plans/HHS/HHS_Plan_complete.pdf.

The number one Secretarial priority in the Action Plan is to "Assess and heighten the impact of all HHS policies, programs, processes, and resource decisions to reduce health disparities. HHS leadership will assure that: Program grantees, as applicable, will be required to submit health disparity impact statements as part of their grant applications. Such statements can inform future HHS investments and policy goals, and in some instances, could be used to score grant applications if underlying program authority permits."[2]

Grantees are expected to address the issue of health disparities in both the environmental scanning process and the development of the strategic plan. Guidance on how grantees may achieve these goals is described in subsequent sections of this document.

Environmental Scanning and Strategic Planning Guidance 2012 provides direction to Project LAUNCH grantees to support them through this planning process. Grantees should use the templates included in this document to submit their environmental scan and strategic plan reports to SAMHSA.

SAMHSA staff and the Project LAUNCH Technical Assistance Team provide customized support to grantees throughout the planning process. A technical assistance specialist (TAS) is assigned to each grantee to provide assistance. Another support to grantees is the *Grantee Manual*, which can be found on the Project LAUNCH website (http://projectlaunch.promoteprevent.org/).

SAMHSA is also interested in grantee feedback regarding this planning guide and in questions, concerns, or comments related to the Project LAUNCH planning process. Grantees are encouraged to share their thoughts with the Project LAUNCH Government Project Officers (GPO) at SAMHSA and/or the Technical Assistance Team.

Overview of the Project LAUNCH Planning Process

To ensure that their strategic plans reflect and build upon the programs, services, and resources that are already in place to serve young children, Project LAUNCH grantees will first conduct an environmental scan to develop a more comprehensive picture of the early childhood-serving environment in their communities. Grantees are encouraged to develop environmental scans that include but are not limited to an inventory of services available for children and families. While it is critical to have a complete picture of the landscape of systems, programs, and other resources currently available to address challenges facing children from birth to age eight and

[2] "Action Plan to Reduce Racial and Ethnic Health Disparities." Department of Health and Human Services (2011). http://minorityhealth.hhs.gov/npa/files/Plans/HHS/HHS_Plan_complete.pdf.

their families, the scanning process should also stimulate thoughtful analysis of gaps in programming, duplication of efforts, and challenges related to access to or quality of services.

Analysis of the environmental scan data lays the foundation for the development of the strategic plan. The strategic plan sets out the overall goals and objectives of the grant project and identifies how grantees intend to achieve them. In addition to programmatic elements, the Project LAUNCH strategic plan addresses how grantees will structure their financial resources to achieve their goals and objectives during the grant period. The strategic planning process offers an opportunity for grantees to develop collaborative strategies with a range of stakeholders to support the work of the project. SAMHSA strongly encourages grantees to include their state's, tribe's, or territory's early childhood-serving systems in their scans.

The environmental scans and strategic plans are "living documents" that may expand in scope over the course of the project to reflect changes in the community as well as changes in systems and supports that address the well-being of children and families. The scans and plans should be updated periodically over the life of the project.

Figure 1 shows the relationship among the needs assessment (completed as part of the application process), the environmental scan, and the comprehensive strategic plan. Additional points follow.

Environmental Scan

- The environmental scan builds on the needs assessment and serves as the foundation for the comprehensive strategic plan.
- The development of broad-based environmental scans, which map out systems in sufficient detail to guide thinking and decision making, will be central to the success of grantees' strategic plans.

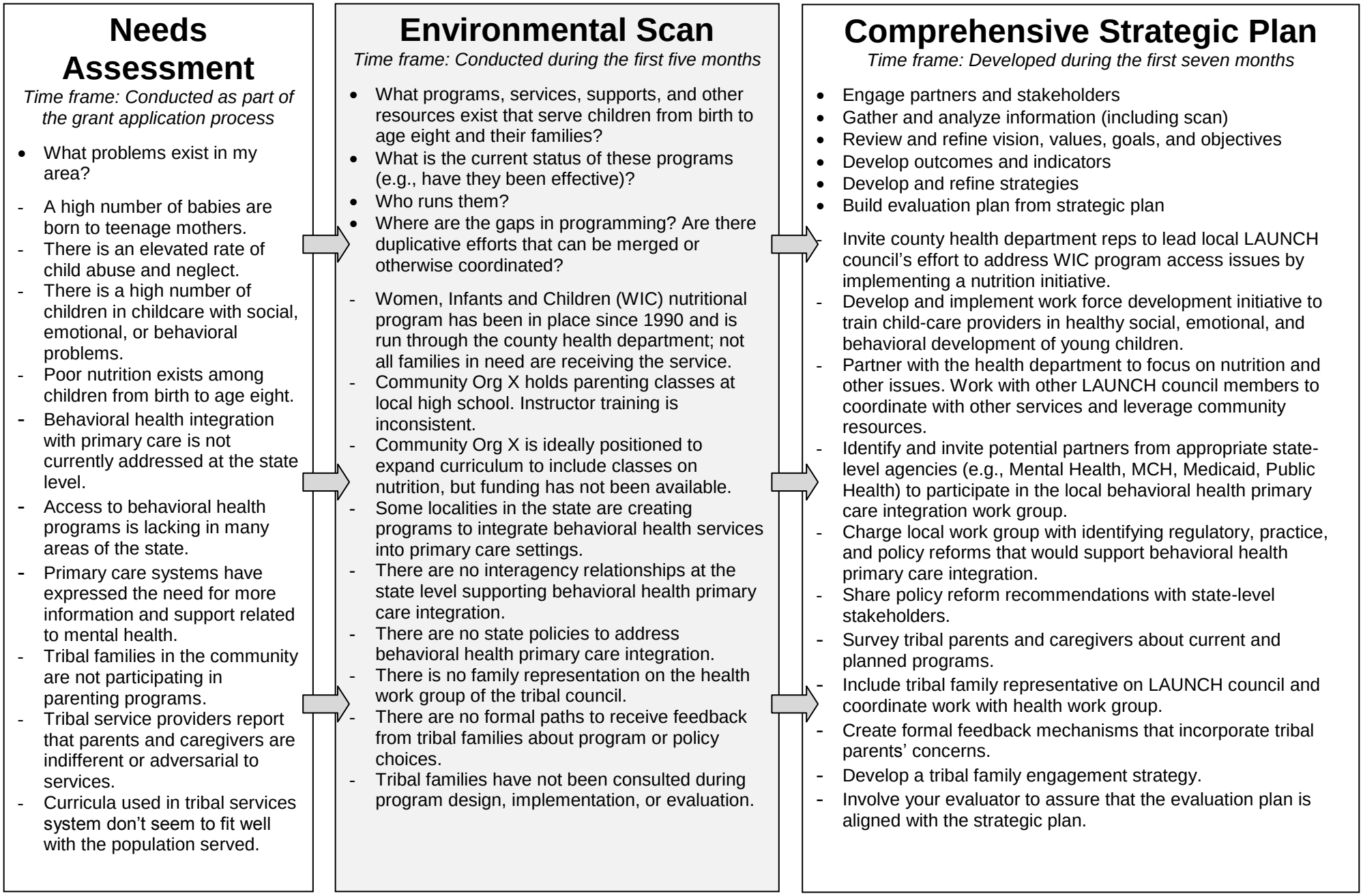
Strategic Plan

- The use of a comprehensive strategic plan will enable grantees to build on and improve current services, as well as coordinate among the many systems that serve young children.
- The strategic plan will inform the development of the evaluation plan, ensuring the evaluation addresses the extent to which progress has been made in (1) implementing the strategies outlined in the strategic plan and (2) achieving the intended outcomes of the project.

Evaluation Plan

- At the end of each year, the evaluation will provide information on how the strategic plan is being implemented and identify interim findings about the effectiveness of specific activities and strategies.
- The interim findings will enable grantees to make program improvements during the course of the grant program.
- At the end of five years, the evaluation will describe what happened in Project LAUNCH and provide data showing the effectiveness of specific strategies and the overall project.

Figure 1. This sample shows the relationship between the needs assessment, environmental scan, and comprehensive strategic plan



Scanning the Environment

As noted in the request for applications (RFA), grantees must conduct an environmental scan in the first five months of the grant to map out the systems and programs (including those funded through federal and private grants) that serve children from birth to age eight and their families. The scan should identify the systems, programs, and services that existed *prior* to Project LAUNCH, not those that will be added by Project LAUNCH.

This section outlines SAMHSA's expectations for the environmental scan report. In addition, guidance is offered to assist grantees in conducting thorough, well-conceived scans that will serve to help the project meet its approved objectives. Grantees should use the questions and templates included in this planning guide to collect and report Project LAUNCH environmental scan information.

Overview of the Environmental Scanning Process

The environmental scanning process includes three basic steps: (1) developing an approach to the scanning process, (2) scanning the environment, and (3) and analyzing the data collected.

Participation by a range of stakeholders throughout the scanning process, including the local Council on Young Child Wellness, will enrich the environmental scan by ensuring it is representative of the broad early childhood system. Inclusion of the council in the scanning process will help grantees effectively identify gaps in existing services, find opportunities to partner with local- and state-level programs, build support from various partners for the project as a whole, and begin conversations among stakeholders regarding long-term sustainability of Project LAUNCH.

Grantees also are encouraged to build from existing scans, such as work conducted for the Early Childhood Comprehensive Systems (ECCS) grants; Supporting Evidence-Based Home Visitation (EBHV) Programs to Prevent Child Maltreatment; the Maternal, Infant, and Early Childhood Home Visiting Program; Head Start Community Assessments; assessments conducted by the State Epidemiological Workgroup and those conducted by the area's SPF SIG-funded communities; or similar efforts. SAMHSA and the Project LAUNCH Technical Assistance Team can support grantees in locating contact information for administrators of these programs in their state. In addition, Appendix C of the *Grantee Manual* provides guidance for connecting with other programs and initiatives.

In addition to mapping out the systems and programs in place *prior* to Project LAUNCH, the environmental scan also should include a financial map of the funding streams that support programs to address the physical, emotional, social, cognitive, and behavioral health of children from birth to age eight. *Spending Smarter: A Funding Guide for Policymakers and Advocates to Promote Social and Emotional Health and School Readiness*, developed by Project Thrive at the National Center for Children in Poverty, is just one example of a process used by many states and communities to map their financial environment. Tribes and jurisdictions should contact their TAS to adapt this approach to their systems. The *Spending Smarter* document can be found at http://www.nccp.org/publications/pdf/text_634.pdf and may help with the financial mapping

component of the scan. Additionally, grantees may find it helpful to draw from any prior or ongoing financial analysis that has been conducted at the state, tribal, or local level.

The environmental scan process can also be used by grantees to assess their existing policies and procedures related to behavioral health disparities. For example, do other key agencies maintain specific strategies to reduce behavioral health disparities among the subpopulations they serve? This process will help the grantee identify any gaps in such strategies and documented policies and eventually develop an approach (or revise an existing one) through the strategic planning process.

The environmental scan provides an opportunity for grantees to communicate with other important stakeholders in the state, tribe, or territory. Local communities' findings may help inform policy and decision making at the state or tribal level, and state or tribal findings may help inform local communities about ways in which their gaps in service, needs, resources, and practices compare with those in other jurisdictions.

Suggested Elements of the Environmental Scan

SAMHSA recognizes that grantees may not have the opportunity to complete a thorough environmental scan within the first five months of grant award. However, grantees should do the following:

- Be prepared to document at five months the steps they have taken to date in the scanning process, including the methods they have chosen for engaging partners in the process and for data collection.
- Share a summary of findings to date.
- If the scanning process is not complete, describe what future steps will be taken to complete the scan and provide a timeline for completion.
- Contact their GPO directly to discuss and agree upon a timeline for completion.

Grantees should include the following elements in their scan reports:

1. **Stakeholder participation:** A description of who participated in the scanning process and how stakeholders were engaged and the diverse perspectives ensured.
2. **Methodology:** A description of the methods used for gathering scan data (e.g., extant data, focus groups, surveys, etc.).
3. **Scan data:** The information grantees have collected across programs, providers, and services that allowed them to identify existing gaps and redundancies in relevant systems. Grantees should submit a template, such as those included in Appendix A, that captures an "inventory" of programs and the information collected about them. If grantees have developed other instruments for collecting data (e.g., an interview protocol) or have other raw data (e.g., notes from an interview or focus group), they do *not* need to submit these items with the scan document.
4. **Findings:** A summary of findings from the scan; that is, not a summary of data but conclusions that could be drawn from the scan that are key to helping the project more

clearly define its goals, objectives, and outcomes, all of which will be outlined in the strategic plan.

See Figure 2 for the recommended page count for each element of the environmental scan.

Figure 2. Recommended page count for each element of the environmental scan

Element of the Environmental Scan	Suggested Page Count
1. Description of participants and engagement in scanning process	1 to 2 pages
2. Description of methods for gathering data	1 to 2 pages
3. Environmental scan data	Completed templates (see Appendix A)
4. Summary of findings and conclusions	6 to 8 pages
Total	8 to 12 pages, plus completed templates

Organization of the Environmental Scan Guidance

This environmental scan guidance is organized into three sections:

Part 1: Developing a Methodology for the Environmental Scan offers strategies to help grantees determine their approach to the environmental scan.

Part 2: Scanning the Environment lists questions to inform a thorough scan process and offers a template to organize information gathered.

Part 3: Analyzing the Scan and Drawing Conclusions provides suggestions on how to sort through the information collected and how to best interpret the findings. Also called the strategic analysis, this section can guide Project LAUNCH grantees in forming an optimal strategic direction for moving forward over the next five years.

Part 1: Developing a Methodology for the Environmental Scan

Even though the environmental scan process is about collecting data, it is an opportunity for grantees to dialogue with stakeholders, establish and strengthen partnerships, and inform the community about Project LAUNCH. Each step in the process should be conducted in a collaborative manner involving a range of stakeholders. Grantees should actively engage their Councils on Young Child Wellness in scanning activities, as well as using the scanning process as an opportunity to form alliances with a wide variety of individuals at the state, territorial, tribal, and community levels. Soliciting input from a range of stakeholders, including current and potential program participants, will help ensure that services are responsive to the needs of the community and will build support for the initiative as a whole.

There are a variety of ways grantees can gather data for the environmental scan, including the following:

- Adapt and/or update existing environmental scans or needs assessments
- Distribute blank (or pre-populated) templates to key organizations or agencies to provide or confirm the scan data
- Conduct interviews, focus groups, or surveys to gather feedback from the community, including parents and caregivers, providers, and key stakeholders

The Project LAUNCH Technical Assistance Team can provide individualized assistance to grantees to help them develop a methodology for conducting the scan.

Part 2: Scanning the Environment

Part 2, developed as a guide, is divided into five general topic areas that grantees should include in their environmental scan report:

1. Family support and parenting education
2. Mental health and social and emotional wellness
3. Early care and education
4. Primary care
5. Systems development

It is important to note that these five areas are deliberately broad to help grantees conduct a wide-ranging scan of their community and state. The five required Project LAUNCH strategies (see section I of the *Grantee Manual* for further description of these required direct services) and substance abuse prevention activities fall within these topic areas. However, the intent of the environmental scan is for grantees to explore the early childhood system as a whole, in addition to the specific Project LAUNCH strategies.

> The guiding questions are intended as "food for thought." They can be used as a starting point for discussion with the council, as items to include in focus group or interview questions, or as a framework to conduct the scan or analyze the data collected.

For each topic area, a series of guiding questions is provided, followed by a template (with illustrative examples), which grantees should use to organize and document the systems, programs, and other resources that currently exist in their communities. In addition, grantees should broaden the scan to include state-level factors that are, or will be, relevant at the local level. This step is important in identifying state policy or systems issues that will affect the development of the local LAUNCH program. Guiding questions are offered to trigger thinking about all the possible systems, programs, and other resources that grantees might include in the scan. Grantees are not required to answer all of the guiding questions, but to select those that are most relevant to their work.

Several of these questions are adapted from the Health Resources and Services Administration's (HRSA) guidance to ECCS coordinators for the scan process. In addition, the Project LAUNCH scanning (and strategic planning) process is based on the SPF SIG model.

Similarly, templates are provided for grantees to use to record the information they gather through the environmental scan. The templates are structured to collect information on the following:

- **Services provided:** A brief description of the services offered.
- **Organization providing the services:** The name of the organization or agency that is delivering the service. Specific contact information is not needed for SAMHSA's purposes.
- **Population served:** General information about the population served, as available.
- **Goal:** The intended goal of the services.
- **Funding amount and source:** Approximate funding amounts are appropriate. SAMHSA recognizes that it may be challenging to obtain exact funding amounts from various agencies, thus estimates are fine.
- **Involvement in Project LAUNCH:** This *optional column* may be used as a tool to bridge how various partners may be involved in Project LAUNCH and to link the environmental scan to the strategic planning process.

Blank templates are provided in Appendix A for grantees to organize and document their environmental scan data.

1. Family Support and Parenting Education

When scanning the early childhood environment related to *family support and parenting education*, consider the following guiding questions:

- Do families have access to:
    - Parenting education and support?
    - Family strengthening programs?
    - Substance abuse prevention programs?
    - Substance abuse treatment and support services?
    - Home visiting programs?
    - Programs that build parents' skills to advocate for themselves and their children, including interacting with professionals regarding child wellness issues?
    - Programs that provide parent-to-parent educational and support activities?

- Do existing programs and services:
    - Use evidence-based practices for promoting education and family support?
    - Provide culturally relevant and sensitive services, including traditional spiritual activities?
    - Link with other family services organizations and related groups?
    - Involve parents in meaningful ways by ensuring that they are involved in policy and program planning, implementation, and quality assurance?
    - Provide family-centered and family-led activities?
    - Maintain policies and procedures to reduce behavioral health disparities?

- What do results of available evaluations of family support and parenting education programs show about the strengths of existing programs and the need for program improvement or new or enhanced services?

Template 1 shows information about family support and parenting education programs available in the community. The entries in italics are offered as examples.

Template 1. Sample Scan of Family Support and Parenting Education

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH
Parenting Wisely: Parent training program	*Valley Community Action Program*	*4 groups of 100 families per year until Dec. 2011* *Services targeted at families with multiple risk factors*	*Decrease the use of physical discipline methods*	*$250,000/year for 3 years from United Way*	*Program coordinator serves on local child wellness council.*
Use of relational world view to evaluate effectiveness of family talking circles	*Tribal council's subcommittee on family involvement*	*Families with children birth to five*	*Promote a more traditional holistic view of parenting*	*Grant from tribal college*	*Project director meets with subcommittee.*

2. Mental Health and Social and Emotional Wellness

When scanning the early childhood environment related to *mental health and social and emotional wellness,* consider the following guiding questions:

- Do families have access to:
    - Therapeutic interventions aimed at children from birth to age three and their families? Ages three to five? Ages five to eight?
    - Supports and other services that promote social and emotional wellness in young children and aim to prevent social, emotional, and behavioral issues from developing?
    - Mental health consultation?
    - Substance abuse prevention and treatment programs?

- Do existing programs and services:
    - Aim to elevate knowledge and competency around children's healthy social and emotional development among the professional groups who work with young children and their families?
    - Address transitions of all children from birth to three, to preschool, and to elementary school, especially for those children who are eligible for the Individuals with Disabilities Education Act (IDEA)?
    - Ensure that agencies and coalitions that provide services and supports to adults (such as for issues related to substance abuse, mental health, justice, housing, and employment) are collaborating with agencies that provide services and supports to young children?
    - Maintain policies and procedures to reduce behavioral health disparities?

- What do results of available evaluations of mental health and social and emotional wellness programs show about the strengths of existing programs and the needs for program improvement or new or enhanced services?

Template 2 shows information about activities available in the community that promote mental health and social and emotional wellness. The entries in italics are offered as examples.

Template 2. Sample Scan of Mental Health and Social and Emotional Wellness

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH
Early childhood mental health consultation	*Smith County Mental Health Center*	*All children birth to age five in licensed child-care and education facilities within county limits*	*Prevent expulsion from childcare*	*$53,000 from state general funds*	*Expansion of program*
Maternal depression screening	*Home visitation programs*	*All very low-income children birth to age three in three neighborhoods*	*Promote strong attachments between babies and their mothers*	*$15,000, from Catholic Charities*	*Expansion of program*
Suicide prevention; early intervention	*Tribal wellness counselors and early intervention program teams*	*Siblings (birth to age five) and their families of at-risk teens*	*Enhance self-esteem, social skills, and attachment to culture*	*SAMHSA prevention grant for $50,000*	*Expansion of program*
Substance abuse prevention and treatment	*Horizon Center, Alcoholics Anonymous*	*Adults in substance abuse treatment and their children*	*Decrease substance use in adult clients and prevent future substance use by children*	*SAMHSA Block Grant funds, foundation dollars, fee for service (amount unknown)*	*Referral source and partnership in implementing maternal depression screens and social skills group for children ages five to eight*

3. Early Care and Education Systems

When scanning the environment related to *early care and education*, consider the following guiding questions:

- What is being done to:
    - Build a local early childhood and education work force, including small and/or informal providers, with competence in young child social, emotional, and behavioral health?
    - Develop or strengthen a network of child-care health consultants?
    - Make developmental screenings available through early care and education systems?
    - Link providers with the early intervention system?
    - Train providers to recognize possible substance abuse issues among staff and families and make appropriate referrals to community agencies?
    - Help providers connect families to parenting education resources and programs?
    - Ensure that early childhood settings serve as an access point for health insurance and medical homes?
    - Ensure that early childhood settings are culturally sensitive and appropriate?
    - Support local collaboration between school districts, elementary schools, and early childhood-serving agencies?
    - Support collaboration between the early care and education system, local education agency, and other agencies or stakeholders related to young child wellness?
    - Reduce behavioral health disparities among the children and families served by early care and education programs and elementary schools?

- What do results of available evaluations of early care and education programs show about the strengths of existing programs and the need for program improvement or new or enhanced services?

Template 3 shows information about the early care and education programs available in the community. The entries in italics are offered as examples.

Template 3. Sample Scan of Early Care and Education

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH
Training on developmental assessments	*County Office of Education*	*Preschool providers*	• *Train the ECE work force in developmental assessments.* • *Increase the use of assessments in preschool settings.*	*$25,000 per year, from County Office of Education*	*Participation of preschool providers who operate in LAUNCH target area in training sessions*
Coordination of early childhood education (ECE) training and facilitation of state and regional networks of providers	*Child Development Division, Department of Education, Preschool Instructional Network*	*Preschool providers*	• *Provide training to the ECE work force.* • *Increase collaboration among ECE providers.*	*$500,000 per year, from State Education Agency (SEA)*	*Representative participating on state child wellness council*
Statewide coordination with professional ECE provider associations to plan annual staff trainings regarding social and emotional development and working with young children and their families	*Department of Health*	*Lead preschool teachers in state-funded programs*	*Provide training to ECE work force in social and emotional development of young children.*	*$5,000 from ECCS funds*	*Coordination with LAUNCH training plan; participation of teachers in LAUNCH target areas*

4. Primary Care

When scanning the early childhood environment related to *primary care,* consider the following guiding questions:

- What is being done to ensure that:
  - All children are connected to a medical home?
  - Medical providers are moving toward electronic health records?
  - Medical providers conduct regular, comprehensive developmental screenings and assessments?
  - The state Medicaid system recognizes developmental screenings and assessments as critical components of the well-child visit and reimburses providers for the service?
  - Medical providers explore mental health issues and substance abuse issues with family members?
  - Families are connected to traditional and spiritual leaders?
  - Early childhood providers (e.g., home visitors, early intervention specialists, WIC, childcare) have mechanisms to communicate and coordinate with medical providers?
  - Behavioral health disparities are addressed?

- What do results of available evaluations of primary care services for young children show about the strengths of existing programs and the need for program improvement or new or enhanced services?

Template 4 shows information about the primary care activities available in the community. The entries in italics are offered as examples.

Template 4. Sample Scan of Primary Care

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH
Community referral source notebook	*Local coordinating council within county*	*Birth to age five*	*Increase the likelihood of facilitated referrals.*	*$25,000, donated by local businesses*	*Continuation of work*
Statewide task force advising on design of higher education curriculum module regarding behavioral health for pediatrician training programs	*Department of Health*	*Medical students*	*Integrate behavioral health issues for young children, and the integration of physical and behavioral health services in pediatric training programs.*	*$2,000, from Maternal and Child Health Bureau block grant*	*Coordination with LAUNCH statewide advisory council (if any), integration with LAUNCH training plans for primary care providers*

5. Systems Development

The environmental scan should include information about systems development. The following questions are designed to help the grantee identify relevant system-level factors that will inform the environmental scan and, ultimately, the strategic plan. This information may best be captured in narrative form. The questions are not exhaustive, and grantees are not required to answer all of them.

Governance and Interagency Coordination and Collaboration

- Is there a coordinating body in the state, territory, or tribe that addresses cross-agency, cross-organizational issues?
- Are there coordinating bodies at the local level that address cross-agency or cross-organizational issues?
- Do these coordinating bodies include both the public and private (both for-profit and nonprofit) sectors?
- Do these coordinating bodies have access to adequate data regarding prevention and treatment services that can inform their planning?
- Are there efforts to ensure that early childhood issues have a high profile on the public policy agenda in the state, territory, tribe, or community?
- Are services to adult caregivers coordinated with services targeted to young children (e.g., incarcerated women with children receive supported visits with foster parent and child, women in substance abuse treatment receive early care and education services for their children)?
- To what extent do agencies and coalitions providing services and supports to adults (such as for issues related to substance abuse, mental health, justice, housing, and employment) collaborate with agencies offering services to young children?
- To what extent do the state's or territory's Title V agency and the mental health agency currently collaborate?
- What legislation currently in place supports a public health approach?

Family and Community Involvement

- Are family members encouraged to be active participants in all components of service delivery (i.e., the development and monitoring of policies, procedures, and practices)?
- What efforts are underway to ensure that true family and community voices inform the system?
- Are policies being changed to reflect family-centered practices?

Evidence-Based Practices

- How are the state or tribe and the local community supporting training, coaching, and effective implementation of evidence-based practices (EBPs)?
- What EBPs are being used at the current time?
- Is there a cross-agency data collection system?
- Are services being evaluated for effectiveness?

Funding

- What is being done to ensure the existence of financing opportunities that can encourage the delivery of comprehensive, integrated, and family-centered services?
- What financing strategies have been developed or utilized to encourage cross-agency coordination?
- Are all funding streams maximized to cover services for young children in the state, territory, tribe, or community?

Effective Work force

- What efforts are underway to build a work force that is trained in the public health approach?
- What efforts are planned or underway to provide interdisciplinary training on understanding healthy child development?
- Describe the current state, territorial, or tribal and local work force development plan for staff working with children from birth to age eight and their families.

Cultural and Linguistic Competence

- What efforts are underway at the state, territorial, or tribal and community level to ensure cultural and linguistic competence among providers and policymakers?
- What efforts are being made to reduce disparities in access to or receipt of services among families from different cultural or linguistic backgrounds?

Statewide or Broad Tribal Adoption of Local Practice

- What efforts are underway to replicate successful local efforts around promotion of social and emotional wellness and prevention of mental illness for young children and their families?

Coordination with Other Federally Funded Efforts

- How is the Project LAUNCH effort being coordinated with other federally funded programs at the state, territorial, or tribal and community levels?
- How is Project LAUNCH being integrated with grantees of the Maternal, Infant, and Early Childhood Home Visiting Initiative (MIECHV)?

Part 3: Analyzing the Scan and Drawing Conclusions

From the scan of the current service delivery system—that is, the data-gathering process as well as the information gathered—grantees are now well positioned for critical, strategic analysis. In this analysis, grantees should thoughtfully consider any conclusions that may be drawn as well as how those conclusions can inform the project's plans moving forward. The conclusions will inform the development of a comprehensive strategic plan that is based on a strong understanding of where the project began. To analyze the data and identify next steps in the development of a comprehensive strategic plan, grantees should consider the following questions:

- What needs of young children and families in the community are going unmet? What available programs, supports, and services are designed to meet these needs?

- Are there any major problems not being addressed by a service, program, or activity?
- Are the children and families who should be receiving wellness promotion and prevention programs, services, and supports in fact receiving them? If not, why not?
- Are there duplicative services, programs, and supports attempting to address the same problem? If so, which are more effective and which are less so? Are those who are implementing the separate programs coordinating their efforts in any way?
- Are there documented policies and procedures for addressing behavioral health disparities?
- Is there a blending of funding across these various programs and efforts?

In addition, grantees should consider what is needed at a broader level (e.g., from state, tribal, or territorial agencies, or task forces or interagency work groups, etc.) to support strategic planning, implementation, work force development efforts, and systems-change efforts.

Grantees should also consider the following:

- Local-level coordination issues, including changes in state, territorial, or tribal policies and regulations that can facilitate the blending of funding
- Regional and/or statewide work force development issues
- Mechanisms available to share lessons learned with others in the state or tribe

Answering these questions will help grantees organize the data from their environmental scans. Having a more complete understanding of both the needs and the resources in the community will lead to greater clarity of where the gaps and the most critical unmet needs exist. In addition, this scan might highlight ways in which service delivery, policies, and funding structures can be improved. The strategic plan should be a direct response to the outstanding needs; it presents the project's vision for how best practices in infrastructure reform and service delivery can most effectively meet these needs.

Submitting the Environmental Scan

LAUNCH programs from the 2012 cohort will submit an electronic version of their scan to their GPO by March 1, 2013. See Figure 2 for recommended page counts for each of the four elements of the environmental scan: (1) description of the participants in the process, (2) description of the data-gathering methods, (3) environmental scan data, and (4) summary of the findings.

Planning Strategically

As noted in the RFA, Project LAUNCH grantees are required to submit comprehensive strategic plans to SAMHSA project officers in the first year of their grant, specifically seven months after the grant award (May 1, 2013). They should also review and revise their strategic plans at least annually to reflect on the goals achieved, new priorities that may have surfaced within their communities, and data from their grantee-specific evaluation.

This section outlines SAMHSA's expectations for the strategic plan report and provides guidance on how grantees can most effectively move forward in their planning. The guidance is designed to support grantees in developing comprehensive strategic plans that advance the vision and implementation of Project LAUNCH. Grantees should use the templates provided in Appendix B to submit their strategic plans. Grantees wishing to use alternative formats for their strategic plans should talk with their GPOs to ensure that reporting requirements are being met. SAMHSA program staff and the Project LAUNCH Technical Assistance Team are available to provide individualized technical assistance to each grantee as needed.

Overview of the Strategic Planning Process

The strategic plan for Project LAUNCH should be informed by the environmental scan process completed by grantees, which identified gaps in services and opportunities for developing partnerships with various stakeholders. In addition to programmatic elements, the Project LAUNCH strategic plan should address how grantees will structure their financial resources to achieve their goals and objectives during the grant period. The plan should also address how grantees intend to sustain the system of services that is developed or enhanced through the Project LAUNCH grant, if shown to be effective, including services and practices that are directly funded by Project LAUNCH and those that are not. Grantees should include references to services that will be directly connected to the implementation of Project LAUNCH but that may not be funded by Project LAUNCH.

Grantees should view their strategic plans as living documents—evolving as part of an ongoing, iterative process. As they meet objectives, identify new needs and strategies, and review evaluation findings, grantees will continue to plan and adjust implementation accordingly. SAMHSA requires grantees to submit updated strategic plans annually throughout the life of the grant. These updated plans will provide grantees with an opportunity to document any challenges they have encountered as well as subsequent midcourse corrections to their implementation plans.

Effective collaboration is critical to the success of Project LAUNCH for all grantees. It is a key area that should be addressed and evaluated during the strategic planning process and throughout the life of the grant. Grantees are encouraged to work with state-level stakeholders during the strategic planning process to align local efforts with broader initiatives when possible. It is important to note that Project LAUNCH is designed to develop and strengthen an integrated system to support child wellness to which all stakeholders contribute in a coordinated fashion.

Grantees should work closely with the state, tribal or territorial early childhood leadership (e.g., governor's cabinet, ECCS workgroup, state early childhood councils, and the SPF SIG) to ensure that local and state or tribal goals and strategic plans for promoting early childhood wellness are closely aligned. Project LAUNCH grantees are expected to share evaluation findings, including best practices and lessons learned at the local level, with ECCS and other appropriate-level leadership so that effective practices can be disseminated and replicated throughout the state or tribe.

Suggested Elements of the Strategic Plan

The strategic plan should describe how the grantee will implement systems reforms, services, and practices at the local level to support the development of a comprehensive, family-centered public health approach for children from birth to age eight and their families. Community-level aspects of Project LAUNCH include service implementation, work force development, systems reform, policy change efforts, coordination with the state, financing and sustainability-focused activities, local-level council efforts, evidence-based programs and practices, and public education campaigns.

Grantees should use the templates provided in Appendix B to organize and submit their comprehensive strategic plan. The templates are as follows:

- Template 5: Mission, Vision, and Project Values Statements
- Template 6: Goals and Objectives
- Template 7: Implementation and Sustainability Strategies

In addition to the templates, grantees should include a narrative to provide context for their Project LAUNCH program and additional details on any elements of their strategic plan or the process they used to develop the plan itself. Finally, the strategic plan should include an updated logic model.

Figure 3. Recommended page counts for each element of the strategic plan

Element of the Strategic Plan	Suggested Page Count
Template 5: Mission, Vision, and Project Values Statements	1 to 2 pages
Template 6: Goals and Objectives	1 to 2 pages
Template 7: Implementation and Sustainability Strategies	2 to 5 pages per goal, including objectives for goal
Updated logic model	1 to 2 pages
Narrative	1 to 4 pages
Total	6 to 15 pages

Organization of the Strategic Plan Guidance

This section of the strategic plan guidance is organized into two parts:

Part 1: Developing the Comprehensive Strategic Plan provides a guide to developing the strategic plan, including how the environmental scan, needs assessment, and grant application process support and inform the development of the strategic plan.

Part 2: Documenting the Comprehensive Strategic Plan provides three templates for organizing the key elements of the strategic plan.

Part 1: Developing the Comprehensive Strategic Plan

This part provides guidance on developing the strategic plan. Although the suggested process below appears linear, SAMHSA recognizes that grantees' Project LAUNCH planning is likely to be less straightforward and not as simple as the discussion below suggests. Grantees will most likely conduct the planning process in a variety of ways. The following sequence simply represents steps that are important to have covered at some point in the process of Project LAUNCH strategic planning, or through related, overlapping processes. Grantees should describe how they completed the following steps in their final strategic plan documents:

A. Engage stakeholders
B. Gather existing information to inform the process
C. Conduct strategic analysis of the environmental scan
D. Review and refine Project LAUNCH vision, mission, project values statements, goals, and objectives
E. Refine the logic model, including the outcomes and indicators
F. Develop or refine program and policy strategies
G. Identify policies and procedures to address health disparities
H. Plan financing and sustainability
I. Identify tasks and move forward

A. Engage Stakeholders

Engaging a range of stakeholders creates opportunities for Project LAUNCH partners to contribute resources and take ownership for shared outcomes. In addition to the Young Child Wellness Council, grantees should consider other stakeholders, including family members and other caregivers, be involved in the strategic planning process. Grantees might identify and use existing and/or new communication strategies, such as email lists, discussion boards, and subcommittee meetings, to ensure participation from the full group. As noted earlier, grantees are encouraged to link their strategic planning process with other broader efforts at the state, tribal, or territorial level to ensure that Project LAUNCH goals are aligned with other related early childhood efforts. These may include ECCS, SAMHSA's SPF SIG program, and Administration for Children and Families' Supporting Evidence-Based Home Visitation Program to Prevent Child Maltreatment.

B. Gather Existing Information to Inform the Process

Grantees' strategic plans should build on previous efforts focused on resources, services, supports, policies, and programs available to address identified problems. Grantees may submit a plan that expands on a strategic document already in place, such as an ECCS initiative state plan or Early Childhood Advisory Council, tribal talking circles, or other related system reform effort documents. Likewise, previous planning activities that contributed to grantees' Project LAUNCH proposals, needs assessments, project goals, early evaluation data collection efforts (e.g., Abt Associates' cross-site evaluation, other program evaluations), logic model, and environmental scan can be valuable information and useful in framing the approach to the strategic planning process. Grantees should revisit and reuse such information to inform and extend their thinking at this point in the project. For example, focus groups with families, pediatricians, or home visitors that grantees conducted earlier in their Project LAUNCH grant planning may have yielded important information regarding service delivery challenges and potential solutions. Ideas for specific activities and objectives that emerged from those conversations can play an important role at this stage of setting the project's strategic direction.

Grantees are also encouraged to orient the council members to Project LAUNCH prior to engaging them in the development of the strategic plan. Project LAUNCH staff can access materials to provide an overview of the program (e.g., a one-page description and PowerPoint presentation) at http://projectlaunch.promoteprevent.org/, or they might use the project abstract included in the original funding application.

C. Conduct Strategic Analysis of the Environmental Scan

Additional analysis of the environmental scan data is key in helping grantees think through their strategic plan. The following questions can help shape strategic analysis of the environmental scan data:

- What are the strengths of the community that can be tapped to support the project?
- What policies, programs, services, and resources are already in place to address the identified problems?
- Do these programs, services, and so forth have an evidence base?
- Have they been effective for the population receiving them?
- Are the individuals or families who should be receiving the programs, services, etc., in fact receiving them?
- Are there duplicative programs, services, or resources in place attempting to address the same problem?
- If so, which are more effective? Less effective?
- Are those who are implementing the separate programs or services communicating with each other about their efforts?
- Is there a major problem that is not being addressed by a program, service, or resource?
- How will Project LAUNCH address (or address more effectively) the needs in the community?

- How could the state, territory, or tribe align, adapt, or develop policies and procedures to best support the local LAUNCH community?

As grantees and their stakeholders consider the answers to such questions, they may decide to review and refine their Project LAUNCH vision, mission, values, goals, and/or objectives. Ideally, this process should be a collaboration of grantees and their stakeholders in order to effectively determine the strategic direction.

D. Review and Refine Project LAUNCH Vision, Mission, Project Values Statements, Goals, and Objectives

In their Project LAUNCH funding application, grantees included proposed mission statements, goals, and objectives. The strategic analyses of environmental scan data and the related strategic planning process provide an opportunity for stakeholders to revisit those elements and reflect more deeply on their vision for Project LAUNCH and the values that will guide its implementation. To facilitate this process and ensure the group has a shared understanding, stakeholders should agree on the definitions of key terms, such as *goals* and *objectives*. SAMHSA's definitions for a number of planning terms are listed in the sidebars.

SAMHSA Definitions

Mission: Statement that describes the purpose of the project, what the project does, how it does it, and for whom

Vision: Idealized description that inspires, energizes, and creates an image of the desired outcome

Goal: Broad statement of what the project hopes to accomplish

Objective: Specific, measurable condition that must be attained in order to accomplish a particular project goal

At this stage of the process, the Project LAUNCH coordinators might engage stakeholders in a facilitated discussion, guided by the following questions:

- What is the mission of the project? Consider the aim of Project LAUNCH, whom it serves, how it serves, and why it exists.
- What is the vision for Project LAUNCH? What will the Project LAUNCH community look like if the project is successful?
- What values will guide the design and implementation of Project LAUNCH?
- Are the goals defined in the Project LAUNCH application supported by the results of the environmental scan?
- Do the goals reflect both programmatic and policy-level changes?
- How will these changes be achieved? Are they realistic?
- Which goals should be retained? Eliminated? Added to or modified?
- Which objectives will serve as interim steps in achieving the broad goals?

Grantees should use Templates 5 and 6 (in Appendix B) to document their revised mission, vision, values, goals, and objectives.

E. Refine the Logic Model, Including the Outcomes and Indicators

After reviewing their goals and objectives, grantees should revisit the logic models they included in their funding application. Grantees should provide a logic model that demonstrates the linkage between the identified needs, proposed approach, and expected outcomes.

Grantees should regularly review and update their logic model so that it continues to represent the most current theory of change—or how the project's resources and activities are expected to produce the desired results. Grantees can also articulate their project's strategic direction through the outcomes and indicators they identify and illustrate in their logic models. Grantees will electronically submit an updated logic model along with their strategic plan as part of each year's end-of-year report. Grantees should revisit the outcomes and indicators in their original Project LAUNCH funding application to ensure they mesh with following:

- Newly refined goals and objectives
- Outcomes and indicators from the Project LAUNCH cross-site evaluation or site-specific evaluations

The local evaluator can play a key role in this process and in ensuring that all outcomes and indicators meet the "SMART" test—specific, measurable, action-oriented, realistic, and timed. SMART outcomes and indicators can simplify the tracking process and assist grantee leaders in communicating clearly about the plan.

Outcomes represent the results of program implementation. They can be expressed in terms of changes in knowledge, skills, behavior, attitudes, values, and status or life condition and often begin with words such as *decrease*, *increase*, or *reduce.*

SAMHSA Definitions

Outcomes: Results or consequences of an action or intervention

Indicators: Outcomes stated in measurable and observable terms to help stakeholders assess achievement toward intended outcomes

Outcomes can be short term, intermediate, or long term. Short-term and intermediate outcomes focus on the immediate effects of the program on the children and families served. Long-term results are the systemic changes the program may influence for children, families, or other organizations over time, including lasting changes in attitudes, behaviors, achievement, policies, or capacity.

Indicators represent outcomes in measurable and observable terms. Outcomes are measured by specific and concrete indicators, which provide evidence that a specific change has occurred. Questions to consider in developing indicators include the following:

- Is the indicator a reasonable and accurate measurement of the outcome?
- Is the program currently collecting data for this indicator?
- Can the data collection instruments be adapted or created to collect data on this indicator?
- Will the indicator provide sufficient evidence that a change has occurred or progress has been made?

F. Develop or Refine Program and Policy Strategies

Successful LAUNCH projects will both (1) design and deliver programs and services to meet the needs of current children and families in the Project LAUNCH target community and (2) institute policy, financial, and other infrastructure changes that will promote positive child wellness for future children and families in the target community. Grantees should use Template 7 of this guidance to document the program and policy strategies they intend to implement to achieve their goals and objectives.

Programs, Services, and Resources. In their Project LAUNCH applications, grantees proposed a number of program-related goals (e.g., ensure developmental screenings occur in early childhood settings). For each program goal, they also proposed a set of objectives (e.g., a trained early childhood work force skilled in administering developmental screenings). During the strategic planning process, stakeholders will revisit these objectives, which include implementing EBPs, to determine if they are still appropriate given the information that has emerged through the environmental scan and strategic planning process, and they will update the objectives as necessary. As grantees reflect on the selected EBPs, the resources provided by the National Implementation Research Network (http://nirn.fpg.unc.edu/) might be helpful; these resources include information and tools to ensure the use of evidence-based programs with fidelity.

Policy Strategies. Based on the scanning and planning conducted to date, grantees should develop (or review and refine) strategies related to the following:

- Updating policies to create a more integrated and streamlined child-serving system for promoting the wellness of young children and their families
- Developing a cross-agency fiscal strategy to promote sustainability of the state, territorial, tribal, and local infrastructures developed through the grant; reduce program redundancy; and support the incorporation of evidence-based programs and practices
- Aligning indicators and measures of young children's wellness across service systems, including health, mental health, child welfare, substance abuse prevention, early childhood education, and primary education as part of the evaluation process

When identifying policy strategies, grantees might consider whether there are specific policies, legislation, regulations, and memoranda of understanding (MOUs) that would help them achieve their goals. Identifying the resources, supports, and stakeholders needed to support policy reform is another important step in developing an effective approach to systems-change initiatives through Project LAUNCH.

G. Identify Policies and Procedures to Address Health Disparities

As noted earlier, a critical goal of Project LAUNCH is to reduce behavioral health disparities among racial and ethnic minorities. To this end, the strategic plan should document how behavioral health disparities will be addressed within each of the major goals of the grant. If the grantee has an existing policy or procedure appropriate for reducing any disparities related to the activities of that goal, this information may be summarized or attached to the plan. If the grantee

does not have an existing policy or procedure, then they should state the process they will use to develop one in collaboration with key stakeholders. The strategic plan should reflect the grantee's behavioral health impact statement submitted to SAMHSA after their grant award.

One strategy for addressing health disparities is use of the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care. The National CLAS Standards were initially published in the Federal Register on December 22, 2000. Culturally and linguistically appropriate health care and services, broadly defined as care and services that are respectful of and responsive to the cultural and linguistic needs of all individuals, is increasingly seen as essential to reducing disparities and improving health care quality. The National CLAS Standards have served as both a catalyst and a conduit for the evolution of the field of cultural and linguistic competency over the course of the last 12 years. In recognition of these changes in the field, the HHS Office of Minority Health undertook the National CLAS Standards Enhancement Initiative from 2010 to 2012.

The enhanced National CLAS Standards seek to set a new bar in improving the quality of health of our nation's ever-diversifying communities. Enhancements to the National CLAS Standards include the broadening of the definitions of *health* and *culture*, as well as an increased focus on institutional governance and leadership. The enhanced standards are composed of 15 standards and provide a blueprint for health and health care organizations to implement culturally and linguistically appropriate services that will advance health equity, improve quality, and help eliminate health care disparities. Grantees can learn more about the CLAS mandates, guidelines, and recommendations at http://www.ThinkCulturalHealth.hhs.gov.

H. Plan Financing and Sustainability

Developing a vision and a plan for sustainability should begin in the first year of the Project LAUNCH grant. Sustaining a program requires action and creativity in multiple domains, including leadership, strategic planning, partnership and collaboration, capacity building, communications and marketing, public policy, evaluation, and financing. Embracing this more complex and comprehensive view toward sustainability can help grantees sustain program elements and outcomes whether or not they receive additional funding.

A systemic approach to financing and sustaining the services, supports, and infrastructures developed through the Project LAUNCH initiative involves the identification, understanding, and utilization of *all* existing financial resources. Given the various agencies and entities at the state, territorial, tribal, and local levels that provide and fund services and supports for young children and their families, *collaboration* among involved agencies, providers, families, and community members *is essential* to a sustainability plan. For state and territory grantees, the required Project LAUNCH partnership between the Title V agency and the mental health agency provides a valuable opportunity for joint state-level sustainability planning.

The framework for a financing and sustainability plan first identifies the services and supports the community desires to implement as part of Project LAUNCH and then lists all available federal, state, territorial, tribal, local governmental, and nongovernmental sources of funding that

might support those services and supports. By matching the desired services with available resources (and their eligibility requirements, restrictions, etc.), the gaps and duplications will become readily apparent. Grantees will have done much of this work as part of the environmental scanning and financial processes mapping.

The financing and sustainability plan should reflect the project's overarching vision, priorities to pursue, statements of need and strategy, and conclusions drawn from analyzing the financial data. There are a number of resources that may be helpful to grantees in this process:

- *Spending Smarter: A Funding Guide for Policymakers and Advocates to Promote Social and Emotional Health and School Readiness,* by Kay Johnson and Jane Knitzer http://www.nccp.org/publications/pdf/text_634.pdf

- *Funding Early Childhood Mental Health Services and Supports,* by Amy Wischman, Donald Kates, and Roxane Kaufman http://gucchd.georgetown.edu/72441.html

- Legacy Wheel, developed by the National Center for Mental Health Promotion and Youth Violence Prevention at Education Development Center, Inc. http://www.promoteprevent.org/implementing/sustainability/legacy-wheel

- The Finance Project's online search tool for finding federal funding sources that meet specific program or initiative needs http://www.financeproject.org/fedfund_search.cfm

- *Sustainability Planning Workbook: Building for the Future*, developed by the Finance Project http://www.financeproject.org/publications/workbookbrochure.pdf

- *Putting It Together: A Guide to Financing Comprehensive Services in Child Care and Early Education,* by Christine Johnson-Staub (August 2012) http://www.clasp.org/issues/in_focus?type=child_care_and_early_education&id=0388

In addition, the Project LAUNCH Technical Assistance Team developed the Sustainability Initiative in 2010–2011, consisting of a series of webinars to help grantees develop and implement sustainability plans. These webinars may be helpful to grantees as they begin their planning in this area and can be found at http://projectlaunch.promoteprevent.org/implementation/sustainability/sustainability-resources.

I. Identify Tasks and Move Forward

To ensure that the strategic planning process leads to thoughtful and timely implementation of Project LAUNCH, it is important to include the steps to be taken and to identify those stakeholders who are responsible for carrying out identified tasks. Grantees should use Template 7 to document this information. Additionally, grantees should develop a structured mechanism to revisit the plan on a regular basis, and to use it to inform ongoing decision making (e.g., placing

the review of the plan on the Young Child Wellness Council agenda twice a year). Using the strategic plan to develop a work plan helps to ensure that the work on the ground reflects the stakeholders' strategic direction.

The submission of the strategic plan to SAMHSA does not complete the planning process—it will be ongoing both in terms of the development of the plan and its revision over time as goals and objectives are met and new ones are identified. SAMHSA will request an updated version of a grantee's strategic plan annually throughout the life of the grant.

Part 2: Documenting the Comprehensive Strategic Plan

Part 2 provides templates for grantees to use to document key elements of their strategic plan. Grantees should also include a narrative to help them effectively tell their Project LAUNCH "story." For example, grantees might provide an introduction to frame the strategic plan; describe how the local planning process is linked with other relevant efforts in the state, tribe, or territory; and set the stage for the goals and objectives they lay out in the templates. Or grantees might consider including a brief paragraph before each of the major goals they detail (Template 7) to summarize the information in narrative form and indicate its priority in terms of planning and implementation. Grantees may select the structure that best meets their needs, while ensuring they communicate the key elements expected by SAMHSA.

The templates aligned with Part 2 of this guidance are as follows:

- Template 5: Mission, Vision, and Project Values Statements
- Template 6: Goals and Objectives
- Template 7: Implementation and Sustainability Strategies

Blank templates for grantee use are included in Appendix B.

Template 5: Sample Mission, Vision, and Project Values Statements

Sample mission statement: Use this section to describe the purpose of the project. For example, consider what function the project plays, whom it serves, how it serves, and why it exists.

The mission of the XYZ Community Project LAUNCH initiative is to build a system that supports the overall wellness of all children in our community. Through strategic partnerships, training, and funding, we support families, early education staff, pediatricians, and other professionals who see and care for young children on a regular basis in adopting proven strategies that promote the social, emotional, mental, physical, and cognitive development of our youngest children.

Sample vision statement: Use this section to paint a picture of the future the project is seeking to create.

When we are successful, XZY Community will have a seamless early childhood system with an array of family-centered, culturally competent, community-based supports and services that promote health and development, identify risk factors, intervene early, and provide high-quality services to ensure the social, emotional, mental, physical, and cognitive development of our youngest children.

Sample project values: Use this section to describe the values that help shape the work of the project.

The values of the XYZ Community Project LAUNCH initiative are as follows:

- *Driven by the fundamental value and dignity of every child*
- *Child-centered, youth-guided, and family-focused*
- *Community-based and locally adapted*
- *Culturally and linguistically competent*
- *Equitable, providing the resources for all children's health and wellness*
- *Designed to reduce health disparities among groups, increasing access, service use, and outcomes among subpopulations*

Template 6: Sample Goals and Objectives

Grantees can use Template 6 to show how the proposed goals and objectives in the Project LAUNCH grant application have (or have not) changed through the environmental scanning and strategic planning process. In addition, the template may be used to indicate which goals and objectives are priorities that the grantee intends to work toward in the initial period of the grant.

Sample Goals and Objectives		Indicate Which Goals and Objectives are Priorities
Proposed in Grant Application	**Updated**	
Goal 1: ***Ensure developmental screenings occur in early childhood settings***	**Goal 1:** ***Ensure developmental screenings occur in pediatric health care settings***	Priority
Objective 1: *A trained early childhood work force skilled in administering developmental screenings (e.g., at the state, tribal, territorial, or community level)*	**Objective 1:** *A trained pediatric primary care work force skilled in administering developmental screenings*	Priority
Objective 2: *Use of uniform screening measure across all early childhood settings*	**Objective 2:** *Use of uniform screening measure by all pediatric health providers*	
	Objective 3: *Coordination of screening efforts with local chapter of American Academy of Pediatrics*	

Template 7: Sample Implementation and Sustainability Strategies

For each goal documented in Template 6, grantees should describe in Template 7 how they plan to achieve the goal, including the rationale, objectives, targeted outcomes, indicators, strategies designed to achieve the outcomes, activities (action steps), time frame for the strategies, and the stakeholders or agencies responsible for carrying out the strategies. In addition, grantees should consider larger systems-change issues in regard to each goal, including the following:

- Policy implications, such as infrastructure development, policy reforms to promote cross-agency collaboration, planning, and data sharing
- Work force issues, such as training and technical assistance needs at the local level and work force development for cross-training of staff
- Coordination and collaboration across agencies and at the state, territorial, tribal, and local levels
- Development of policies and procedures to reduce behavioral health disparities for each of the major goals of the grant

- Sustainability of the project over time, which may include plans related to financing, as well as leadership, strategic planning, partnership and collaboration, capacity building, communications and marketing, public policy, and evaluation

Include *Detailed Activities for Priority* Goals and Objectives in Template 7. For the two or three goals and objectives that are the highest priority (as indicated in Template 6), grantees should provide concrete action steps that are tied to specific time frames, including the individuals or groups that will be responsible. (Note: This level of detail is not expected for all of the goals and objectives in the plan.)

Template 7 offers grantees an opportunity to reflect on and plan how they might coordinate with their state, tribe, or territory. For state/territory grantees, it is also an opportunity to document how the state's or territory's Title V agency and mental health agency will collaborate. Grantees can use the template to document how they plan to work together toward common goals, and to support each other in achieving goals that may be specific to the state, territory, tribe, or local level (see row in Template 7 labeled "Coordination and Collaboration"). Local communities should communicate with their state, tribe, or territory throughout the planning process to identify how they will work together to successfully meet their goals and to document these strategies in a meaningful way in the strategic plan.

Examples of Template 7 are provided on the next several pages, for illustrative purposes only.

Template 7. Sample Implementation and Sustainability Strategies

Goal 1: Ensure developmental screenings occur in pediatric health care settings

RATIONALE

- Current lack of mental health screening in primary care

Objective 1.1: Trained pediatric primary care work force skilled in administering developmental screenings

TARGETED OUTCOME

- Increased use of standardized screening instruments by primary care professionals

MAJOR INDICATORS

- Provider self-report shows that all community pediatric professionals use culturally and developmentally appropriate measures.

GENERAL STRATEGY	ACTIVITIES/TASKS	STAKEHOLDERS RESPONSIBLE	SPECIFIC TIME FRAME
Conduct training on instrument among pediatric health professionals across the community.	• Identify potential members in collaboration with the council and extend invitation to join cross-disciplinary work group, including representation from the state council to ensure alignment with state efforts (May). • Develop meeting plan, including frequency of meetings, location, facilitator, and agenda for first meeting (May). • Hold monthly meetings between June and September, with goal of developing local training plan (June–September). • Address training logistics (participants, location, etc.) and communicate to local community (September–December). • Offer training to local providers (January–February). • Share lessons learned from the training with the state to inform statewide rollout.	Local Young Child Wellness Council, Local Child Wellness Coordinator, pediatric health professionals, family members	Coordinate training logistics: September–December 2013. Offer training January and February 2014.

POLICY IMPLICATIONS

- Coordination of screening efforts across related services, including home visitation, early intervention, and primary care practices

WORK FORCE IMPLICATIONS

- Coordination of training efforts for early childhood professionals across the sectors, including mental health consultants, home visiting nurses, and pediatric health professionals to build developmental screening capacity

COORDINATION AND COLLABORATION WITH THE STATE OR TERRITORY • Participation on relevant state-level work groups; pilot test of training and use of instrument to inform statewide rollout of plan
COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS • Coordination of state and local young child wellness councils with state and local public health leaders, pediatric health professionals, and family groups to determine most appropriate screening instruments to be used
ADDRESSING BEHAVIORAL HEALTH DISPARITIES • Parent-completed screening tools and questionnaires are available in the various languages appropriate to the populations being served.
SUSTAINABILITY STRATEGIES • Funding changes, EPSDT periodicity scheduling, continued coordination across young child wellness councils, development of policies and MOUs to clarify responsibilities and expectations of multiple collaborators

Submitting the Strategic Plan

The strategic plan should include the following elements when it is submitted to SAMHSA:

Elements of the Strategic Plan
A narrative to provide context for the Project LAUNCH program and additional detail on any elements of the strategic plan or the process used to develop the plan itself
Template 5: Mission, Vision, and Project Values Statements
Template 6: Goals and Objectives
Template 7: Implementation and Sustainability Strategies
Updated Logic Model

Grantees in the FY 2012 cohort will submit the strategic plan electronically to their GPO on May 1, 2013. Grantees in their second year will submit an updated strategic plan as part of their end-of-year report.

A Word about Evaluation

Grantees are required to participate in all aspects of the Project LAUNCH evaluation, which includes three distinct but interwoven data collection and assessment efforts:

1. Grantee-specific evaluation
2. National cross-site evaluation led by Abt Associates
3. Transformation Accountability (TRAC) Reporting System, which requires grantees to collect and report certain data to SAMHSA

SAMHSA and the cross-site evaluator have coordinated to ensure that assessment efforts are well integrated, complementary, and minimally burdensome.

A thoughtful and comprehensive planning process lays the groundwork for a successful evaluation of Project LAUNCH, helping to ensure that the project is based on realistic and measurable goals and objectives (see Planning Strategically, Part 1, Section E). Over time, the strategic plan can be used to evaluate grantee progress toward reaching these goals and objectives. An annual review of the strategic plan in light of the work of the project will help grantees identify where they have made progress and where they may need to target their resources to implement the project successfully, as they envisioned it.

In addition, the planning process brings together key partners to discuss how they will implement the grantee-specific process and outcome evaluation in a collaborative manner and address the cross-site and TRAC evaluation requirements. Developing a plan for the grantee-specific evaluation starts with the logic model in the strategic plan. The logic model helps to narrow down the evaluation questions that are most important to the program and program stakeholders. Careful consideration of evaluation from the beginning of the planning process is critical for demonstrating the effect of Project LAUNCH on children, families, and communities over the long term. More information about the evaluation of Project LAUNCH can be found at http://projectlaunch.promoteprevent.org/.

Appendix A: Blank Environmental Scan Templates for Grantee Use

Template 1. Scan of Family Support and Parenting Education

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH

Template 2. Scan of Mental Health and Social and Emotional Wellness

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH

Template 3. Scan of Early Care and Education and Early Elementary Systems

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH

Template 4. Scan of Primary Care

Service Provided	Organization Delivering the Service	Population Served	Goals	Funding Amount and Source	Optional Tool: Involvement in Project LAUNCH

Appendix B: Blank Strategic Plan Templates for Grantee Use

Template 5: Mission, Vision, and Project Values Statements

Mission statement: Use this section to describe the purpose of the project. For example, consider the function the project plays, whom it serves, how it serves, and why it exists.
Vision statement: Use this section to paint a picture of the future the project is seeking to create.
Project values: Use this section to describe the values that help shape the work of the project.

Template 6: Goals and Objectives

Goals and Objectives		Indicate Which Goals and Objectives are Priorities
Proposed in Grant Application	**Updated**	
Goal 1:	**Goal 1:**	
Objective 1:	**Objective 1:**	
Objective 2:	**Objective 2:**	
Objective 3:	**Objective 3:**	
Goal 2:	**Goal 2:**	
Objective 1:	**Objective 1:**	
Objective 2:	**Objective 2:**	
Objective 3:	**Objective 3:**	
Goal 3:	**Goal 3:**	
Objective 1:	**Objective 1:**	
Objective 2:	**Objective 2:**	
Objective 3:	**Objective 3:**	

Template 7: Implementation and Sustainability Strategies

Goal 1:			
RATIONALE •			
Objective 1.1:			
TARGETED OUTCOME •			
MAJOR INDICATORS •			
GENERAL STRATEGY	**ACTIVITIES/TASKS**	**STAKEHOLDERS RESPONSIBLE**	**SPECIFIC TIME FRAME**
•	•	•	•
POLICY IMPLICATIONS •			
WORK FORCE IMPLICATIONS •			
COORDINATION AND COLLABORATION WITH THE STATE OR TERRITORY •			
COORDINATION AND COLLABORATION WITH OTHER STAKEHOLDERS •			
ADDRESSING BEHAVIORAL HEALTH DISPARITIES •			
SUSTAINABILITY STRATEGIES •			