

# STRONG

Striving Toward Resilience & Opportunity  
for the Next Generation

Strategic plan

# Identity statement

We advance our mission of identifying, aligning, and leveraging regional wellbeing efforts aimed at recognizing the connection between education, income and health and seek to create a healthy population by serving people of all ages, making sure to include those who are at-risk, in Northeast Tennessee and Southwest Virginia through accessible and scalable evidence-based strategies and promising practices that are culturally inclusive, sustainable and measurable and emphasizing our competitive advantages of community trust, commitment to cross-sector collaboration and demonstrated accountability. We are sustainable by harnessing the power of public and private partnerships and investments.

# Strategy pyramid



# Mission



# Mission

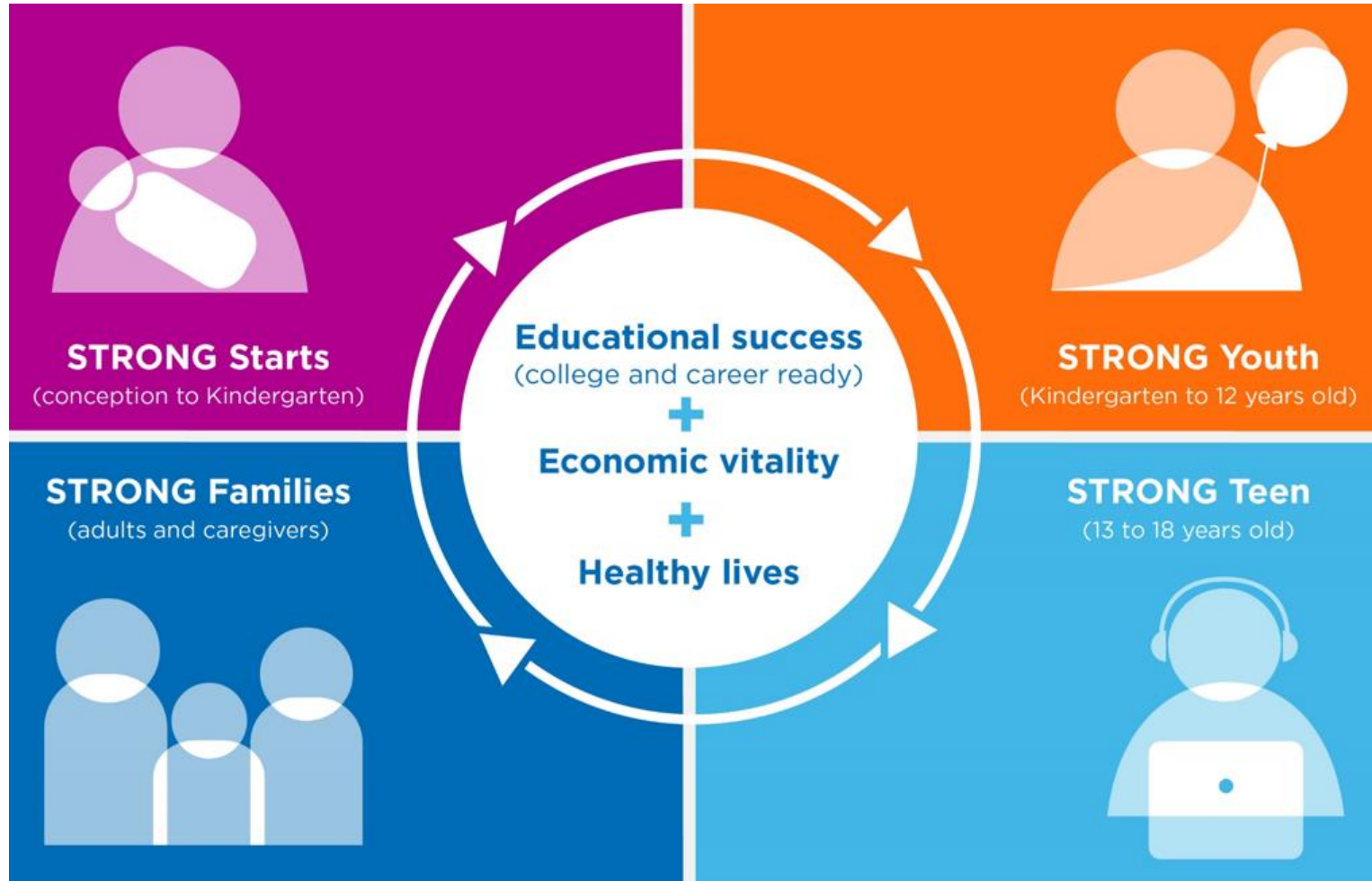
STRONG ACC will identify, align and leverage regional wellbeing efforts aimed at recognizing the connection between education, income, and health; and seek to create a healthy population by serving people of all ages, making sure to include those who are at-risk.



# Focus areas



# Focus Areas



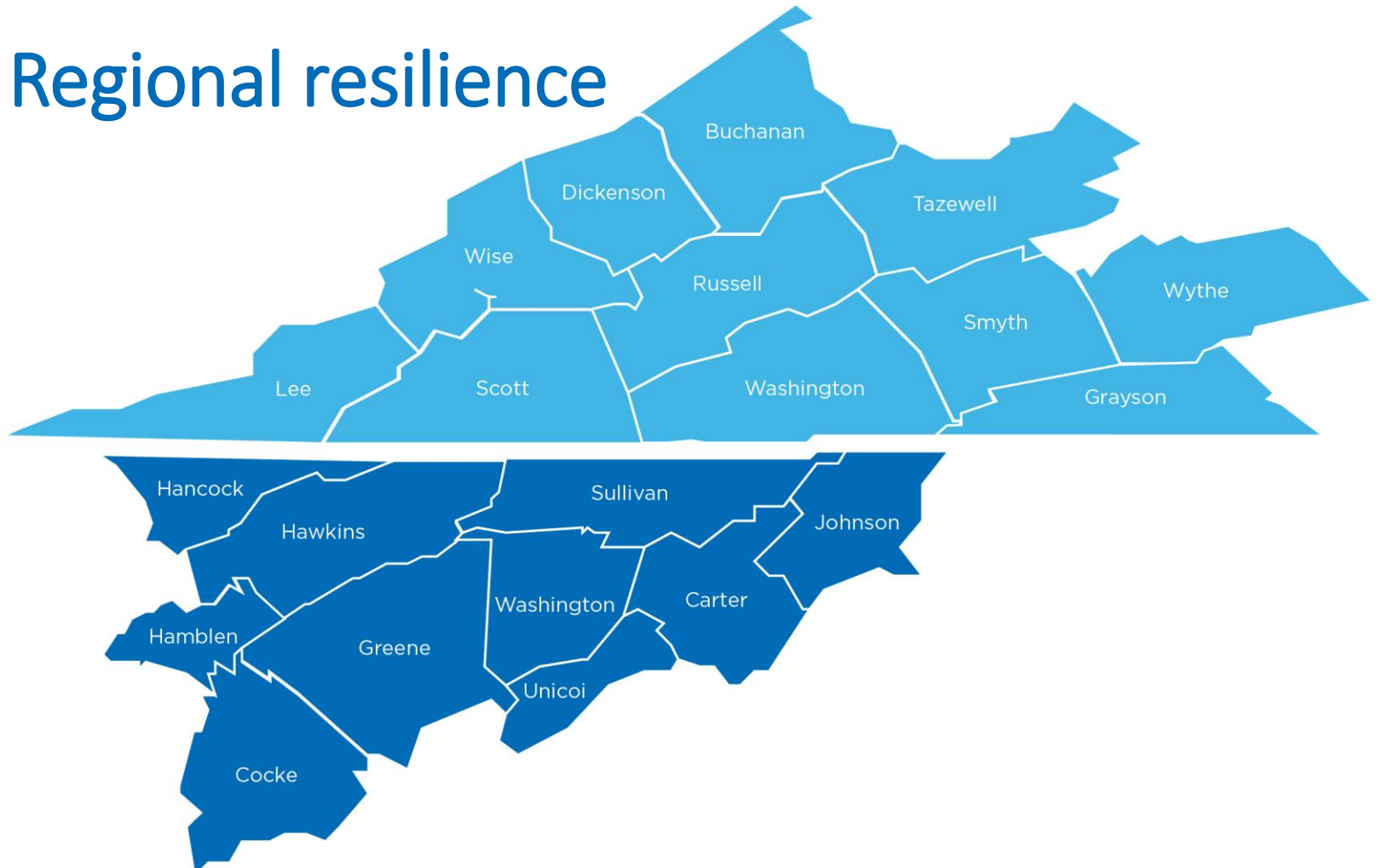
# Strategic focus





# Strategic focus

## Regional resilience



# Initiatives



# Initiatives

- Create a system of coordinated care, “no wrong door”, through the use a community resource inventory and supported by a community referral technology
- Create a data dashboard on the ACC website comprised of community data
- Conduct regional asset mapping for communities to use in developing programs and interventions
- Create a regional speaker’s bureau to assist communities/organizations
- Develop a multi-pronged regional transportation solution
- Create a hub of resources, tools and best practice policies for businesses to address topics such as recovery, family-based programming, childcare, etc.
- Expand behavioral health programs for workforce growth across the region
- Implement and expand integrated behavioral health in school systems and primary care settings
- Provide training on adverse childhood experiences (ACEs), trauma informed care, Mental Health First Aid and resilience to multiple sectors, specifically school systems

# Initiatives

- Increase ACEs screening and early detection across sectors
- Expand affordable/quality childcare, enhance supports for childcare sites and providers, and provide training and coaching opportunities for early childhood
- Expand mentoring, coaching and quality afterschool programs across the region
- Provide caregiver and parent coaching/training
- Provide healthy behaviors (proper nutrition & self care, discouraging tobacco/vaping and distracted driving)
- Provide life skills, soft skills and workforce training opportunities
- Expand internship and apprenticeship opportunities across the region between schools/academic programs and local businesses
- Provide long-acting reversible contraceptive (LARC) education and services to teens

# Activities and Performance Measures



**Create a system of coordinated care, “no wrong door”, through the use a community resource inventory and supported by a community referral technology**

- *Research best practices for community referral and supporting technologies*
- *Create a hub and spoke model that encompasses all ACC organizations and partners*
- *Educate all participating organizations on the coordinated care approach and resource inventory*
- *Train organizations on use of community referral technology*
- *Align navigation (Community Health Workers, Case Managers, Care Managers, etc.) across organizations through education and collaboration*
- *Compile content from existing resource inventories across the region to create one, comprehensive inventory*
- *Develop the resource inventory to be dynamic, real-time information sharing and available both electronically and in print*
- *Utilize the inventory to populate the asset map and also be dynamic*

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**Create a system of coordinated care, “no wrong door”, through the use a community resource inventory and supported by a community referral technology**

**PERFORMANCE MEASURES**

**PROCESS**

- Tool Effectiveness
- Number of agencies committed to No Wrong Door
- Number of agencies designated as No Wrong Door
- Number of agencies trained on utilizing hub

**OUTCOME**

- Frequency of updates on CRI
- Number of unnecessary ED visits
- Number of clients reporting easier access to and awareness of services

**IMPACT**

- Mutually reinforcing activities, Collective Impact
- Increased needs met of the population

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## Create a data dashboard on the ACC website comprised of community data

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- *Gather Data- promote dashboard*
- *Identify local data experts to begin collecting consistent data*
- *Begin educating partners on how this data is being collected*
- *Promote dashboard w/ ACC members share w/ stakeholders, publish on website*



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**Create a data dashboard on the ACC website comprised of community data**

**PERFORMANCE MEASURES**

**PROCESS**

- **Dashboard Complete (y/n)**
- **Number of dashboard measures with data in both states**
- **Number of agencies using data dashboard**

**OUTCOME**

- **Increased use of data by participating organizations**
- **Increased awareness of community level issues**

**IMPACT**

- **Increase in quality, relevant community level data in the region**

## Conduct regional asset mapping for communities to use in developing programs and interventions

- *Conduct a gap analysis to review what areas of resources are still needed in the regional footprint and raise awareness of gaps*
- *Review additional resource inventories in regional service area (Local/County Resource Guides)*
- *Utilize compiled resource inventory to map community assets on regional map*
- *Post map to ACC website*
- *Create an app for the region that has easy access to all services organized by sector or topic*
- *Raise awareness of the map within community*

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**Conduct regional asset mapping for communities to use in developing programs and interventions**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of resources**
- **Number of organizations using the mapping**
- **Number of people trained in using mapping tool**

**OUTCOME**

- **Increased awareness of community assets and gaps**

**IMPACT**

- **Increased investment and program implementation in gap areas identified in map**

## Create a regional speaker's bureau to assist communities/organizations

- *Survey ACC organizational members on willingness of speakers to present*
- *Create a list of speaker expertise*
- *Develop online Speaker's Bureau guide with videos to support sessions*
- *Publish on ACC website*

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**Create a regional speaker's bureau to assist communities/organizations**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of speakers**
- **Number of organizations involved**

**OUTCOME**

- **Increased use of regional speakers**
- **Number of presentations from those included in speaker's bureau**

**IMPACT**

- **Increase in use of regional experts in local learning opportunities**

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## Develop a multi-pronged regional transportation solution

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- *Create an inventory of current transportation services and organizations across the region*
- *Conduct gap analysis for transportation*
- *Create a collaborative team/effort to improve transportation issues throughout ACC footprint*
- *Advocate for expansion of public transportation/policy changes*

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## **Develop a multi-pronged regional transportation solution**

### **PERFORMANCE MEASURES**

#### **PROCESS**

- **Number of public transit systems**
- **Public transportation utilization**
- **Number of transportation options for Medicaid patients**

#### **OUTCOME**

- **Decreased number of no call/ no show appointments**
- **Increased met transportation needs**

#### **IMPACT**

- **Decreased work absenteeism**
- **Decreased unemployment rate**

**Create a hub of resources, tools and best practice policies for businesses to address topics such as recovery, family-based programming, childcare, etc.**

- *Create an online regional hub/resource for business community regarding workforce development, HR best practice policies and educate ACC members on the use of the hub*
- *Collect data around current HR policies, gather best practices from across the US (US Chamber Toolkit), and provide education to businesses on non-traditional practices*
- *Create survey and send to stakeholders and hold focus groups to determine community businesses with progressive, family friendly best practices*
- *Create inventory of Substance Abuse/Recovery meetings resources for communities*
- *Develop Work release program with NIH education*
- *Advocate about recovery court and expand service and Encourage and Equip Recovery courts to teach life skills*
- *Advocate and educate employers around programs to support individuals in recovery*



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**Create a hub of resources, tools and best practice policies for businesses to address topics such as recovery, family-based programming, childcare, etc.**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of resources used**
- **Number of organizations using the hub**

**OUTCOME**

- **Number of best practice policies**
- **Number of best practice programs**
- **DCS/DSS referrals**

**IMPACT**

- **Affordable, quality childcare onsite**
- **Decreased drug deaths**
- **Decreased unemployment rate**

## Expand behavioral health programs for workforce growth across the region

- *Businesses working with populations with addiction issues, partnering with non-profits to support that population and build them up*
- *Build out behavioral health service capacity*
  - *Behavioral health providers go to job fairs to show what their jobs look like*
- *Perform gaps analysis and assessment of current behavioral health workforce in the region*
- *Create an inventory of regional academic programs that train behavioral health professionals*
- *Educate stakeholders on the “why” and create buy in*
- *Partner with surrounding universities to develop programs*
- *Create & solidify education/training for behavioral health professionals and employment pipeline to retain talent in region and address growing provider needs*

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## **Expand behavioral health programs for workforce growth across the region**

### **PERFORMANCE MEASURES**

#### **PROCESS**

- **Number of higher education programs for behavioral health**
- **Enrollment in behavioral health higher education programs**

#### **OUTCOME**

- **Number of behavioral health providers**
- **Behavioral Health turnover rate**
- **Stigma reduction**

#### **IMPACT**

- **Decreased suicides**
- **Decreased drug deaths**

## Implement and expand integrated behavioral health in school systems and primary care settings

- *Create Trauma Informed Teams that will partner with schools to provide mental health resources and training to classroom teachers and primary care providers (Ballad TIC, Frontier Health etc.)*
- *Perform gaps analysis and assessment of need with school systems and primary care settings, services available to students and families, and funding required*
- *Create inventory of what is available in the region and who has the capacity to serve schools and primary care settings – tele and live services*
- *Identify physical spaces within schools and primary care settings to house behavioral health professionals*
- *Review national best practices for behavioral health in schools and primary care settings*
- *Educate stakeholders on the “why” and create buy in*
- *Identify pilot sites to stand up integrated behavioral health*
- *Create social media to reduce stigma around TIC/mental health services*
- *Assess opportunity and research best practices to provide behavioral health and primary care services in schools in ACC regional footprint*

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**Implement and expand integrated behavioral health in school systems and primary care settings**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of schools with integrated behavioral health**
- **Number of primary care locations with integrated behavioral health**
- **Number of school based mental health therapists**
- **Number of parent engagement programs**

**OUTCOME**

- **Number of students with a discipline issue**
- **School Attendance**
- **Stigma reduction**

**IMPACT**

- **3<sup>rd</sup> Grade Reading**
- **8<sup>th</sup> Grade Math**
- **High School Graduation**
- **Decreased suicides**

**Provide training on adverse childhood experiences (ACEs), trauma informed care, Mental Health First Aid and resilience to multiple sectors, specifically school systems**

- *Assess the need for education on ACEs for Early Childhood Providers & remaining school systems who have not been trained in Trauma Informed Care*
- *Review Best Practices for modeling appropriate behavior for Early Childhood Educators ACEs/Trauma Informed Care/Social Emotional learning and implementation across various sectors*
- *Create an inventory of all groups or organizations trained in ACEs & TIC to assess each of their abilities to move forward, resources, and trainers*
- *Create a training program that creates awareness with common language and evaluation process across all sectors*
- *Create a communication plan to socialize training program while creating awareness around ACEs and their impact on health*
- *Expand trainer capacity- create one repository/access point for training opportunities (STRONG ACC website)*
- *Hold resiliency training in every county in our service area to create buy in from healthcare, business, schools, etc.*
- *Create Regional Trauma Informed Teams that will partner with schools to provide mental health resources and training to classroom teachers (Ballad TIC, Frontier Health etc.)*

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**Provide training on adverse childhood experiences (ACEs), trauma informed care, Mental Health First Aid and resilience to multiple sectors, specifically school systems**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number trained in Trauma Informed Care**
- **Number participating in child abuse prevention course**
- **Number of organizations trained**

**OUTCOME**

- **Number of DCS Referrals**
- **Number of children entering foster care**
- **Number of unnecessary ED visits**

**IMPACT**

- **Substance exposed birth rate**
- **Neonatal Abstinence Syndrome**
- **Third Grade Reading Level**

## Increase ACEs screening and early detection across sectors

- *Assess capabilities to conduct ACEs screenings (Conversational or survey) within practices that support Pediatrics*
- *Establish timeline for early ACEs screenings as part of needed school health assessment for children entering Pre-K or Kindergarten throughout ACC regional footprint*
- *Research where early ACEs screenings have been implemented, identify regional champions for this work*
- *Identify universal screening tool - seek feedback / buy in from pediatric provider community / school system leadership*
- *Identify work group to come up with process for sharing results across appropriate agencies*
- *Pilot early screenings for ACEs in willing Pediatric office near pilot ACE trained school ready to use ACE information with a TIC approach to child*
- *Identify gaps within the current screening system, including needs for providers, school systems, etc.*



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**Increase ACEs screening and early detection across sectors**

**PERFORMANCE MEASURES**

<b>PROCESS</b>	<b>OUTCOME</b>	<b>IMPACT</b>
<ul style="list-style-type: none"> <li>• <b>Number of schools with integrated behavioral health</b></li> <li>• <b>Percent of teachers trained in mental health</b></li> <li>• <b>Number of healthcare providers trained in ACEs, Resiliency, and Trauma Informed Care</b></li> <li>• <b>Number of screenings conducted</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Percent of ACEs referrals with successful follow-up</b></li> <li>• <b>Increased met needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Kindergarten Readiness</b></li> <li>• <b>3<sup>rd</sup> Grade Reading</b></li> <li>• <b>% of children with an ACEs score of &gt;4</b></li> </ul>

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**Expand affordable/quality childcare, enhance supports for childcare sites and providers, and provide training and coaching opportunities for early childhood**

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- *Research best practices around quality childcare*
- *Assess the gaps within childcare*
- *Compile current pre-k and kindergarten readiness assessments*
- *Advocate to local employers to express the need and potential workforce increase if they help fund more centers*
- *Advocate for better pay for childcare employees*
- *Work to create baselines to measure success and growth of childcare facilities*
- *Create Inventory of all childcares sites with prices and quality score*

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**Expand affordable/quality childcare, enhance supports for childcare sites and providers, and provide training and coaching opportunities for early childhood**

**PERFORMANCE MEASURES**

**PROCESS**

- Number of needed childcare slots
- Number of childcare centers and quality level
- Number of trained childcare workers

**OUTCOME**

- Number of centers established that stay open with no violations
- Number of worksite childcare sites
- Number of affordable childcare sites
- Staff retention rate

**IMPACT**

- Kindergarten readiness
- Average childcare provider salary

## Expand mentoring, coaching and quality afterschool programs across the region

- *Identify partners that can provide mentoring and coaching*
- *Identify priority populations in need of mentoring and coaching (at-risk kids)*
- *Identify and train interested professionals for coaching implementation*
- *Identify gaps of program availability*
- *Identify potential businesses and other organizations in the community to be involved*
- *Identify best practice mentoring, coaching and after-school programs*
- *Assessment of existing services for after-school program*
- *Identify gaps where there are no existing after-school programs*
- *Establish what “quality” means for after-school programs*
- *Engagement with Faith Based Communities to gauge interest in providing care for After School programs.*
- *Research and advocate for funding for programming and transportation*
- *Develop Family Coaching plan & toolkit to be used by regional organizations that support families combining evidence based best practices*

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**Expand mentoring, coaching and quality afterschool programs across the region**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of trained mentors**
- **Number of evidence based mentoring/ after school programs**
- **Percent of children participating in programs**

**OUTCOME**

- **School attendance rates**
- **3<sup>rd</sup> Grade Reading**

**IMPACT**

- **High School Graduation Rate**
- **8<sup>th</sup> Grade Math**
- **Overweight/Obese Youth**
- **Youth Tobacco Use**

## Provide caregiver and parent coaching/training

- *Conduct gap analysis to see where parent resources are and gaps*
- *Create an implementation plan for training parents once child enters school system (incentivized program)*
- *Review Best Practice Home Visiting programs throughout Region/Country and programs in early childhood education and explore best practice programs like MOM power*
- *Conduct focus groups with current early childhood education programs across the region to gather input on needs and gaps*
- *Establish Community Resource inventory and calendar of all parenting trainings and classes*
- *Partner with faith based community to provide space and transportation for parenting classes*
- *Encourage and equip after school programs to provide training and resources for parents*

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## **Provide caregiver and parent coaching/training**

### **PERFORMANCE MEASURES**

#### **PROCESS**

- **Number of coaching/ training programs**
- **Number of people attending programs**

#### **OUTCOME**

- **Number of families indicating their need was met**

#### **IMPACT**

- **Number of DCS/ DSS referrals**
- **Number of children in Foster Care**

## Provide healthy behaviors (proper nutrition & self care, discouraging tobacco/vaping and distracted driving)

- *Research Best Practices/Programs centered around healthy behaviors for youth/teens/parents*
- *Create a master list/ resource hub of programs in region that promote healthy behaviors/healthy choices*
- *Work with all schools to participate in a Youth Risk Behavior Survey and review results (if available) to know what areas of focus should be directed for a media campaign for youth and teens*
- *Conduct gap analysis to gather information on current best/promising practices*
- *Create a Learning Collaborative (STRONG Kids)*
- *Analyze what school systems have provided mental health awareness training to teachers and administrators*
- *Develop education plan to teach about healthy foods and how to fix and sample*
- *Conduct Regional Awareness marketing campaign sponsored by STRONG ACC aimed at Distracted/ Drunk Driving Teens that involves teens*



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**Provide healthy behaviors (proper nutrition & self care, discouraging tobacco/vaping and distracted driving)**

**PERFORMANCE MEASURES**

**PROCESS**

- Number of businesses involved
- Number of schools engaged
- Number of children reached
- Number of programs implemented

**OUTCOME**

- Number of career academic plans
- Number of students identifying future plans
- Number of best practice programs/curriculums

**IMPACT**

- Overweight/Obese Youth
- Teen Deaths
- Teen Births
- Youth Tobacco Use
- Mothers Who Smoke
- Adult Tobacco Use

## Provide life skills, soft skills and workforce training opportunities

- *Evaluate best/promising practices training programs for Life Skills like BOTVIN, B&GC, Girls Inc, Scouts, Girl Scouts, Y programs for cost/effectiveness*
- *Define what are considered “Life Skills” for both students and parents (i.e. money management, time management)*
- *Develop Middle School/High School Focus groups to assess needs for teens*
- *Research Apps that could be replicated or utilized to promote Life Skills*
- *Create awareness campaign*
- *Train local educators and after school programs on teaching life skills*
- *Reach out to local employers to get buy in and send employees to schools to educate kids*
- *Partner with school systems to encourage more training and teaching from outside entities*
- *Create Life Skills Toolkit to be used by school guidance counselors, teachers, youth league/ High School Coaches, Youth Programs, After school & Extra school programs that includes incentives for participation*
- *Increase programming such as Ignite, Dobyys Bennett Transition to Work, etc.*

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**Provide life skills, soft skills, and workforce training opportunities**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of schools offering life skills training**
- **Number of students receiving life skills training**

**OUTCOME**

- **Teen Employment**
- **Number of students receiving work readiness certifications**
- **Number of teens who are college/ career ready**

**IMPACT**

- **School attendance rate**
- **High School Graduation**
- **Teen Births**
- **Number of students entering higher education (including trade school)**
- **Median Income Rate**

## Expand internship and apprenticeship opportunities across the region between schools/academic programs and local businesses

- *Evaluate best/promising practices for internship and apprenticeship programs*
- *Conduct gap analysis*
- *Develop an promotional campaign around specific career paths including Trade Skills and Career & Technical opportunities, mental health*
- *Determine pilot sites for programs*
- *Create an inventory of businesses who want to participate in programs*
- *Conduct a survey of area businesses who currently offer apprenticeship/internship opportunities utilizing the local Chambers of Commerce*
- *Convene local Chambers of Commerce to develop Internship Toolkit that serves as a guide*
- *Create a collaborative for schools to better engage higher education and technical programs for their students and encourage more training and teaching from outside entities*

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**Expand internship and apprenticeship opportunities across the region between schools/academic programs and local businesses**

**PERFORMANCE MEASURES**

**PROCESS**

- **Number of businesses offering internships or apprenticeships**
- **Number of students in internship or apprenticeship programs**

**OUTCOME**

- **Number of students enrolled in higher education (college or trade)**

**IMPACT**

- **Number of students graduating from a higher education institution (college or trade)**
- **Unemployment**

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**Provide long-acting reversible contraceptive (LARC) education and services to teens**

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- *Research Best Practices/Programs centered around LARCs and LARC education for youth/teens/parents*
- *Conduct gap analysis to gather information on current best/promising practices*
- *Create & Implement strategy to provide LARC Education for Teens in ACC footprint*

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**Provide long-acting reversible contraceptive (LARC) education and services to teens**

**PERFORMANCE MEASURES**

**PROCESS**

- Number of providers placing LARCs
- Number of LARC training for providers
- Number of LARC education for teens

**OUTCOME**

- Number of LARCs provided/ placed

**IMPACT**

- Teen Births
- Neonatal Abstinence Syndrome

# Strategy pyramid

