

**Home Visiting Advisory Committee Recommendations  
To the Washington State Legislature and the Department of Children,  
Youth, and Families  
(In Response to Legislative Proviso)**

**State Fiscal Year 2023 Plan**

NOTE: The key below describes the icons used in the following Recommendations section

**SYMBOL KEY**

Estimated Budgetary Impact	X	\$	\$\$	\$\$\$
	No Impact	Low (Up to \$250,000)	Moderate (\$250,000 - \$1,000,000)	High (Over \$1,000,000)

Estimated Timeline				
	Immediate This fiscal year (SFY 2023)	Short-Term Next fiscal year (FY 2024)	Medium-Term Fiscal Years 2025-2026	Long-Term Beyond Fiscal Year 2026

## Overarching Recommendations

Legislature should continue to ensure that the selection of home visiting providers and models, decisions about technical assistance and training, and the design and operations of services are completed with deep community engagement processes that elevate community and parent voices. Additionally, DCYF should develop a framework for the selection and adoption of home visiting models within the HVSA portfolio that prioritizes investing in rural-serving organizations and BIPOC-led organizations and includes investment in the supports needed for technical assistance and evaluation of both new and existing home visiting models.

**KEY STRATEGIES**

RESOURCES    TIMELINE    **Building Blocks  
(Resource/Timeline reflections)**    **Implementation Supports  
(Subcommittee/Info Sharing)**



<p><b>a.</b> Ensure necessary funding and supports for processes that convene and engage communities, (also emphasized in Workforce recommendation #5).</p>	\$			
<p><b>b.</b> The framework for selection and adoption of models should include the defined outcomes for the HVSA, alignment with priority populations, data collection standards, and professional development and evaluation of the program outcomes.</p>	\$			

# WORKFORCE RECOMMENDATIONS

## Workforce Recommendations

### RECOMMENDATIONS

**Recommendation #1 - Wages:** DCYF should develop an approach to raising wages across the field which also intentionally redresses: a) racial wage inequities in the system and b) positional wage disparities (i.e., disparities between home visitors and supervisors) in the system.

KEY STRATEGIES	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<p><b>a.</b> Conduct policy and costing research and analysis to inform potential strategies for raising wages in regions across the state.</p> <ul style="list-style-type: none"> <li>▪ Develop parameters for what is included in the definition(s) of living, competitive, and thriving compensation (i.e., housing, child care, benefits, etc.)</li> <li>▪ Explore potential unintended consequences of wage increases (i.e. loss of access to public benefits, etc.)</li> </ul>	\$			
<p><b>b.</b> Partner with LIAs to co-create a wage increase strategy and compensation structures that is pro-equity. Define and understand the cost of “living wages,” “competitive wages,” and “thriving” wages and identify which will drive the approach in co-creating policy guidelines and compensation structures to implement increased wages in partnership with providers. Ensure policy guidelines:</p> <ul style="list-style-type: none"> <li>▪ Include enhanced compensation for home visiting professionals who bring cultural or advanced speaking proficiency<sup>1</sup> in more than one language to their work advancing home visiting practices.</li> <li>▪ Demonstrate a value for lived experience.</li> </ul>	\$			

- Address racial wage disparities across programs and within organizations.
- Address incentives at the systems, agency, and role levels that deepen practitioner expertise, advance program quality, and maintain longevity for home visitors.

**C.** Identify strategies for supporting organizations and programs in implementing wage changes.

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**Recommendation #2 – Access to Professional Development:** Increase HVSA training and professional development to ensure a workforce that can address the full range of needs of Washington families.



**KEY STRATEGIES**

	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<b>a.</b> Establish equitable participation guidelines for balancing caseload and visit dosage expectations with paid training time and ensure inclusion in, and access to, professional development for entry level and continuing staff.	\$\$	➡		
<b>b.</b> Expand current training to build a comprehensive, integrated training infrastructure that includes centralized and community-based offerings: <ul style="list-style-type: none"> <li>▪ Develop a predictable, annual HVSA calendar of onboarding, specific model-required trainings, and foundational and advanced professional development, offered at regular intervals as needed, to meet service delivery standards.</li> <li>▪ Offer virtual, in-person and on-demand trainings to maximize accessibility and support timely onboarding of new hires.</li> </ul>	\$\$	➡		

- Identify and develop training offerings needed to align with home visitor and supervisor core competencies currently in development.
- Increase advanced content trainings, coaching, as well as role-specific and team-based learning opportunities that may include implementation supports and mentorship opportunities shown to build and sustain relationship-based practices.
- Develop comprehensive professional development offerings related to supporting:
  - ✓ culturally and linguistically responsive home visiting practices,
  - ✓ families of children with special needs, and
  - ✓ families experiencing stressors including historical trauma, poverty, health/mental health issues, substance use and domestic abuse

**c.** Conduct annual assessments of training and technical supports in order to ensure access to trainings that support community chosen programming (e.g., Native evidence-based practices) as well as access to trainings for models new to the HVSA or to HOMVEE.

**d.** Identify trainings that can be made accessible to all home visiting professionals throughout the state, including those that are HVSA-specific as well as staff funded by other sources.

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**Recommendation #3 – Workforce Recruitment:** Develop infrastructure to recruit and retain a workforce that is representative of communities and families served through the HVSA.

**KEY STRATEGIES**

	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<p><b>a.</b> Develop HVSA strategies to advance the cultural, linguistic, and racial match between home visitors and families served.</p> <ul style="list-style-type: none"> <li>Invest in community based, multilingual training and targeted recruitment to reach potential candidates where they live and build more diverse applicant pathways into the home visiting field.</li> <li>Offer compensation enhancements for home visiting professionals who bring cultural or advanced language proficiency in more than one language that they utilize to advance home visiting practice.</li> </ul>	<p>\$\$</p>	<p>➔</p>		
<p><b>b.</b> Develop HVSA professional development trainings, tools, and mentorship at leadership, supervisor, and home visitor levels in order to advance supportive, multicultural workplace practices.</p> <ul style="list-style-type: none"> <li>Develop an intentional career pathway for BIPOC home visiting professionals to advance into leadership roles in the field of home visiting.</li> <li>Provide Communities of Practice for providers serving families with similar cultural and language backgrounds, to build cultural and family engagement capacities across LIA's.</li> <li>Provide Communities of Practice for organizational LIA executive and program managers to support culturally responsive and anti-racist workplaces.</li> </ul>	<p>\$\$</p>	<p>➔</p>		

**Recommendation #4 – Workplace Well-Being:** Invest more deeply in resources that advance organizational and systems changes to support the mental health, well-being, and retention of a diverse home visiting workforce.

**KEY STRATEGIES**

RESOURCES

TIMELINE

**Building Blocks  
(Resource/Timeline  
reflections)**

**Implementation Supports  
(Subcommittee/Info  
Sharing)**

- a.** Build system capacity in trauma-informed and healing-centered practice.
- Continue to build field capacity in reflective supervision through guidelines and trainings. Ensure building both understanding and skills in responding to the impacts of racial trauma and healing processes.
  - Build supervisor pipeline for delivering reflective supervision that is reflective of home visitors and communities served.
  - Ensure all LIAs have access to Paid Family Leave, (focusing on addressing disparities in access for rural communities).

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- b.** Provide funding and implement contracting approaches that support organizational well-being.
- Re-evaluate and reduce caseload requirements with consideration of specific community implementation needs and practices and adjust caseloads.
  - Provide adequate funding for LIA administration needed to implement well-being activities.
  - Reduce reporting requirements and streamline data collection (See data enhancement recommendations).
  - Provide funding for LIAs to engage stakeholders and develop and implement local, community-based responses by:
    - ✓ Contracting with community experts to provide culturally responsive self-care and healing events,
    - ✓ *Mainstream Organizations:* Conducting organizational equity assessments addressing anti-racism and intersecting oppression. Setting goals to make institutional changes to address intersectional oppression, access training and coaching that supports institutional and practice change (including implicit bias




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- training), and work toward building inclusive work cultures
- ✓ *BIPOC Organizations*: Engaging in restorative and transformative practice opportunities,
  - ✓ Developing and implementing affinity groups or caucuses, and
  - ✓ Providing benefits and promoting access to mental health services.

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**Recommendation #5 – Workforce Engagement:** Provide time and resources needed to equitably implement<sup>i</sup> practices that elevate the experience and voices of communities, families, the home visiting workforce, LIA’s, and model developers.

KEY STRATEGIES	RESOURCES	TIMELNE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<b>a.</b> Develop guiding principles and an engagement framework that centers diversity, equity, and inclusion of voices at the onset of implementation for all workforce and professional development recommendations.	\$\$\$			
<b>b.</b> Procure equity and engagement personnel in order to center BIPOC and other underserved community voices in identifying home visiting needs. This may include such things as developing communication protocols, convening structures for outreach and engagement, annual calendar of feedback activities, reimbursement mechanisms for families, community members and home visitors, survey tools, etc.	\$\$			
<b>c.</b> Prioritize engagement around model and funding fidelity requirements to understand impact of current caseload policies on overall home visitor performance, well-being, and retention.	\$			



**d.** Prioritize development of equity standards such as shared definition of “cultural match” relative to diversifying the field.

**e.** Develop evaluation protocols to regularly monitor progress made at systems, implementation, and outcomes levels.

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# True Cost Recommendations

## RECOMMENDATIONS

**Recommendation #1 – LIA Funding Adjustments:** The State of Washington should commit to a funding strategy that builds in regular adjustments for all programs to ensure equity and sustainability.

### KEY STRATEGIES

KEY STRATEGIES	RESOURCES	TIMELNE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
a. DCYF decision package to the legislature to request funding increases for LIAs.	\$\$\$			
b. In cases where funding cannot be increased to meet service costs, consider reducing the number of families served to align with the personnel costs supported by existing funding.	X			


**Recommendation #2 – Cost Study:** The cost study work underway at DCYF should inform the development of a customizable, community-driven cost model within the next 12 months that will:

- a) Guide a formal request for funding increases to stabilize existing providers,
- b) Inform a schedule and approach for ongoing cost evaluation and sustaining funding adjustments, and
- c) Serve as a transparent, equitable, and sustainable funding model for future expansion and growth of the HVSA aligned with the portfolio approach.

KEY STRATEGIES	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<ul style="list-style-type: none"> <li>a. Build upon historical cost data as well as the provider data collected in the development of this recommendation.</li> <li>b. Engage home visiting stakeholders in the design and implementation of a cost study and cost model (per True Cost recommendation #3).</li> <li>c. Conduct a compensation/wage study (per Workforce recommendation #1) to inform a cost model that provides funding for staff salaries and benefits.</li> <li>d. Study staffing patterns and other metrics that ensure quality service provision.</li> <li>e. Evaluate infrastructure needs associated with the other frameworks developing around workforce, data, and portfolio needs.</li> <li>f. Use the cost model to guide a formal request for funding increases, develop an ongoing cost evaluation approach, and guide future expansion funding requests.</li> </ul>	\$	➔		

**Recommendation #3 – Stakeholder Engagement in Cost Study:** DCYF should continuously consult HVAC members and home visiting service providers throughout the cost study to ensure that the design and implementation of the HVSA funding approach is centered on community interests.





**Key Strategies**

	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<p><b>a.</b> Engage home visiting stakeholders, both HVSA and non-HVSA providers and other Washington home visiting funders, in the design and implementation of a cost study and cost model to build and inform a more cohesive statewide approach.</p>	\$			
<p><b>b.</b> Offer participation stipends to ensure equitable and wide-ranging engagement.</p>				

# Data Enhancement Recommendations

## RECOMMENDATIONS


**Recommendation #1 – Align Data Requirements:** DCYF should improve reporting efficiency by working across LIAs, models, and funders to align data collection and reporting requirements and minimize inefficiencies.

KEY STRATEGIES	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports (Subcommittee/Info Sharing)
<b>a.</b> Reduce or eliminate duplicate or unnecessary reporting within the HVSA.	<b>X</b>			
<b>b.</b> Align reporting requirements and definitions with other funders, as possible.				
<b>c.</b> Tailor reporting requirements and/or measures to models, as possible.				
<b>d.</b> Support innovations in data collection, including technology and staffing solutions.	\$			
<b>e.</b> Work with model and program data systems to implement changes to accommodate the needs of the HVSA; and	\$			
<b>f.</b> Identify opportunities to use administrative data to alleviate data collection (e.g., birth certificate data, Medicaid claims data; developmental screening data).	\$			




**Recommendation #2 – Increase Capacity to Manage and Use Data:** DCYF should enhance data-informed program improvement and advocacy by building data reporting, data analysis and data use capacity across the HVSA

KEY STRATEGIES	RESOURCES	TIMELINE	Building Blocks (Resource/Timeline reflections)	Implementation Supports
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(Subcommittee/Info Sharing)

<p><b>a.</b> Increase Department of Health (DOH) capacity to make data customizable/interactive for LIAs' program needs.</p>	<p>\$\$</p>			
<p><b>b.</b> Increase capacity at LIAs to process and use data for advocacy and program improvement.</p>	<p>\$</p>			
<p><b>c.</b> Expand opportunities for families to consume the data and engage in decisions around data usage.</p>	<p>\$</p>			

**Recommendation #3 – Data Infrastructure Plan:** DCYF should develop a long-term data infrastructure plan for the HVSA

KEY STRATEGIES	RESOURCES	TIMELNE		
<p><b>a.</b> Define primary required functions and system gaps for the HVSA data infrastructure.</p>	<p>X</p>			
<p><b>b.</b> Document workforce impacts to collect, report and analyze data across the full system, both local and state level.</p>				
<p><b>c.</b> Document the true costs of data production, considering infrastructure and workforce across the entire local and state system.</p>	<p>\$</p>			
<p><b>d.</b> Determine limits on the number of data systems that can be feasibly and fiscally supported.</p>				
<p><b>e.</b> Identify best data infrastructure investments to support the HVSA.</p>	<p>\$\$</p>			



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