

# NOURISHING IDAHO'S CHILDREN

**NOURISHING IDAHO'S CHILDREN** is a collective impact solution to Idaho's childhood hunger. Idaho Voices for Children has formed a collective impact group of public and private organizations to 'Nourish Idaho's Children'. These leaders realize that fixing one part of childhood hunger won't make much difference unless all possible solutions could be examined at the same time. No single organization, however innovative or powerful, could accomplish this alone.

## NOURISHING IDAHO'S CHILDREN REPORT AND STRATEGIC PLAN

February 2014

## ***EXECUTIVE SUMMARY***

Nourishing Idaho's Children confirms that although many organizations in Idaho are working hard to feed the state's children, gaps remain and children go hungry.

In the final analysis, the gaps that will be addressed in the Strategic Plan include:

- ❖ Idaho schools with limited or no breakfast and lunch during the school year for children who qualify for free and reduced lunch and those in the working poor category.
- ❖ A comprehensive program statewide to 'feed the children' outside school time (both those who qualify for free and reduced lunch and those in the working poor category)
- ❖ Families of Idaho children from 0 – 5

Idaho Voices for Children is the managing organization for the planning and design work. A Founding Committee acted as an executive group for making decisions for Nourishing Idaho's Children as the milestones outlined in the original proposal and subsequent charter were addressed, data collected, analyzed, and recommendations in the form of a Strategic Plan were completed.. Implementation of the Strategic Plan will be addressed through multiple Idaho groups working together to address the identified gaps.

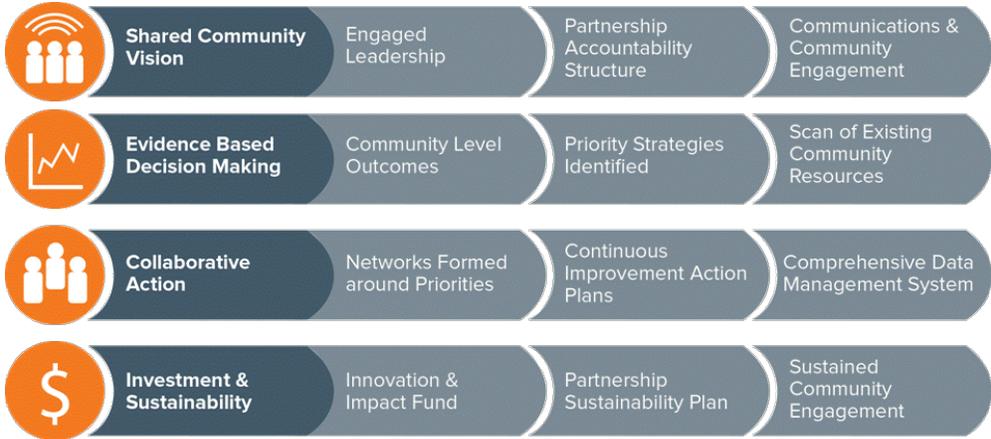
# INTRODUCTION

Several factors converged that prompted Idaho Voices for Children to lead a committee of professionals to state the problem, identify and analyze the data, and design a Strategic Plan to address Nourishing Idaho’s Children.

The Idaho Hunger Relief Task Force Summit held in 2012 identified the establishment of a childhood hunger coalition as one of its next steps. A team of stakeholders was identified. They eventually became the Steering Committee. After several initial meetings, the Founding Committee named the effort “Nourishing Idaho’s Children”. It was then determined to adopt the ‘Collective Impact Model’ as the framework for the strategic planning process, the design of the plan, and the recommendations for implementation. The following is the overview of the approach and framework for the work.

NOURISHING IDAHO’S CHILDREN is using the Collective Impact approach to planning and implementation of its Vision to “Collectively solve childhood hunger in Idaho”. Our Mission is to identify the access gaps in feeding children in Idaho who are hungry and empower communities to strengthen their networks to meet the needs of those children.

There are four core structural strategies to the Collective Impact framework. Each strategy has three specific components that are critical for building the infrastructure to achieve sustained improvements in solving childhood hunger in Idaho.



**STRUCTURAL STRATEGY 1: Shared Community Vision** – A broad set of community partners have committed to identifying the access gaps in feeding hungry children in

Idaho and empowering communities to strengthen their networks to meet the needs of those children.

- Engaged Leadership – A broad cross sector partnership is established around the common vision with executive leadership across the ‘feeding Idaho children’ pipeline.
- Accountability Structure – A lead entity is identified (Idaho Voice for Children) and a NIC Charter established to ensure partners continue to work individually and collectively to break down silos, repair cracks in the existing foundation, and remove barriers to feeding hungry children in Idaho.
- Communications and Community Engagement – A ‘White Paper’ has been created to provide a clear message to manage expectations and means identified for the community to get engaged to shape and own the vision.

STRUCTURAL STRATEGY 2: Evidence Based Decision Making – A concrete set of metrics is established for the community and will be reported on a regular basis. This data is utilized to select key strategies and relevant, existing resources in the community are then identified.

- Community Level Outcomes – “Number of meals provided” has been selected from across the continuum of services that the community believes would accurately represent desired improvements.
- Select Priority Strategies – Based on the baseline data regarding number of meals provided to hungry children in Idaho, three critical gaps have been identified in the system.
  - Gap #1: The schools with limited or no breakfast and lunch during the school year for children who qualify for free and reduced lunch and those in the working poor category
  - Gap #2: A comprehensive program statewide to ‘feed the children’ in the summer (both those who qualify for free and reduced lunch and those in the working poor category)
  - Gap #3: Families of Idaho children from 0 to 5
- Scan Existing Resources – Existing community resources related to the priority strategy are being identified and will be engaged to develop collaborative, data-driven action plans

STRUCTURAL STRATEGY 3: Collaborative Action – Existing programs, services and systems related to each gap are identified.

- Create Networks Around Identified Gaps – Leaders of the programs, systems, and initiatives related to the priority gaps will be invited to work together to develop collaborative action plans.

- Continuous Improvement Action Plans – A process for developing action plans will be identified, training to build capacity provided, and a timeline for completion established.
- Establish Data Management System – A system for gathering and reporting data on an on-going basis will be implemented to have the data needed to do continuous improvement.

STRUCTURAL STRATEGY 4: Investment and Sustainability – Existing and new resources are invested in a targeted way to sustain the work of the partnership and the collaborative actions developed to solve the problem of childhood hunger in Idaho.

- Partnership Sustainability Plan – A plan will be in place to ensure the key roles needed to implement the infrastructure are in place.
- Sustained Community Engagement – A set of actions are in motion to ensure leaders at all levels are continuously engaged in the vision and selected actions.

The reason to establish infrastructure using this framework is simple. Most importantly, it will result in moving closer to solving childhood hunger in Idaho over the long-term. Additionally, there are three outcomes that signal the system is changing: 1) collaborative action is implemented to ensure existing and new resources are focused on what gets results, 2) time, talent, and treasure in a community is repurposed to focus on work that does get results, and 3) a community as a whole begins to take ownership for feeding hungry children as opposed to assuming it is the role of a few core institutions.

### ***THE STRATEGIC PLANNING DESIGN***

---



---

<b>The Strategic Plan process to address Nourishing Idaho’s Children included:</b>
<ul style="list-style-type: none"> <li>• <b>Conduct a thorough data collection and analysis process.</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Facilitate the development of a strategic plan document.</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Begin the process by reviewing the current strengths and gaps across the state.</b></li> </ul>

**The Strategic Plan process to address Nourishing Idaho's Children included:**

- **Seek input and involvement from stakeholders throughout Idaho.**
- **Use that input and other local and national information as the basis for decision-making.**
- **Create a comprehensive plan to achieve the vision of the coalition by collaboratively creating a mission, guiding principles (core values), key performance indicators, goals, strategies, actions, measures, target dates, and key responsibilities.**
- **Create from the strategic plan an annual plan that will identify policy changes, funding and direct service changes needed.**
- **Document in detail the plan and next steps to implement the plan.**
- **Work with the Steering Committee and Partners to deploy the plan.**
- **Create a measure and reporting format to track and routinely report on progress to plan goals and strategies.**

## **VISION**

**Collectively solve childhood hunger in Idaho**

## **MISSION**

**Our mission is to identify the access gaps in feeding children in Idaho who are hungry and empower communities to strengthen their networks to meet the needs of those children.**

The implementation of this plan will rely on both the individual work of the partner organizations as well as the collective work of the coalition. The coalition work will be implemented by 3 identified work groups, Communications, Data and children ages 0-5. The coalition steering committee and the entire coalition will meet on a regular bases to provide input and guidance. The plan should be dynamic and adjusted as data and resources dictate. The coalition will hold itself and its members accountable for implementation. There is one overarching goal that is associated with the plan and includes the data collection and the creation of an Idaho children's hunger map.

**Identified Gap #1:** the schools with limited or no breakfast and lunch during the school year for children who qualify for free and reduced lunch and those in the working poor category

**Goal:** all of Idaho's children are provided nutritious meals through school districts' USDA breakfast and lunch programs.

**Key Performance Indicator:**

- Number of children receiving breakfast and lunch

**Strategy**-reduce the gap between breakfast and lunch participation

- Action-identify why schools are not participating in USDA programs.

**Measurement** – Currently 55% of the children receiving school lunch are also receiving school breakfast. The target is 70%. Data is compiled to explain why schools don't participate.

**Organization responsible**-While SDE is the responsible organization the NIC coalition can assist with community based communication that supports the importance of USDA programs for children.

**Target Date**-June 2015

- Action-educate key stakeholders on the need for school breakfast and lunch programs in communities with an emphasis on free/reduced and community subsidized meals.

**Measurement**- Number of contacts either, media or presentations

**Organization responsible**-NIC Communications work group

**Target Date**-June 2016

**Strategy**-children from "working poor" families that don't qualify for F/R lunch have access to meals.

- Action-work with Feed the Gap to identify pilot districts and creative solutions.

**Measurement**-Number of children served in targeted school districts

**Organization responsible**-Feed the Gap

**Target Date**-December 2014

**Identified Gap #2:** a comprehensive program statewide to 'feed the children' outside school time (both those who qualify for free and reduced lunch and those in the working poor category)

**Goal:** Idaho's state-wide collaboration of programs and services to "feed the children" in the summer and outside school time increases awareness and expands availability of food to children.

**Key Performance Indicator:**

- Number of meals served in summer programs
- Number of Sponsors
- Number of Sites
- Number of meals or snacks served in after school programs
- Number of meals served in childcare programs

**Strategy**-support the work of the Summer Feeding group convened by SDE

- Action- collaborate through cross communication and focused support for the work of SDE.  
**Measurement** – A 4% increase in meals served, 1 sponsor increase (this is total, so we have to account for those we lose as well) and a 12 site increase.  
**Organization responsible**-SDE & NIC  
**Target Date**-March 2014

**Strategy**-increase sponsors and participation in out-of-school feeding programs sponsored by agencies other than SDE.

- Action-working with The Idaho Foodbank recruit sponsors through an awareness campaign  
**Measurement** – number of new sponsors  
**Organization responsible**-NIC Communications Committee and The Idaho Foodbank  
**Target Date**-December 2016
- Action-participate in the newly formed After School Alliance and insure cross communications with NIC Coalition  
**Measurement**-number of presentations and meetings attended by coalition members.  
**Organization responsible**-NIC Committee and IVC  
**Target Date**-March 2014
- Action-develop other resources in addition to the work provided by SDE for potential programs (like childcare programs or afterschool programs)  
**Measurement** – number and type of new resources  
**Organization responsible**-The Idaho Foodbank & IAAYC  
**Target Date**-September 2014

**Strategy**-determine gaps in feeding programs for children using numbers of children utilizing F/R lunch as a benchmark.

- Action-Compare F/R Lunch numbers with numbers of children on SNAP

**Measurement-** F/R Lunch numbers and SNAP numbers

**Organization responsible-**NIC Data Committee

**Target Date-**June 2014

**Identified Gap #3:** Families of Idaho children from 0 to 5 are difficult to reach and understand the need

**Goal:** The food insecure families of Idaho with children from ages 0 to 5 are educated about and have access to available resources to assist them in feeding (including breast feeding) their children nutritious meals resulting in increased participation in these services and programs and better health outcomes.

Key Performance Indicator:

- Number of WIC participants
- Number of participants self-identified as food insecure
- Number of WIC participants also enrolled in SNAP
- Number of Medicaid births
- Number of participants in training programs: Cooking Matters, IdahoStars Essential Trainings

**Strategy-** Analyze existing data to establish need, program usage and gaps

- Action- utilize WIC for data Participation Survey on the 0-5 population that are WIC

**Measurement** – number of Medicaid births from PRATS

number of children 0 to 5 enrolled in Medicaid

number of infants who are WIC eligible

number of children enrolled in WIC

number of children WIC eligible

data on length of time WIC babies are breastfed

PRATS Survey data on babies ever breastfed

PRATS Survey data on breastfed at least 6 months

**Organization responsible-**NIC Data Committee

**Target Date**-June 2014

**Strategy**- expand involvement in new and existing projects and programs for childcare providers and families utilizing childcare.

- Action-Increase participation by childcare providers in food programs by positive promotions of childcare resources  
**Measurement**-number of programs participating in CACFP  
WIC Coordinators get Idaho STAERRS training dates by State and Region  
**Organization responsible**-IAEYC/Paige Tracy IdahoSTARS, NIC Communications Committee  
**Target Date**-Start April 2015 ongoing
- Action-increase number of instructors for "Cooking Matters" in order to increase classes offered  
**Measurement**- number of classes  
**Organization responsible**- NIC Communications Committee  
**Target Date**-Ongoing As needed
- Action-educate and provide additional information to ICCP families with available resources like WIC and CACFP  
**Measurement**-distribution numbers  
**Organization responsible**- NIC Communications Committee  
**Target Date**-start by March 2015 ongoing
- Action-using existing videos and handouts, offer nutrition and feeding classes for parents and providers at childcare centers  
**Measurement**-collect data on number of trainings and number of providers who have completed modules  
**Organization responsible**-IdahoStars  
**Target Date**-May 2016

**Strategy**- explore Physicians screening for hunger in Idaho

- Action-identify existing models being used in other areas and determine next steps  
**Measurement**- report to coalition on findings

**Organization responsible-** NIC 0-5 committee  
**Target Date-**February 2016

**Strategy-**promote inclusion of 0-5 hunger issues into professional conferences where applicable

- Action-explore topic for all upcoming conferences  
**Measurement**-name and number of conferences that include a track or speaker on 0-5 hunger issues  
**Organization responsible**-NIC 0-5 committee  
**Target Date**-December 2014

**Identified Gap #4:** Data and information on childhood hunger is in multiple locations and sometimes not accessible to stakeholders or the public

**Goal:** Produce a Nourishing Idaho's Children map that links currently existing relevant maps and data and show the following:

Poverty

USDA food programs

Snap

Emergency food pantries

Other relevant programs

- Action-utilize Scorecard to collect data, secure a developer to create the interactive map  
**Measurement**-map is completed and updated at least 1 time a year  
**Organization responsible**-Idaho Voices for Children  
**Target Date**-Completed July 2014 ongoing maintenance