

Strategic Plan Overview 2024–2027

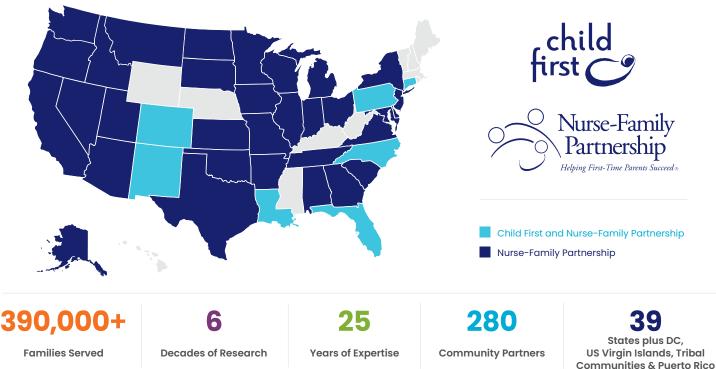
Vision

We envision a future where every child and family has the resources and community they need to achieve their dreams.

Mission

We champion the health and well-being of children and families by improving health outcomes through data-driven programs.

Changent hosts two evidence-based home visiting programs that primarily serve children and families disproportionately impacted by lack of access to quality care, poverty, toxic stress and trauma. Both programs combined have more than six decades of research and experience working directly with families to empower them to transform their lives and the lives of their children. Changent's national team – embedded in communities all across the country – supports both programs with 25 years of expertise in nursing and mental health clinical practice, policy and government affairs, capacity building and scaling, marketing, data collection, research and other services. Our combined national network is made up by more than 280 local program partners in 39 states plus DC, the US Virgin Islands, Tribal communities and Puerto Rico. Together, we have successfully served more than 390,000+ families in rural, urban and suburban communities, demonstrating the strength and efficacy of the programs to serve diverse families with a wide range of needs.



Our Values

Our Values are the essence of our organization and the code by which we operate – the principles upon which we make our decisions. They are the heart and soul of Changent.



Partner Authentically

We believe we have much to learn from our partners and the families our programs serve. The resources and tools we provide communities facing health, social and economic challenges reflect the unique strengths and needs of each family we serve. We are genuine and compassionate partners who listen intently and collaborate to do our best work. Internally, we believe in the power of working closely together – united within and across departments – to achieve our shared mission. This ethos drives our team. It is our strength.



Lead with Learning





We champion innovation and implement creative programs that are based on a foundation of data and science. We are curious and strive to improve always. We use data to learn from successes, failures, and changing contexts, and we listen to our families and our networks to understand what is most needed in their communities. We lead by sharing our learning and best practices with our network, stakeholders, and policy makers, with the ultimate goal of together improving the way in which our system works for children and all generations of their families.

Our passionate team shows up every day, committed to courageously advocating for the elimination of the gaps in our systems of care—gaps that lead to poor health outcomes for families. We work tirelessly to find opportunities that help close these gaps, ensuring that all families have the opportunity to live healthy and fulfilling lives. Our goal is to foster a workplace where all individuals are valued, as we aim to be the change we seek.



Champion Families Children and their families are always our North Star, and they guide everything we do. We meet families where they are ensuring access to the tools that can help them achieve their dreams. The data-driven programs we implement, expand and improve deliver comprehensive maternal, mental, child and family health in ways that have lasting impact.



Earn Trust

Trust is the integral ingredient in every facet of our work. We constantly strive to earn trust in every relationship we have – internally with each other, externally with all stakeholders and partners. Our networks count on us to deliver the best support and solutions. The partnership between families and frontline providers is based on trust and mutual respect. Internally, we build each other up and hold each other accountable. Trust is how we successfully work together so that the next generation of children and families have a healthy and thriving start.

Commitment #1: Effectiveness and Impact as a Community Partner

Improving maternal and child physical and mental health outcomes is central to our work. We aim to be an effective and impactful community partner by addressing the complexity of systems change and advocating for the families we serve through both the Nurse-Family Partnership and Child First programs.

To deliver programs with impact, we will:

- Analyze the home visiting landscape to lay the groundwork for making a deeper impact in communities.
- Program growth will reflect our commitment to serving communities most in need of our programs.
- Strengthen our relationships with program partners, with a focus on improved customer support and program flexibility and sustainability.
- Advocate for systems change and build strategic partnerships to support advocacy goals.

Commitment #2: Increase Equitable Access

Changent is committed to improving health outcomes for all communities, especially those who have lacked access to opportunities and quality care.

- Changent will implement and evaluate the education and quality improvement frameworks within NFP and Child First to ensure the highest standard of care is provided to clients.
- Changent leads the field in driving improved outcomes for clients by listening to the voices of the families served by both programs, expanding eligibility for NFP to serve more families in need, and rigorously studying our programs' data.

Commitment #3: Financial Sustainability

Changent commits to a sustainable financial model that stewards public and private investments and delivers cost-efficient programming.

Changent will be sustained by a balanced mix of earned income and philanthropy (60/40).

Commitment #4: Operational and Data Excellence

Changent will implement and maintain efficient, coordinated and effective operational and data systems as we scale essential programming to families facing the highest disparities.

For our programs to excel, it requires consistent delivery and rigor in implementing proven methods to deliver impact. We support thorough, meaningful data collection that enhances program quality for the families and children we serve.

Commitment #5: Aligning Organizational Culture with Our Values

As an employer, Changent commits to being a place where every staff member feels deeply valued, has a sense of belonging, and a belief in a shared purpose.

We will be a diverse, inclusive, and equitable workplace. We will foster a culture of continuous improvement that aligns individual contributions with organizational goals that embrace diverse perspectives. Our board of directors will also reflect these shared values.