

Reach
Out
& Read®



STRATEGIC PLAN

July 2024 - June 2027

How Our Strategic Plan Was Conceived, Researched, and Created

The Reach Out and Read strategic plan sets a roadmap for our future. It was vital that we include in its creation a depth and breadth of the voices who comprise our organization and network.

The comprehensive, inclusive strategic planning process began by forming a strategic planning committee. Featuring representatives from our National Board of Directors, Reach Out and Read Affiliates inside and outside of the Inc. structure, medical leaders, and our National staff. Over eight months, this committee met, helped to steer the process, and make key decisions on how we would move forward and what information we would use to shape the overall plan.

Early in the process, we also engaged in conversations with and collected data from National, Board, Affiliates (of all structures), medical leaders, providers, and a variety of external stakeholders. This initial round of gathering data — about our strengths, weaknesses, opportunities, and threats as well as ideas about what Reach Out and Read's future should hold — included:

- a staff survey with 96 respondents representing all Affiliate structures,
- 16 one-on-one interviews with external stakeholders,
- four focus groups comprised of Board and Affiliate leaders with 30+ participants, and

- a dedicated clinician survey with more than 300 respondents from across the network.

- We used that data and a corresponding SWOT analysis to inform the committee's work. The following are key takeaways from our landscape analysis.

- Our strengths include the effective delivery of the Reach Out and Read model through clinicians, fostering an inclusive and supportive organizational culture, and establishing Reach Out and Read as a trusted source of information. Our community sees language-rich interactions as core to what we do.

- We are challenged by inconsistent implementation of the Reach Out and Read model across various Affiliates, highlighting an area in need of attention and improvement.

- Threats include the political climate surrounding books, a lack of clarity in roles and responsibilities within our organization, competition from similar initiatives, burnout and turnover in the primary care field, and financial and fundraising challenges that could impact our operations and outreach.

- Internal challenges include concerns with our branding and messaging, the overwhelming number of priorities that can dilute our focus, financial disparities among Affiliates, and specific communication issues with non-incorporated Affiliates. Our data showed we have room for improvement in our policy and advocacy efforts.

- On the external front, our challenges are primarily about raising awareness about who

we are and what we do within the community, effectively navigating financial and fundraising landscapes, and overcoming difficulties related to program implementation in restricted primary care environments.

- Our community identified opportunities for growth by increasing Reach Out and Read's branding and public awareness, funding sustainability, operationalizing systems-level change including integration with the health care system, more collaboration and support for Affiliates, community expansion and outreach, and diversity, equity, and inclusion.

During strategic planning committee retreats, we brainstormed opportunities based on this inclusive data collection process. From there, we articulated the plan you'll find in the following pages: mission, vision, values, goals, and strategies that build on our strengths, take on our biggest challenges, and ultimately advance our objectives in the most effective way possible over the next three years. Our retreats included a full day with leadership and the Board focused on vision, mission, and goals.

We honed strategies and metrics language in staff groups and finalized the strategic plan language over several meetings with our strategic planning committee. Finally, we went back to sub-groups of external stakeholders, medical leaders, and Affiliate leaders and staff to further socialize where the plan landed and the overall roadmap for the future.



OUR VISION

A world where every child has the relationships essential to learn and thrive.

OUR MISSION

Strengthen all families with young children through guidance from medical clinicians about nurturing relationships through shared reading.





Values

Evidence Based Decision Making

Making decisions grounded in systematic analysis of credible evidence, data, and research, ensuring excellence through continuous improvement and innovation in high-quality programs and practices.

Integrity

Upholding honesty and transparency consistently, while being responsible for actions.

Relationships

Nurturing relationships through collaboration, mutual respect, inclusiveness, and an appreciation for diversity internally and with our community.

Inclusive Collaboration

Valuing and integrating diverse voices, skills, and perspectives, fostering mutual respect, trust, and shared goals.

Social Justice

Promoting equity and disrupting historical inequities through diversity in representation, inclusivity, and resource prioritization.

Transformational Change

Driving a bold, courageous, and profound shift in systems, leading to expansive impact for children and families, and redefining the status quo through our role as a change agent.



Reach Out and Read's Strategic Goals and Strategies

We identified seven strategic goals and corresponding strategies that align with our mission, vision, and values.

Growth With Quality: Reach 50 percent of all children 5 and under by 2030 with a focus on under-resourced communities.

1. Create an equity-centered growth strategy at the National, Affiliate, and network-wide level to guide the targeted growth of new and existing Affiliate geographies across all Affiliate structures.
2. Develop an operational model through an organizational development lens at the National, Affiliate, and network-wide level with contingency plans for stability and efficiency.
3. Implement an integrated National and Affiliate leadership development strategy to unlock the network's growth potential.



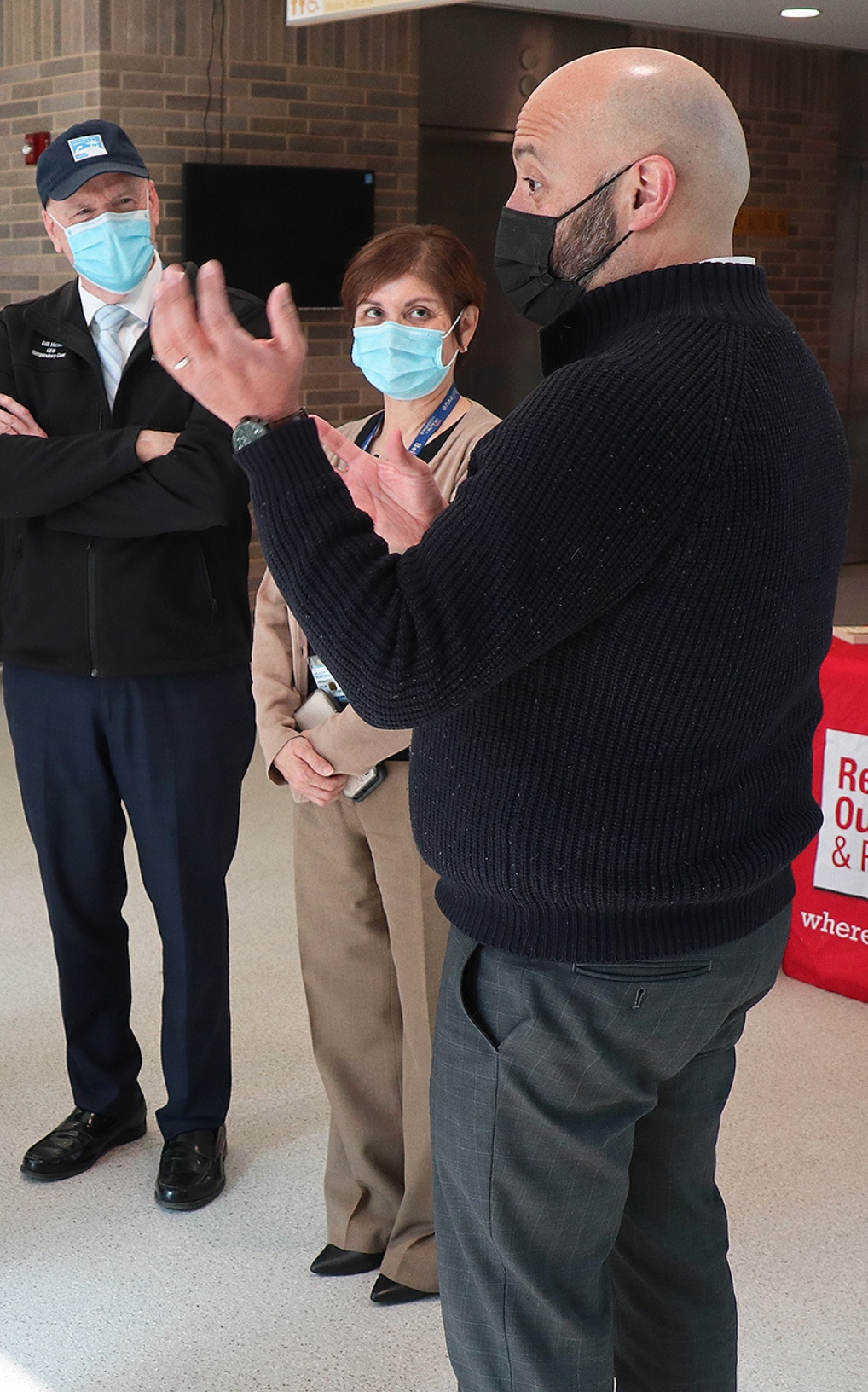
Funding: Achieve long-term, sustainable, and diverse funding to support the model and the organization for growth.

- 1.** Evaluate, design, and implement shared, structure-agnostic approach to fundraising to ensure maximized efficiency, effectiveness, and impact across the Reach Out and Read network.
- 2.** Elevate network-wide commitment to philanthropy.
- 3.** Identify and implement scalable, sustainable non-philanthropic funding mechanisms, including Medicaid, health systems, public investment, earned revenue, and other payer structures.
- 4.** Position Reach Out and Read for network-wide capital campaign.



DEI: Ensure the model is accessible and effective for all children and families and that diversity, equity, and inclusion are centered throughout the organization.

- 1.** Increase accessibility and effectiveness of the Reach Out and Read model to all children and families.
- 2.** Increase the racial and ethnic diversity of those who work for and lead the organization and network.
- 3.** Enhance the racial and ethnic diversity among our partners, collaborators, and community connections.
- 4.** Equip staff and network to navigate DEI throughout the organization and community.



Infrastructure: Evaluate and strengthen infrastructure to swiftly address challenges and build for growth and stability.

- 1.** Define and overcome current challenges and re-vision infrastructure needed to sustain and grow.
- 2.** Build on existing foundation to codify an equity-centered operational vision to support all children under 5 in the United States, focused on sustaining current footprint and growing across the country.
- 3.** Accelerate progress of all Reach Out and Read network strategies by implementing operational vision to sustain and grow with quality.

OUR POTENTIAL IMPACT

**90 percent of kids
in the United States
have had a well-child
visit in the last year.**



Brand Visibility: Increase awareness of Reach Out and Read's identity, value proposition, and impact among policymakers, funders, health systems, thought leaders, and the public.

1. At the National and Affiliate levels, hone and implement evidence-based brand identity, messaging, strategies, and campaigns that position who Reach Out and Read is and why our work is important.
2. Create opportunities to tell meaningful Reach Out and Read stories at the National, Affiliate, and clinic levels through earned media: broadcast, print, and digital.
3. Implement strategies and messaging around Reach Out and Read's brand and top public-policy priorities to ensure policymakers at the local and National levels understand who Reach Out and Read is and why our work matters.
4. Provide support, build National and local capacity, and guide Affiliates through creating and implementing their own brand strategies to educate their audiences about Reach Out and Read work, its importance, and its impact.
5. Codify and implement National strategy and system for strategic partnerships.



Population-Level Delivery: Establish Reach Out and Read as a critical, core component of pediatric well-child care for every child.

1. Drive a movement at national and local levels advocating for Reach Out and Read as a critical, core component of pediatric primary care.
2. Collaborate with medical leaders to advocate for Reach Out and Read as a standard of care identified in Bright Futures and with billing codes.
3. Optimize the opportunity to insert Reach Out and Read into state and federal transformations of pediatric primary care.
4. Strengthen and expand the evidence base that demonstrates the value of integration of Reach Out and Read into well-child visits through implementation of the Reach Out and Read research strategy throughout the network.



Centering Community: Connect Reach Out and Read model and organization with other family-serving programs, organizations, and systems to advance stronger holistic support and outcomes.

- 1.** Establish a national “community-centered” framework that aligns purpose, goals, and strategies to build shared understanding and turn into action at the National, Affiliate and clinic levels.
- 2.** Strengthen national-level partnerships with at least five early childhood, literacy, and relational health organizations who have impact at both national and local levels to advance shared goals, including growing with an equity lens across the network.
- 3.** Optimize locally based and locally led efforts in at least five geographies to strengthen Reach Out and Read’s impact within public health, education, and/or health care settings.



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