

Final Draft Montana Home Visiting Coalition Strategic Plan

May 2026 – 2029

Goal 1. INCREASE AND DIVERSIFY FUNDING FOR HOME VISITING PROGRAMS IN MONTANA

Objective 1.1. Develop and maintain a comprehensive home visiting funding landscape that supports informed decision-making by the Coalition.

Action Step 1.1.1. Develop and maintain a funding matrix that documents each known funding source, including but not limited to: HRSA, TANF, Medicaid, Title IV-E, Title IV-B, Mental Health Block Grant, MCH Block Grant, Opioid Settlement Funds, State General Fund, County Health Departments, Tax Check-Off, IHS, Tribal TANF, THIP, Tribal Health Department funds, and private foundations. For each source, the matrix will capture: Eligibility requirements, available uses of funding, current availability or anticipated timeline if not yet available, which programs are currently utilizing the funding, and maximum funding potential or award range where known.

Action Step 1.1.2. Coalition leadership will review and update the funding matrix at least twice per year, incorporating new funding opportunities as they emerge, changes to eligibility or availability, and updated information from member programs on their current funding utilization and local funding sources. Updates will be shared with all MHVC members following each review cycle.

Action Step 1.1.3. Coalition leadership and participating members will meet with DPHHS leadership at least once per year to discuss current funding landscape findings, emerging opportunities, and barriers programs are experiencing in accessing or maintaining funding. (See Action Step 2.1.3)

Action Step 1.1.4. Using the funding matrix, identify programs currently utilizing multiple funding streams and facilitate at least one annual learning opportunity (e.g., presentation during an MHVC meeting) where programs share strategies and lessons learned for effectively braiding funding sources. Document and distribute key braiding strategies to all member programs.

Objective 1.2. Increase utilization of government funding (county, state, federal, or Tribal) to increase home visiting program capacity and sustainability.

Action Step 1.2.1. Monitor required state match to access all available Maternal, Infant, and Early Childhood Home Visiting (MIECHV) funding; Advocate to DPHHS leadership and policymakers to appropriate required state match to pull down all available MIECHV funds.
Action Step 1.2.2. Support programs in accessing the new Medicaid benefit (projected in 2026) by developing and/or distributing a plain-language guide that covers eligible service types, billing requirements, and steps for programs not yet enrolled as Medicaid providers. Facilitate opportunities for DPHHS and partners to provide training and technical assistance to programs.
Action Step 1.2.3. Explore opportunities for developing a hub and spoke model for Medicaid billing that leverages the expertise and capacity of existing Medicaid providers.
Action Step 1.2.4. Engage DPHHS, Medicaid, and legislative stakeholders on an ongoing basis to identify opportunities to expand Medicaid-reimbursable services and eligibility, documenting coalition recommendations and tracking progress in writing.
Action Step 1.2.5. Develop and share a resource with DPHHS leadership and relevant policymakers that outlines home visiting's alignment with TANF's statutory goals and highlights examples of other states successfully directing TANF funding toward home visiting, supporting advocacy for expanded TANF utilization in Montana.
Action Step 1.2.6. Monitor implementation of the new state data system anticipated in 2027 that will allow access to Families First Prevention Services Act (FFPSA) funding. Within 6 months of system launch, convene members and DPHHS to assess readiness, identify any remaining barriers, and develop a funding plan. In the interim, keep members informed and ensure DPHHS continues to include home visiting in subsequent FFPSA plans.
Action Step 1.2.7. On an ongoing basis, monitor emerging or underutilized government funding streams identified through the funding matrix (See Objective 1.1) and identify opportunities to apply for available funding or to advocate for changes that would make funding more accessible.
Action Step 1.2.8. When collective or collaborative government grant applications are identified as a viable strategy, coalition leadership will coordinate a joint application process, including identifying a fiscal agent, supporting member programs in understanding their role, and ensuring a process to document outcomes for future advocacy and grant application efforts.
Objective 1.3. Increase utilization of private funding sources to supplement government funding, support innovation, and improve program sustainability.

Action Step 1.3.1. Establish and maintain relationships with private foundations whose priorities align with home visiting. Coalition leadership and participating members will meet with at least two separate private funders on at least an annual basis to discuss current funding landscape and opportunities for private funding to support home visiting in Montana. Outreach will focus on both strengthening existing partnerships and expanding the Coalition's relationship to new funders. Document outreach in partner communication log (See Action Step 2.1.5).

Action Step 1.3.2. When collective or collaborative private grant applications are identified as viable, coalition leadership will coordinate a joint application process, including fiscal agent identification and member program support, consistent with the approach outlined in Action Step 1.2.5.

Action Step 1.3.3. Facilitate at least one meeting with a Montana insurance carrier per year to explore a pilot arrangement or payment model that demonstrates the cost savings and return on investment associated with home visiting services. Document findings and present to the full Coalition regardless of outcome.

Action Step 1.3.4. On an ongoing basis, explore policy opportunities to support reimbursement for home visiting services through private insurers.

Goal 2. BUILD PUBLIC UNDERSTANDING OF WHY HOME VISITING MATTERS FOR MONTANA FAMILIES

Objective 2.1. Establish and maintain active relationships with state agencies, policymakers, funders, local/county partners, Tribal partners, higher education, and other coalitions, workgroups, and organizations that advance the goals of the MHVC.

Action Step 2.1.1. Develop and maintain a list of key contacts across seven categories – state agencies, policymakers, funders, local/county partners, Tribal partners, higher education, and other coalitions, workgroups, and organizations – including current relationship status, relevant MHVC goals, objectives, or action steps, and relevant MHVC liaison(s).

Action Step 2.1.2. Each MHVC member will develop an individualized outreach plan that identifies their key contacts across relevant categories and commits to a minimum of bi-annual touchpoints with each. Outreach plans will be submitted to coalition leadership annually and updated as needed. Coalition leadership will compile plans to ensure collective coverage across all seven partner categories and avoid duplication of effort.

Action Step 2.1.3. Each year, the Coalition will facilitate at least one meeting with DPHHS leadership and at least one meeting with one or more legislative champions or relevant committee chairs to share coalition priorities, data, and policy asks at a statewide level.

Action Step 2.1.4. At the start of each legislative session and interim period, identify key committee hearings where home visiting data, outcomes, or policy priorities are relevant; designate at least one MHVC representative to present or provide public testimony. Actively engage coalition members in this process by sharing testimony opportunities in advance, providing talking point templates or data briefs, and inviting programs to co-present or submit written testimony alongside coalition leadership.

Action Step 2.1.5. Facilitate a bi-annual reporting process during MHVC meetings where members briefly report on outreach completed against their individualized plans, including who they met with, which MHVC goals the outreach supported, and any co-advocacy efforts undertaken. At this time, members will also be asked to review the key contact list (See Action Step 2.1.1) and make any needed adjustments. Coalition leadership will compile and summarize updates in a shared communication log to track collective partnership activity over time.

Objective 2.2. Explore strategies to strengthen statewide reporting on program utilization and outcomes to clearly demonstrate the reach and effectiveness of home visiting across Montana.

Action Step 2.2.1. Identify and prioritize key data points across all home visiting models and agencies that best illustrate the positive impact of home visiting.

Action Step 2.2.2. Explore opportunities to develop and implement a shared data reporting system that enables all home visiting models and agencies to easily report on key data points identified above.

Action Step 2.2.3. Develop focused messaging, including handouts, talking points, data/policy briefs, for targeted stakeholder groups, such as families, state agencies, policymakers, funders local/county partners, Tribal partners, higher education, and other coalitions, workgroups, and organizations, making sure to encompass multiple platforms and public outreach channels.

Objective 2.3. Develop a public campaign to normalize home visiting for all Montana families.

Action Step 2.3.1. Identify and engage key messengers and champions, specifically families who have received home visiting, to inform and develop the content and promotion of public campaign materials.

Action Step 2.3.2. Develop consistent, statewide campaign messaging that home visiting programs can adapt and individualize to suit their outreach needs.

Action Step 2.3.3. Design and distribute campaign materials across multiple platforms, where they can be shared and highlighted by home visiting programs and partners.

Action Step 2.3.4. Highlight family stories and testimonials that represent diverse perspectives, such as racial identity, economic status, or geographic location, expanding the use of storytelling across multiple online platforms and digital channels, including social media, video, blogs, and podcasts, to engage diverse audiences and strengthen messaging around the value of home visiting statewide.

Goal 3. CULTIVATE A THRIVING AND SUSTAINABLE HOME VISITING WORKFORCE ACROSS MONTANA

Objective 3.1. Strengthen workforce support by systematically sharing resources and information across Coalition members, and leveraging available funding and tools to expand training and professional development opportunities for home visiting providers statewide.

Action Step 3.1.1. Annually survey MHVC members to assess current training needs, professional development gaps, and workforce support priorities; Use findings to inform the Coalition's training and resource-sharing efforts.

Action Step 3.1.2. Using findings from the annual survey (See Action Step 3.1.1) and independent research, identify and compile relevant training resources, funding opportunities, and policy initiatives to guide Coalition efforts in strengthening and advancing the home visiting workforce.

Action Step 3.1.3. Establish a consistent process for sharing resources and training opportunities across coalition members, including regularly highlighting and disseminating relevant opportunities at coalition meetings, through member communications, and via shared platforms or tools.

Action Step 3.1.4. Facilitate an annual in-person training opportunity aligned with the identified needs of coalition members, leveraging available funding, partnerships, and resources to ensure accessibility and relevance across all home visiting models and agencies.

Objective 3.2. Pursue the development of Communities of Practice among home visitors in Montana.

Action Step 3.2.1. Define the purpose of Communities of Practice across key focus areas, such as data entry, administrative task alignment, continuous quality improvement, and community-level data review, and identify which are most needed as ongoing forums for peer learning and problem-solving among coalition members.

Action Step 3.2.2. Determine the structure, roles, and logistics needed to successfully launch and sustain each Community of Practice amongst coalition members.

Action Step 3.2.3. Based on findings from Action Steps 3.2.1 and 3.2.2, assess the feasibility and readiness of coalition members to implement Communities of Practice, and make a collective decision on whether, when, and in what form to move forward with their development and launch.

Objective 3.3. Promote home visiting as a recognized, desirable, and clearly defined career pathway that attracts new workers and retains experienced ones.

Action Step 3.3.1. Develop and disseminate a "Home Visiting as a Career" resource (one-pager, video, or web page) that highlights the role's purpose, day-to-day work, compensation range, and growth opportunities, targeted toward job seekers, high school and college students, and workforce development programs.

Action Step 3.3.2. Partner with community colleges, Tribal colleges, and university programs (e.g., social work, nursing, public health, early childhood education) in Montana to introduce home visiting as a career option through guest presentations, job shadowing, or practicum/internship placements. Facilitate partnership activities with at least one higher education institution per year (See Action Step 2.1.2).

Action Step 3.3.3. In alignment with National Home Visiting Week, create promotional materials and event(s) that publicly celebrate home visitors and elevate visibility of the role.

Action Step 3.3.4. Track workforce promotion activities, including presentations, job shadowing, events, and practicum/internships completed (See Action Step 2.1.5).