

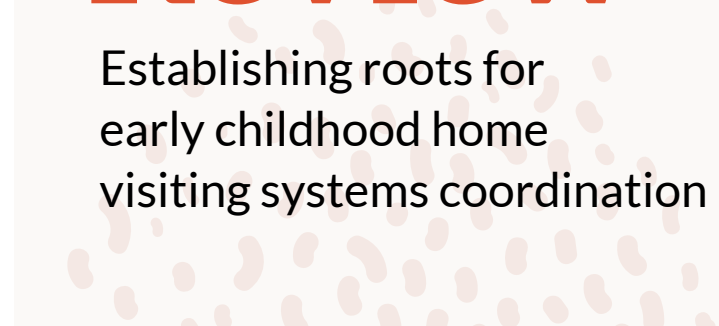
CCOHVS

Center for Coordinating
Oregon Home Visiting Systems



2025 Year in Review

Establishing roots for
early childhood home
visiting systems coordination





Welcome to the *2025 Year in Review* from the Center for Coordinating Oregon Home Visiting Systems (also known as CCOHVS)!

At the end of 2025, our CCOHVS team paused to reflect, look for patterns, and consider the impacts of our work in the past year. Here we offer a summary of CCOHVS' work in 2025 to appreciate and learn from where we have been, and to strategize for future collective action. Taking time to reflect helped us more clearly see how much of our work in 2025 focused on strengthening and building the foundation for early childhood home visiting systems change in collaboration with partners.

As such, the guiding theme for this 2025 Year in Review report is:

**Establishing roots for
early childhood home visiting systems coordination.**





REPORT SECTIONS

- 01 Our Story
- 02 Strategic Action in 2025
- 03 What's Next in 2026
- 04 Gratitude & Closing



Center for Coordinating
Oregon Home Visiting Systems

Our Story

Launched in January 2024, CCOHVS is a program-neutral backbone charged with improving coordination in Oregon's system of early childhood home visiting (ECHV) services. **Our purpose is to strengthen state partnerships in support of local decision making and the implementation of an equitable, accessible, inclusive, anti-racist and family-centered system of ECHV services.**

CCOHVS team and partners at the
2025 Home Visiting Summit in August



The past year brought unprecedented changes to our country, our state, and CCOHVS. A significant change for our team was that CCOHVS Director, Dr. Beth Green, retired in September 2025. As the founder of CCOHVS, Dr. Green's vision and leadership helped us deepen systems building work at the state and regional levels. In planning for her transition into retirement, we were presented with an opportunity to redesign our CCOHVS team structure and approach in ways we believe will best serve the collective future of ECHV systems change.

Two key shifts that CCOHVS made in 2025 were:

Distributed leadership

The CCOHVS team distributed leadership to three members holding separate but related pieces of work - evaluation, state and regional partnerships, and state transformation. This structure flattens team hierarchy, invites more perspectives into decision making, and distributes power and influence across the team. We see this shift as a parallel process to how CCOHVS is working to promote distributed leadership within the ECHV system.

Action network approach

CCOHVS developed an action network approach to home visiting systems coordination in response to partner input on advisory system revisions. In November 2025, we launched the Home Visiting Action Network (HVAN) – the first ever space in Oregon home visiting systems work that is open to everyone across roles, agencies, regions, and perspectives. Within the HVAN, all participants collectively advise home visiting system transformation to guide the implementation of strategies identified in our Theory of Action. We apply an equity lens to decision making and core home visiting system values are embodied -- for example, HVAN meetings are conducted bilingually in Spanish and English and include family leaders.

A theory of action for systems change

CCOHVS promotes regional and statewide ECHV systems coordination by aligning all partners around a common vision and strategic action. Oregon is a tapestry of diverse people, social-cultural groups, and geography. To meet the needs of all children and families, Oregon's ECHV system has evolved into a complex network of human service sectors, organizations, programs, and people operating at regional and state levels. Without intentional overarching coordination, a complex system can become fragmented and difficult to navigate.

Vision

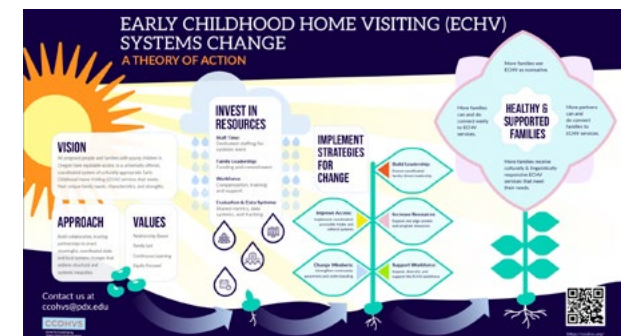
All pregnant people and families with young children in Oregon have equitable access to a universally offered, coordinated system of culturally appropriate Early Childhood Home Visiting services that meets their unique family needs, characteristics, and strengths.

Strategic action

The Early Childhood Home Visiting Systems Change Theory of Action (TOA) guides CCOHVS' systems change work. Building on [Oregon's Early Childhood Home Visiting System Landscape Report](#), the TOA was developed and refined during 2025 in collaboration with the Home Visiting Committee of the Early Learning Council, the CCOHVS Steering Team, the Home Visiting Collaborative, regional coordinators involved in ECHV systems change (funded by The Ford Family Foundation), and additional partners. To maximize impact, the TOA is aligned with [Raise Up Oregon 2.0](#), Oregon's statewide early childhood system plan. We continually work to create a shared understanding of the TOA across all partners in the ECHV system, including agencies, advisories, the workforce, and leadership groups.

The TOA has six components:

1. Vision
2. Approach
3. Values
4. Invest in resources
5. Implement strategies for change
6. Healthy and supported families



[View the Theory of Action →](#)

How this report is organized

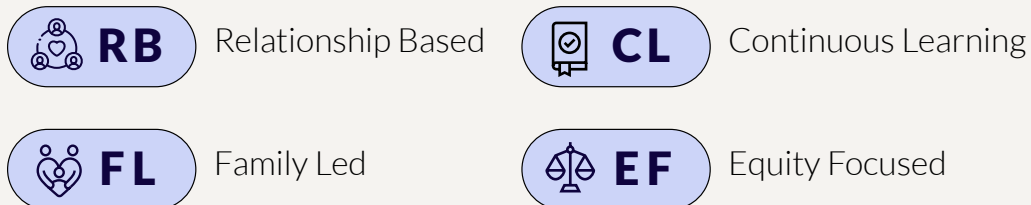
We use the values and action strategies components from the TOA to organize this report. In the next section, we summarize our work in three strategies for change that we prioritized in 2025:

-  **Build Leadership**
-  **Increase Resources**
-  **Support Workforce**

Each strategy includes:

- » Aligned Raise Up Oregon 2.0 strategies ([see page 24](#) for a description of each related strategy)
- » Key system shifts in 2025
- » How CCOHVS worked with partners to create conditions for those shifts to occur
- » Examples of regional and state level work presented separately, but mindful that these systems are reciprocal, with the potential to create reinforcing cycles of improved coordination over time

Icons to spotlight examples of the TOA values in action:



The **What's Next in 2026** ([see page 17](#)) section forecasts work planned for the coming year for each strategy.

Strategic Action in 2025

In 2025, CCOHVS deepened roots for ECHV systems coordination with an eye toward future strategic action. We invested significant resources in three foundational strategies: [Build Leadership](#), [Increase Resources](#), and [Support Workforce](#). In this section we highlight the key system shifts resulting from this work and describe the conditions CCOHVS created to activate these shifts.



Strategy 1: Build Leadership



Why this matters:

The Build Leadership strategy shifts ECHV systems so decisions are informed by, responsive to, and led by and for families.

This looks like:

- » Strong and inclusive leadership across state and regional ECHV systems.
- » Tribal and culturally specific partner leadership shaping ECHV systems.
- » Inclusive and responsive leadership rooted in the real experiences of the families served.
- » Family leadership guiding decisions and improvements.

Raise Up Oregon 2.0 Alignment

Strategy 10.3

Strategy 10.5

CCOHVS catalyzed a shift in Oregon's ECHV system toward more distributed, inclusive, and equitable leadership.

In 2025, as a result of revisioning the home visiting advisory structure, CCOHVS facilitated new leadership opportunities in the ECHV system for regional partners and family leaders.

11 regional leaders participated in Regional Home Visiting Systems Coordination Community of Practice meetings (up from 4 in 2024). Regional leaders facilitate ECHV systems coordination in nine Oregon regions (19 counties) and one California region.* The CCOHVS-supported Community of Practice elevates regional perspectives and expertise, creates a pathway for participants to engage with state ECHV system coordination efforts, and provides opportunities for peer learning and sharing.



CCOHVS recruited 19 home visiting family leaders from across the state (with experiences in nine home visiting models) to co-create a state-level ECHV Family Leadership Group. CCOHVS supported the family leaders to design more inclusive systems leadership, both as an advisory body and by joining other systems advisory and work groups.



A System Survey Participant said that one of the most important accomplishments of CCOHVS in 2025 was:

“The integration of family voice into the system work!!”

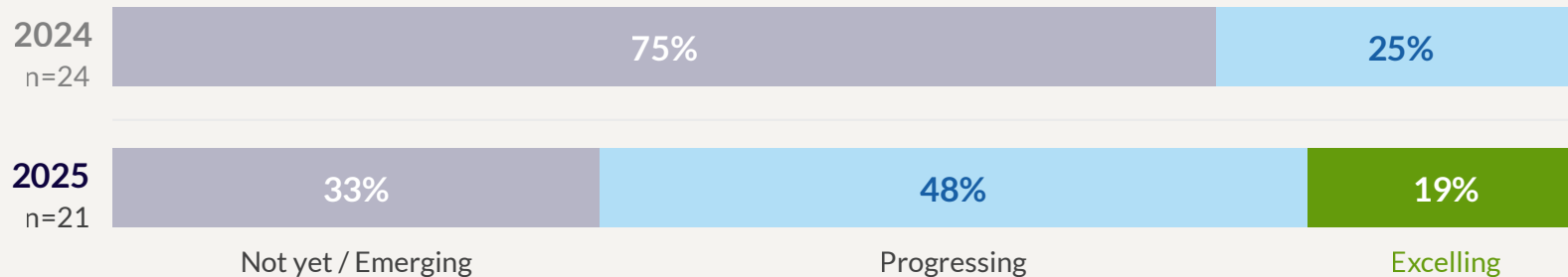
*Siskiyou County

Strategy 1:
Build Leadership

A larger share of ECHV system leaders reported that Oregon is progressing or excelling toward having a cross-agency plan for engaging families in state-level leadership and decision-making in 2025 than in 2024.

Cross-agency plan for engaging families in state-level leadership and decision-making

ECHV State System Survey — % of respondents by progress stage



Note: ECHV State System Survey administered by CCOHVS. Participants were ECHV leaders involved in three advisory groups for CCOHVS (2024 n=24, 2025 n=21). These data provide a snapshot in time for each year among current advisory group members for that year, not change over time at the individual level.

Strategy 1: Build Leadership

CCOHVS created conditions for ECHV systems change in leadership by creating inclusive spaces, building relationships and trust, and expanding leadership opportunities.

With support from home visiting leadership and advisory groups (Home Visiting Committee of the Early Learning Council, the CCOHVS Steering Team, and the Home Visiting Collaborative), CCOHVS cultivated relationships with a diverse range of home visiting partners in order to include more perspectives in identifying strengths, opportunities for growth, and priorities for Oregon's ECHV systems change.

88 partners attended the second annual Oregon Home Visiting Systems Summit in August 2025 (up from 47 who attended the 2024 Summit). The hybrid event expanded the engagement of Tribal home visiting partners, culturally specific home visiting partners, and families in identifying priority activities for CCOHVS' ECHV systems coordination work (aligned with RUO 2.0); and generated support for participation in action work groups to carry this work forward.



Nearly 100 partners participated in the first HVAN meeting in November 2025. Participants represented at least 12 home visiting program models, served at least 28 Oregon counties, and included participants from three Tribal home visiting programs.



National, state, and regional audiences attended CCOHVS team presentations with key partner groups. The presentations were intended to increase the visibility of ECHV work in Oregon, build momentum toward the launch of the HVAN, and invite engagement in movement-building for collaborative ECHV systems change. Audiences at these presentations (one national conference, three statewide conferences, and with three regional collaborative leadership groups) included the home visiting workforce, families, agency leaders, and policymakers.



In 2025, an HVAN participant appreciated

“Being in community with those who work to support home visiting programs in Oregon.”

Strategy 2: Increase Resources

Why this matters:

The Increase Resources strategy promotes fully funded and sustainable ECHV systems so that more children and families can access the services they need and want in order to be supported, stable, and thriving. This looks like:

- » Secure funding for the full continuum of early childhood home visiting services and the infrastructure that sustains them.
- » Data- and research-informed decisions about allocating resources where they can have the greatest impact.
- » Culturally specific programs with financial capacity and access to a broad range of funding strategies.

Raise Up Oregon 2.0 Alignment
Strategy 10.2

CCOHVS helped Oregon's ECHV system sharpen its focus on growing sustainable approaches to funding.

The political, economic, and funding landscape in 2025 required ECHV partners to prioritize efforts to stabilize and sustain home visiting funding during a time of fiscal constraints and constriction. Two key aspects of the CCOHVS team's coordination work helped the ECHV system strengthen roots in this area:

The Home Visiting Funding Partnership (HVFP) work group developed a shared legislative agenda with more than 50 members representing state agencies, home visiting models, culturally specific organizations, and Tribal home visiting. Many of these partners previously had not had access to lobbyists or state agency advocates. Despite a difficult 2025 legislative session and budget cuts in the early childhood sector, the HVFP, facilitated by Stately Pine Consulting, steadily improved communication and solidarity across home visiting programs.



CCOHVS initiated a fiscal study to develop cost modeling tools for home visiting systems and services with guidance from their Fiscal Study Work Group (FSWG) and consultants from Prenatal-to-Five Fiscal Strategies. The FSWG is made up of several partners from the Home Visiting Committee, CCOHVS Steering Team, Home Visiting Collaborative, three state agencies, coordinated care organizations, culturally specific organizations, and others. The fiscal study and cost tool are expected to provide Oregon home visiting partners with important data and resources to create more coordinated and sustainable funding for the ECHV system. This work aligns with the Home Visiting Committee of the Early Learning Council's priority to strengthen home visiting funding stability.

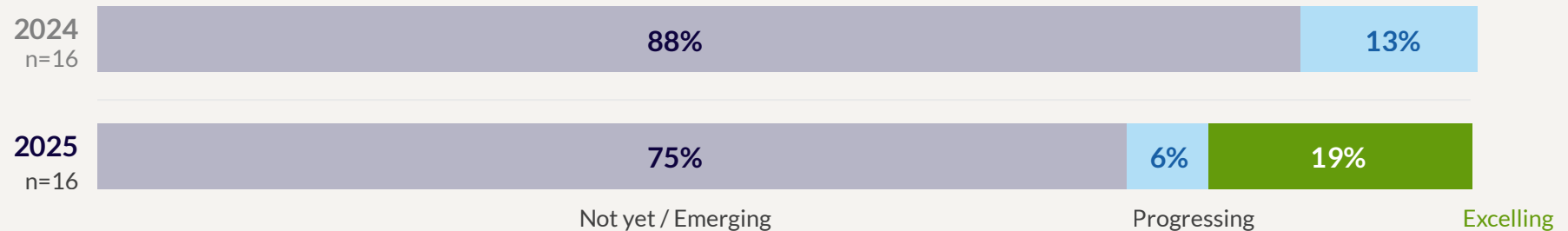


Strategy 2:
Increase Resources

The share of ECHV system leaders reporting that Oregon is progressing or excelling toward having a cross-program pay equity improvement plan nearly doubled from 2024 to 2025.

Oregon has a cross-program pay equity improvement plan

ECHV State System Survey - % of respondents by progress stage



Note: ECHV State System Survey administered by CCOHVS. Participants were ECHV leaders involved in three advisory groups for CCOHVS (2024 n=16, 2025 n=16). These data provide a snapshot in time for each year among current advisory group members for that year, not change over time at the individual level.

Strategy 2: Increase Resources

CCOHVS helped deepen collective understanding of home visiting program costs, family needs, and the current fiscal landscape.

CCOHVS initiated several efforts with partners that contributed to increased coordination among state agencies, program leaders, families, and advocates around funding for home visiting.

CCOHVS convened a Family Leadership Group with 14 family leaders to provide input on elements of home visiting to be prioritized in Oregon's Family First Amendment.* With facilitation partners at Black and Brown Families Matter, this work group provided critical input to the Oregon Department of Human Services (ODHS) Family First Design Team, and built the foundation for the state-level ECHV Family Leadership Group.



CCOHVS is a backbone organization to the Portland Metro Region Perinatal Collaborative's Supporting Access through Funding Equity (SAFE) Project, focused on understanding regional impacts of the national and state funding landscape. Beginning in Spring 2025, this two-year grant from the Perigee Foundation includes facilitation by Common Thread Consulting partners with a cohort of organizations in the Portland Metro area, including those that are culturally specific and culturally affirming. The project aims to help the Metro region expand its capacity to finance home visiting services.



*The Family First Preservation Services Act (FFPSA) was enacted in 2018 to reform child welfare financing by prioritizing keeping children safely at home, allowing the use of federal funds for prevention services such as mental health, substance use treatment, and in-home parenting supports for families at risk of their children entering the foster care system.

Collective HV presentation to the legislature [for funding home visiting].

— System Survey Respondent 2025
on what they consider one of the most important accomplishments of CCOHVS in 2025

Strategy 3: Support Workforce

Why this matters:

The Support Workforce strategy promotes a strong, diverse, and well-supported ECHV workforce so that children and families are served by a culturally affirming, skilled, and responsive workforce. This looks like:

- » Adequate compensation, reduced pay inequity, and expanded professional development opportunities.
- » Supportive workplaces where home visitors, program leaders, and system partners can grow, connect, and thrive.

Raise Up Oregon 2.0 Alignment

Strategy 10.4

CCOHVS engaged partners to continue moving Oregon's ECHV system toward coordinated workforce development planning.

In 2025, CCOHVS launched state and regional work groups in collaboration with partners to gather information and build infrastructure for more coordinated workforce development opportunities.

17 individuals participated in monthly Tribal Home Visiting Connections Group convened by CCOHVS as requested by Tribal home visiting staff to foster intertribal ECHV systems coordination (an increase from nine in 2024).



A Workforce Development Learning Cohort with nine participants from five different culturally specific and community-based home visiting organizations in the Portland Metro area are identifying professional development opportunities for home visitors and home visiting supervisors. This work started in Spring 2025 with funding from the Perigee Foundation and the SAFE Project, and is facilitated by the Oregon Infant Mental Health Association (ORIMHA).



Regional Coordinators worked with their local ECHV system collaborative groups to mitigate home visiting workforce turnover and burnout by creating opportunities for connection, continuous learning, and reflective supervision. This has taken the form of Connect, Share & Care sessions with increased attendance among system partners across counties, programs, and organizations; Care & Connect sessions, a cohort series, and locally-delivered conferences and summits; and regional home visiting networks. CCOHVS, in partnership with East Consulting, supports this work with evaluation, implementation technical assistance, and community of practice facilitation.

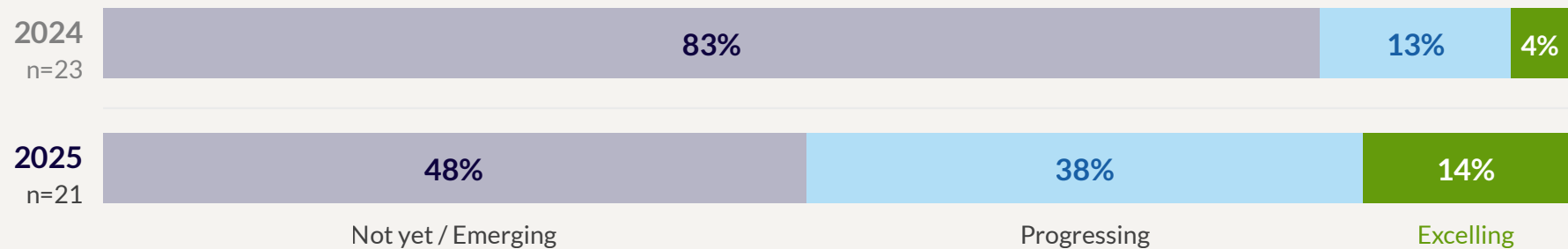


Strategy 3: Support Workforce

A larger proportion of ECHV system leaders reported that work to share professional development and training resources is progressing or excelling in 2025 compared to 2024.

System effectively shares professional development and training resources at the state level

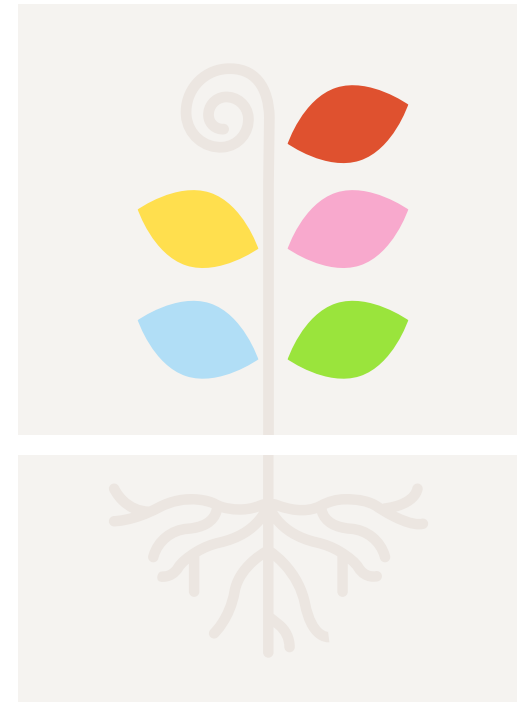
ECHV State System Survey — % of respondents by progress stage



Note: ECHV State System Survey administered by CCOHVS. Participants were ECHV leaders involved in three advisory groups (2024 n=23, 2025 n=21). These data provide a snapshot in time for each year among current advisory group members for that year, not change over time at the individual level.

What's next in 2026

In 2026, CCOHVS will encourage new growth from the roots established in 2025 in the [Build Leadership](#), [Increase Resources](#), and [Support Workforce](#) strategic areas. CCOHVS will also cultivate work in two new strategies: [Changing Mindsets](#) about home visiting through community awareness, and [Improving Access](#) to home visiting services through coordinated intake and referral.



Encouraging new growth



Why this matters:

The Build Leadership strategy shifts ECHV systems so decisions are informed by, responsive to, and led by and for families where their perspectives on navigating the ECHV system are valued.

In 2026, CCOHVS plans to continue prioritizing strategies to engage an inclusive and diverse range of partners through the Home Visiting Action Network (HVAN), deepen connections between the Family Leadership Group and Oregon's ECHV system, as well as continue to work closely with existing governance and advisory bodies such as the CCOHVS Steering Team, the Home Visiting Committee, and the Home Visiting Collaborative.

- » **Build capacity and expand the participation of family leaders** across Oregon's ECHV system.
- » **Cultivate engagement in and mobilize the HVAN** to create space for information sharing and action across the ECHV system.
- » **Strengthen the Regional HVSC Community of Practice** and facilitate information sharing between state and regional leaders to strengthen the bidirectional nature of their relationship.
- » **Encourage Tribal home visiting representation** throughout the ECHV system by continuing to cultivate long-term, trusting relationships with Tribal home visiting programs.



Why this matters:

The Increase Resources strategy's aim is for ECHV systems to be fully resourced and sustainable so that more children and families can access the services they need and want to be supported, stable, and thriving.

In 2026, CCOHVS will support partner utilization of fiscal study findings and service and system cost tools, support the development and use of a Leadership Learning Visit toolkit with the Home Visiting Funding Partnership, and facilitate partner conversations to explore collaborative funding strategies to advance with policymakers as part of a 2027 legislative agenda.

- » **Help organize Leadership Learning Visits** for home visiting program staff around the state to meet with elected officials, agency leaders, and key decision makers about the impact of home visiting.
- » **Collaborate with the Governor's Office and state agencies** on the 2027-2029 budget and policy development.

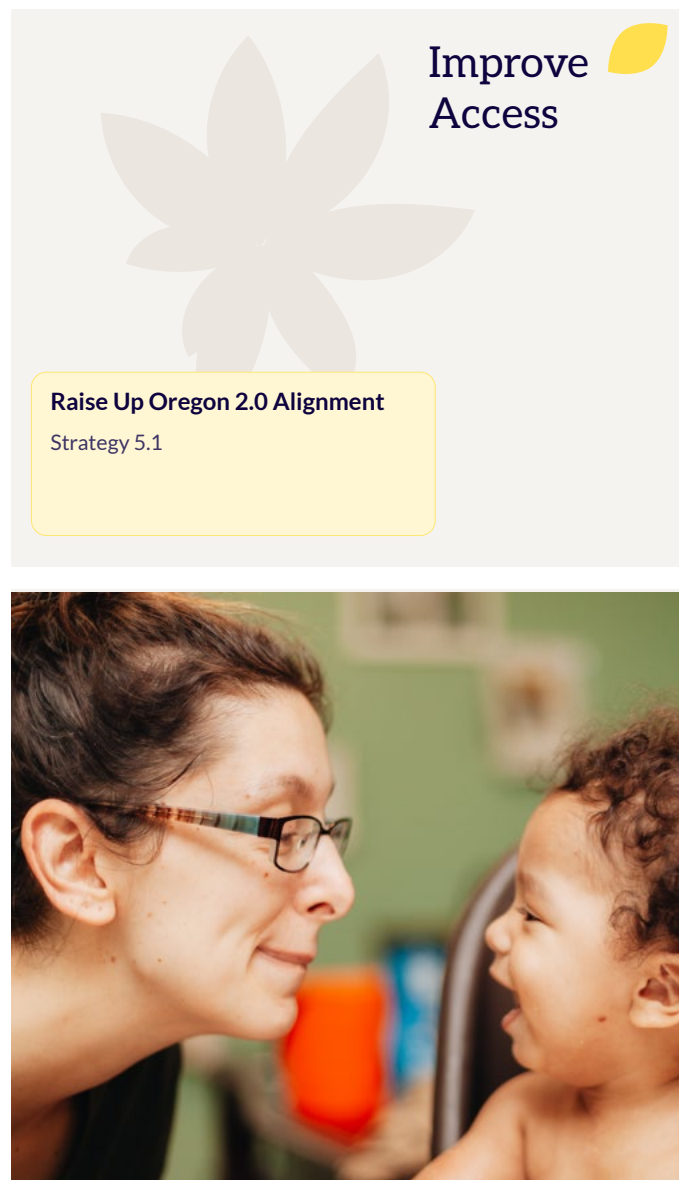


Why this matters:

The Support Workforce strategy shifts ECHV systems so they have a strong, diverse, and well supported workforce so that children and families are served by a culturally affirming, skilled, and responsive workforce.

In 2026, CCOHVS will continue to convene state and regional work groups in collaboration with partners to gather information and build infrastructure for more coordinated workforce development opportunities.

- » **Support the partner-led Workforce Work Group** to identify and implement its priority areas of work.
- » **Continue to support participation in the Tribal Connections Community of Practice** to reflect the priorities of Tribal home visiting programs in Oregon.
- » **Encourage utilization of cost tool** to understand pay equity issues as part of state budget and policy development.



Why this matters:

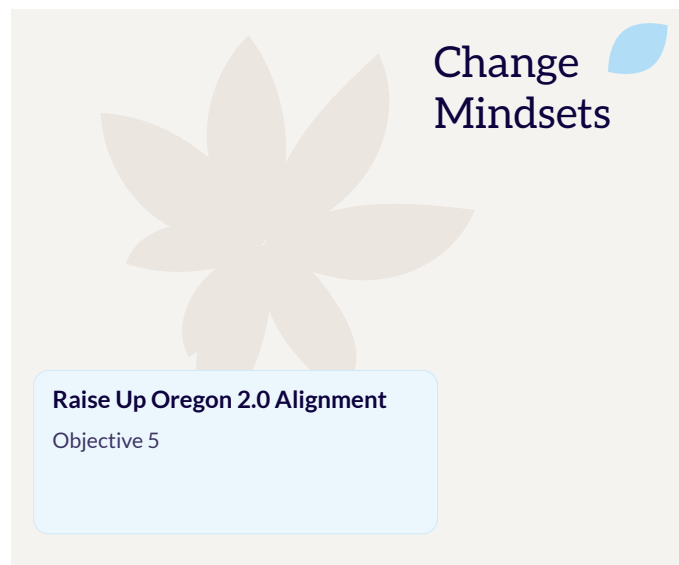
The Improve Access strategy shifts ECHV systems toward having coordinated, accessible, and family-centered intake and referral systems so that families can access services that best meet their specific needs and strengths.

This looks like:

- » Regions are supported in designing and implementing coordinated intake and referral plans.
- » Coordination across programs, regions, and the state to create regionally centralized intake and referral systems.
- » Regions build comprehensive program inventories that are inclusive of Tribal, culturally specific, and locally developed home visiting models, which foster shared learning of available services across regions.
- » Families easily connect with the home visiting programs that best fit their needs.
- » Regional family leadership groups are engaged to share their experiences and give input into the intake and referral systems.

In 2026, CCOHVS will create resources that we anticipate regional and state partners will use to improve families' access to services that best meet their needs.

- » **Develop guidelines for ECHV systems coordination** to support regional partners in their local systems coordination work and state partners in their efforts to support regional implementation.
- » **Prepare home visiting enrollment data** so that state and regional partners can better understand the reach of home visiting by county or region, and across the state for identified demographics.



Why this matters:

The Change Mindsets strategy shifts ECHV systems so families, communities, funders, agencies, and program staff are aware of and understand home visiting so that families can utilize services that are normalized for all and without stigma.

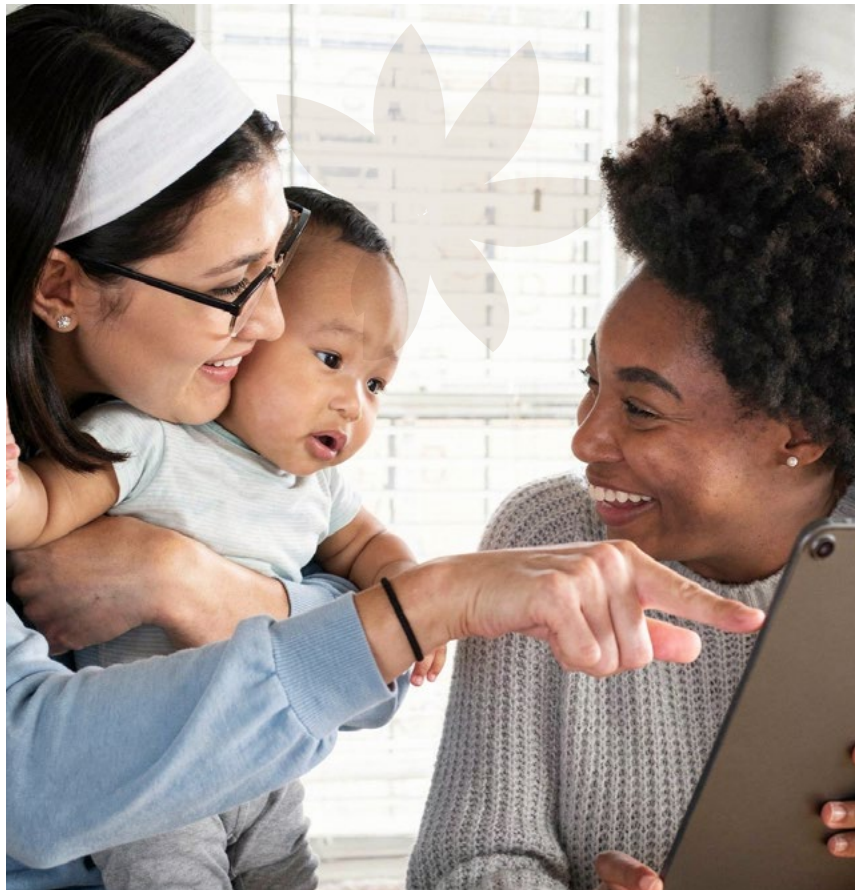
This looks like:

- » Regular, sustained education that highlights the benefits of home visiting and strengthens knowledge of the programs and services available across the system.
- » Family-informed, coordinated communication plans and centralized resources to ensure consistent, accessible, and inclusive messaging that reaches diverse communities.



In 2026, CCOHVS will facilitate efforts at state and regional levels to build understanding of current awareness-raising approaches for specific programs and for home visiting more broadly.

- » **Launch a Community Awareness Work Group** to bring together family, regional, and state perspectives on effectively raising awareness and reducing stigma for home visiting services.
- » **Support regional strategies** to develop accessible information about home visiting.



Gratitude & Closing

The CCOHVS team would like to extend our heartfelt gratitude to all partners who have engaged in the ECHV systems change process over the past year. In 2025, we collectively faced many serious funding and political challenges. By navigating these challenges together, it is our sincere belief that the ECHV system, including programs, communities, families, and children will be better served than if each program tried to weather these difficulties on their own. Thank you for providing essential time and energy, as well as critical perspectives, as we move into 2026, to strengthen state partnerships in support of local decision-making and the implementation of an equitable, accessible, inclusive, anti-racist and family-centered system of early childhood home visiting services.



Raise Up Oregon 2.0 Strategy Alignment

This table shows how the Early Childhood Home Visiting System Change [Theory of Action](#) (TOA) aligns with [Raise Up Oregon 2.0](#), Oregon's statewide early childhood system plan.

TOA Strategy	Raise Up Oregon 2.0 Strategies
Build Leadership	Strategy 10.3 - Build or strengthen regional structures that ensure family leadership in the co-creation of policies, recommendations, and strategies that guide home visiting coordination.
	Strategy 10.5 - Increase collaboration among home visitors, home visiting leaders, and cross-sector partners.
Increase Resources	Strategy 10.2 - Increase access to home visiting, prioritizing culturally responsive programs.
Support Workforce	Strategy 10.4 - Increase equitable access for the professional development of home visitors.
Improve Access	Strategy 5.1. - Create or strengthen coordinated, family-centered intake and referral processes into home visiting, and from home visiting into other desired services.
Change Mindsets	Objective 5 - Families with young children are supported in knowing about and accessing a full range of services that meet their needs and are culturally and linguistically responsive.

Center for Coordinating Oregon Home Visiting Systems (CCOHVS)

Launched in 2024, CCOHVS functions as a program-neutral backbone organization to coordinate the system of prenatal and early childhood home visiting services.

Our purpose is to strengthen state partnerships in support of local decision making and the implementation of an equitable, accessible, inclusive, anti-racist and family-centered system of ECHV services.

The CCOHVS Team includes:

Rebecca Brown, Carrie Furrer, Ron Joseph, Callie Lambarth,
Jayson Lousberg, Kristin Miyamoto

CCOHVS [team and contact information](#)

Check out these
resources on
our website:

Family Leadership Group briefs

[\(English, Spanish\)](#)

Landscape Report Executive Summary

[\(English, Spanish\)](#)

Theory of Action

[\(English, Spanish\)](#)

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