	Objectives & Key Activities	Facilitator Notes
DAY 1		
Welcome & Introductions *(75 min)*	**Welcome participants, ensuring they know the background for the workshop, and how the outputs will be used in improving the home visiting services and status of the workforce** ▲ Representative(s) of the Planning Team introduce themselves, review workshop objectives and agenda. ▲ Advisory members can also welcome participants and address how workshop outputs will be used to improve services. **Agree on workshop norms** ▲ Ask participants what they need to feel included, respected, productive, and heard. **Get to know each other and share expectations** ▲ Ask participants what they bring to the workshop in terms of knowledge, skills, and experiences	▲ Take notes from the discussion on norms and expectations on flipcharts so that you can refer to them throughout the workshop. ▲ Emphasize that the workshop is intended to be participatory and collaborative and that the agenda can change depending on the needs of the group. ▲ Facilitator(s) can introduce an icebreaker that allows participants to familiarize themselves with one another.
Presenting the current Home Visiting system and introducing the Home Visiting Needs Assessment Tool *(45 min)*	**Build a shared understanding of the topic/issue of the workshop** ▲ A member of the Planning Team (or the consultant) presents a high-level overview of the home visiting service and its workforce, highlights from interviews, and desk research. **Build a shared understanding of the Home Visiting Workforce Needs Assessment Tool** ▲ Facilitator(s) present an overview of the Tool, its purpose, areas, goals, and measures; allow time for Q&A. ▲ Note that all Areas are interconnected and vital for strengthening home visiting personnel and the quality of programs overall. ▲ Describe that the first four Tool Areas impact the work of home visitors on a day to day basis (the inner circle – Workforce Expectations, Curricula, Materials, and Resources, Training, Supervision, and Career Development, and Workforce Conditions), while the final three Tool Areas reflect what is needed at the system-level to support service delivery (the outer circle – Program Design, Enabling Environment, Monitoring and Quality Assurance)	▲ Providing participants with a copy of the full Tool to reference during the workshop can help them digest its content. You can have one copy of the Tool per table to limit the number of printed copies. ▲ Sending participants the Tool Overview ahead of the workshop will also increase their familiarity with its contents and structure. ▲ The number of small groups during the workshop should be determined based on the number of facilitators you have (the workshop planning team). Each facilitator should be assigned 1-2 of the Tool Areas and, if possible, consistently facilitate groups related to that Tool Area (e.g. the facilitator who helps establish the vision for Workforce Conditions, should also be the facilitator to aid the group in determining the current status of the program and operationalizing that Area).

Establishing a vision for the home visiting program *(45 min)*	**Establish a shared vision for each Tool Area and establish which Tool Areas participants feel are most critical for the Home Visiting Program*** ▲ Post each Area on a flipchart around the room and invite participants to choose (stand next to) the Area they see as the most important for home visiting personnel. ▲ Invite participants in the groups to briefly share why they selected that Area. ▲ In small groups, ask participants to justify why they chose an Area and how it is most relevant for their context. ▲ Ask participants to define a vision for each Area by posing some of the following questions: 　△ What do they want for children and families? 　△ What should be in place in the next 2 to 3 years?	▲ *This session should be done in two parts, first creating a vision for the four Areas impacting home visitors on a daily basis, then running the activity again for the three systems-level Areas of the Tool. ▲ Address any uneven distributions of participants across group. ▲ For example, if no one chooses a Tool Area, have a brief discussion about why it was not selected and ask if anyone wants to move to another group. Additionally, if stakeholders at the same level automatically congregate to the same Tool Area, you may have to re-assign participants to different groups to ensure that there is a diverse mix in each group. ▲ Each small group should have an assigned facilitator (likely a member of the Planning Team). Ask each group to select a note taker.
Unpacking the Tool: Reflecting on the current home visiting program across each Tool Area *(75 min)*	**Gain a deeper understanding of the current status, gaps, and priorities within each Tool Area*** ▲ In small groups, ask participants to discuss: 　△ The relevance of Tool Area, goals and measures to the home visiting system. 　△ The strengths and weaknesses of the current home visiting system (e.g. review the measures defined in the Tool to see what is in place and what is missing and refer to the vision developed in the morning). 　△ The (a) areas of disagreement, (b) data/information gaps, (c) opportunities and (d) constraints/threats. ▲ Also ask each small group to plot (affix) the Measures onto the Reflection Grid according to the level of completion (horizontal axis) and feasibility/ ease of implementation (vertical axis), writing a sentence justifying their choice. ▲ oPost the Reflection Grids on the wall and ask participants to walk around and see how their colleagues plotted the grids for each Tool Area. **Begin to build a common understanding of the current system** ▲ Gather the whole group and reflect jointly, posing the following questions: 　△ Do they agree? 　△ What surprised them? 　△ What was missing? 　△ What would they do differently?	▲ Consider a short energizer activity prior to this Session. ▲ *This session should be done in two parts, first creating a vision for the four Areas impacting home visitors on a daily basis, then running the activity again for the three systems-level Areas of the Tool. ▲ Divide participants into four groups and ask each group to select a note taker. ▲ Provide each group with: 　△ A Flipchart for note taking. 　△ The vision established earlier for that Area. 　△ A Reflection Grid. Grids should be large and can be professionally printed or recreated on large poster paper. 　△ Cut-outs of the Measures for each Area (numbered for easy reference). 　△ Tape or other materials for participants to affix the measures to the reflection grid. 　△ The Tool or Tool Overview (participants should already have a copy of the Overview). ▲ Emphasize that reflection questions are for guidance and that, for this exercise, it is best to focus on measures, because they are concrete and closer to the level of implementation. ▲ Stress that there are no right answers, and that it is OK to disagree.

Reflecting on the whole tool and wrap-up (30 min)	**Wrap up Day 1** ▲ In a large group discussion, reflect on the strengths and weaknesses across the areas. ▲ Bring the discussion back to plans at the national/regional level and the overall vision for home visiting services and personnel. ▲ Recap the ideas and lessons learned during the day, referring to the expectations set at the start of the day and assess progress. **Gain clarity on what is needed to drive forward the discussions on Day 2.** ▲ Ask participants: 　△ What don't they have enough information on? 　△ How did this differ from their expectations? 　△ What do they want to discuss in Day 2?	▲ Encourage representatives across the programs (e.g. particularly frontline workers or supervisors) to share their thoughts during these discussions. ▲ Note that participants will have had in-depth discussions on only 1 or 2 of the Tool Areas, share that in subsequent sessions their colleagues will summarize the discussions from the other Tool Areas.
Internal Team Debrief (60 min)	**Reflect with representatives of the Planning Team on the main takeaways and lessons learned.** **Prepare for Day 2 and adjust plans according to insights from Day 1**	▲ Before Day 2 of the workshop, the facilitator(s) should create PowerPoint slides that highlight the vision for each Area, relevance of the area, further data needed (along with sources), and opportunities and constrains in the Area. 　△ The slides should also present the outcomes of the Reflection Grid plotting exercise (listing measures which are in place, in progress or did not even exist). ▲ Ensure that all 7 Reflection Grids are on the walls and are easily accessible in preparation for Day 2.

DAY 2		
Recap of Day 1 and Setting the Stage for Defining Priorities (30 mins)	**Provide an overview of Day 1, highlighting the strengths and challenges discussed the previous day.** ▲ Ask participants to work in pairs and exchange insights and lessons learned from the previous day. **Shift from reflections on challenges to thinking though priorities and how to tackle the identified challenges** ▲ Describe that Day 2 will be on thinking though priorities for the home visiting service, and what can be done to strengthen and support home visiting personnel; Allow time for Q&A.	▲ Depending on time, facilitators can ask one or two pairs to share key highlights from their discussions.
Establishing a shared understanding of the home visiting program across all Tool Areas and identifying priority Areas (90 min)	**Ensure understanding of the current status across all of the Tool Areas** ▲ Invite representatives from each Tool Area to summarize their group's discussion, highlighting which measures are currently in place, strengths within the Area, as well as opportunities for further strengthening. ▵ Use the Power Point slides developed after Day 1 and allow time for Q&A. **Define the priority Areas** ▲ Ask participants to vote for their three highest Areas that want to prioritize for the next 2-3 years. These will be the focus of the remaining workshop sessions. ▵ Facilitate a whole group discussion on selected priorities, check for disagreements and justification for defined priorities. ▵ Agree on up to 4 Tool Areas	▲ Encourage 1-2 representatives from each group to present. Be mindful of who is presenting – encourage diversity across roles and stakeholder groups. ▲ While discussing each Tool Area, consider a voting system or other means of identifying the Measures/Areas that appear to have strong support and participants are eager to strengthen/address. ▲ Consider the best method for voting within your context, being mindful of possible power imbalances. ▵ Options include placing sticky dots next to a list of the Measures/Areas (or on the Reflection Grids), asking for each table to collectively identify their top three Areas or Measures, heads down / hands up, etc.
Moving forward: Operationalizing priority Areas (75 min)	**Identify the next steps to strengthen the Tool Area and priority Measure, and the necessary actors to implement these steps.** ▲ After selecting up to 4 prioritized Tool Areas, divide participants into 4 groups that correspond to each Area. ▲ Ask participants to operationalize their Tool Area and the priority Measures, by discussing: ▵ What are some of the enablers/ barriers to achieving the vision within this Area? ▵ What are the urgent processes that must be addressed in order to realize this vision? ▵ What actions are needed to address these processes? ▵ How can these actions strengthen the home visiting workforce in this context?	▲ Divide participants into four groups and ask each group to select a note taker. Depending on the number of workshop participants, you may have more than 1 small group per Tool Area. ▲ Address any uneven distributions of participants across group.

Session	Activities	Facilitator notes
Sharing Priorities and Garnering Commitments for Next Steps (90min)	**Share the envisaged steps and explore the roles and responsibilities of different stakeholders.** ▲ Facilitate a large group discussion and invite each small group to present their steps for operationalization and gather feedback from others. ▲ If not addressed earlier, encourage the group to consider: △ What data is needed for next steps? △ Who needs to be involved and consulted? △ Who has decision-making authority? ▲ After all presentations, discuss commitments, and who is committed to take what actions	▲ Encourage representatives across different levels (particularly frontline workers or supervisors) to present the summary of the small group discussions. ▲ Although discussing commitments is fruitful when high level decision makers are part of the workshop, it is also important that all stakeholders recognize their role, responsibility, and capacity to contribute to the process of empowering and supporting the workforce. ▲ Facilitator(s) should ensure that stakeholders across all levels (e.g. frontline workers) feel comfortable sharing their perspectives and their commitment to holding each other accountable for change.
Wrap Up and closing (45 min)	**Ensure that the key ideas, discussions, priorities, and recommendations coming from the workshop are well summarized and highlight the next steps.** ▲ Briefly outline the main conclusions from the previous discussions and ask participants for comments (e.g. Is something missing? Anything else important to stress and address?) ▲ Invite participants to share: △ How the Tool helped them in the process of reflecting on the home visiting personnel. △ Reflections on how they see their role differently as a result of the workshop. **Highlight next steps** ▲ Restate the plans for the workshop report and any other planned next steps, such as future consultations or how the information will be used to inform annual plans. **Get feedback from participants** ▲ Ask participants to complete the evaluation form.	
Closing Remarks (15 min)	**Conclude the Workshop** ▲ Allow lead stakeholders and representatives of the Planning team to make closing remarks, during which they refer to the commitments made during the workshop.	▲ Recognize the effort of all participants and how their contributions not only made the workshop successful but contributed to strengthening the home visiting system at large.
Internal Debrief (60 min)	▲ Reflect on the Day 2 and the overall workshop takeaways; document early lessons learned ▲ Plan the next steps and the format of the Workshop report	