



Change & Innovation Agency
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PRESS RELEASE

Increase your capacity to do more good

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October 19, 2022

Nationally Recognized Child Care Leader Nicole Norvell, LCSW,
to Lead CIA's New Child Care Practice

*CIA accelerating its efforts to help child care agencies
increase capacity to serve more children and families*

Change & Innovation Agency (CIA®) is excited to announce that Nicole Harder, LCSW, a nationally recognized and accomplished child care leader known in the industry for her work in early learning, practice improvement and government operations, has joined CIA to lead our Child Care practice.

In this role, Nicole will focus on expanding CIA's impactful and important work in child care, helping agencies across the country transform systems and regain the capacity they need to deliver vital services to help children and families and support the economic outcomes of communities. In recent years, CIA's capacity-building work has helped agencies consistently serve at least 40% more customers 70% faster.

"Nicole is a respected voice in child care who understands first-hand the challenges that agency leadership and their staff face on a daily basis," said Blake Shaw, President at CIA. "With her deep knowledge and expertise in early learning and government operations, combined with CIA's proven capacity-building approaches, Nicole will be uniquely positioned to help child care agencies that want to transform how they do their work to serve children and families."

Nicole has been a lifelong public servant and has committed her professional career to improving services for the nation's most vulnerable. For the last 15 years, Nicole has worked in state government in human services and education, striving to better the

lives of others and increase access to needed supports with each position held. From serving as a social worker in the field, to the State Director of Special Education, to leading Disability Services, to serving as the Director of Early Childhood in Indiana, Nicole has worked passionately to advocate for children so that their outcomes in adulthood can be as bright as possible.

About Change & Innovation Agency (C!A®)

Public servants by experience and heart, Change & Innovation Agency (C!A), part of the Vimo® family of innovative solutions for health and human services, helps government agencies increase their capacity to do more good. Although our work spans all areas of government, our passion is helping agencies improve delivery of vital safety net and child welfare programs that children and families so desperately need.

By using our process expertise combined with our cutting-edge SaaS solutions, we have transformed safety net service delivery for half of the states in the country and many large counties. As a result of our unique capacity-building approaches, agencies focused on safety net programs, including child care, child welfare, child support, eligibility (e.g., Medicaid, SNAP, housing) and unemployment insurance, consistently serve at least 40% more customers 70% faster.

The foundation of these approaches is detailed in [*We Don't Make Widgets*](#) and [*Extreme Government Makeover*](#), two of today's most popular books on improving government, which are written by Ken Miller, C!A's founder and nationally-recognized thought leader.

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