



THE  
**Help Me Grow**<sup>®</sup>  
MANUAL

FIRST EDITION

JULY 2014



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# The *Help Me Grow* Manual



We are pleased to introduce the newly revised *Help Me Grow* Manual. Whether you are a new or long-standing affiliate, I and the team at the *Help Me Grow* National Center appreciate your enthusiasm for creating a *Help Me Grow* system in your State. We are honored to work with you and your team to build a system emphasizing the early detection of vulnerable children at-risk for adverse developmental and behavioral outcomes and the connection of these children and their families to community-based services and supports.

We hope you will find the Manual comprehensive, informative and easy to access. The content supports the core components and structural requirements that are essential to maintaining fidelity to the system. We acknowledge that this is an ongoing project that we will continue to modify and expand, as needed.

*Help Me Grow* National is pleased to provide states with information, resources, and support to assist in the replication of *Help Me Grow*. This manual is an example of the benefits of membership in the *Help Me Grow* National Network, which provides affiliate states member-only access to these resources and information.

This Manual could not have been created without the support of and contributions from our affiliate network, the staff at *Help Me Grow* National and, especially, our marketing and social media professional, Becky Karush.

Please contact us at *Help Me Grow* National with your questions. We are excited and gratified to help you help at-risk children and their families in your State.



Best regards,

Paul Dworkin, MD, Founder and Director



[www.HelpMeGrowNational.org](http://www.HelpMeGrowNational.org)

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Inquiries should be directed to [info@helpmegrownational.com](mailto:info@helpmegrownational.com).

# Getting Started

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# What Is *Help Me Grow*?

*Help Me Grow* is a unique, comprehensive, and integrated statewide system designed to address the need for early identification of children at risk for developmental and/or behavioral problem, and then to link these children and their families to community-based developmental and behavioral services and supports.

## **Why *Help Me Grow* Is Needed**

Undetected and untreated behavioral and developmental problems in children can have a profound impact on the lives of children and families and on our society. Mental health, education, and juvenile justice costs are demonstrably higher when such problems are not managed.

Nationwide, it is estimated that 12 to 16 percent of American children experience developmental, behavioral and/or emotional delays or problems. Experts agree that early detection of at-risk children offers the best hope for optimal outcomes. Yet current early detection efforts are primarily focused on children with significant delays and disorders. Further, eligibility for early intervention programs typically requires significant evidence of delays and precludes the provision of services based on risk for *potential* or *subsequent* delay.

Even when the needs of at-risk children are recognized and appropriate programs and services are identified, connecting children to such services often proves difficult. In most cases, successful linkage requires knowledge of programs and eligibility requirements and persistence in overcoming barriers.

Many states have some of the necessary components for a comprehensive, coordinated system for the early detection and referral of at-risk children. However, few states have a statewide system that is integrated, comprehensive, and effective.

Use of the *Help Me Grow* system has been shown to **improve access to services for children at risk, encourage collaboration across sectors, and lower costs.**



The *Help Me Grow* National Network

## ***Help Me Grow* Washington Video**



This moving [5-minute video](#) features a mother who found help for her one-year-old daughter through *Help Me Grow* Washington.

Learn more at [www.parenthelp123.org](http://www.parenthelp123.org)

# Core Components & Structural Requirements

## The four core components of a comprehensive *Help Me Grow* system are:

1. *Centralized telephone access point* for connection of children and their families to services and care coordination
2. *Community and family outreach* to promote the use of *HMG* and to provide networking opportunities among families and service providers
3. *Child health provider outreach* to support early detection and early intervention
4. *Data collection and analysis* to understand all aspects of the *HMG* system, including the identification of gaps and barriers

## The three structural requirements for building an *Help Me Grow* system are:

1. *An organizing entity*
2. *A strategy for expanding statewide over time*
3. *The implementation of a continuous quality improvement plan*



The *Help Me Grow* National Network

## ***Help Me Grow* Utah & the National Network**

“We have networked with multiple affiliate states through phone calls and emails. We have found that this affiliation has helped us to articulate our methods and means of executing *Help Me Grow* and made it possible to discuss problems within our system and how to make changes. We have talked to Colorado, California, South Carolina, Delaware, New York and Florida. The national team has also facilitated discussions and webinars for all affiliates on timely topics. They have also been instrumental in highlighting affiliates’ creativity so that we can learn from each other.”

Learn more at [www.helpmegrowutah.org](http://www.helpmegrowutah.org)



Members of the *Help Me Grow* National Network at the 2012 *Help Me Grow* National Forum.

# The History of *Help Me Grow* Replication

Over the past ten years, *Help Me Grow* Connecticut (CT), an initiative of the Children's Trust Fund within the State's Department of Social Services, has not only successfully identified at-risk children, but has also effectively and efficiently linked them and their families to services.

This has been accomplished through a state level partnership among CT's Department of Public Health, Department of Developmental Disabilities Services, Department of Education, the CT Children's Trust Fund within the Department of Social Services, and a specialized call center housed at the CT United Way/2-1-1. This state level partnership supports the involvement of pediatric primary care practices, early care and education professionals, families, and community providers at the grass roots level.

In 2005, with support from the Children and Families Commission of Orange County, California, *Help Me Grow* Orange County (*HMG OC*) became the first replication site of the Connecticut *Help Me Grow* model. Experts knowledgeable in the *HMG CT* system provided technical assistance and support to the *HMG OC* planning activities.

Expansion of replication efforts continued in 2008 with a grant from The Commonwealth Fund to Connecticut Children's Medical Center. The grant supported the provision of technical assistance to five states selected through a competitive application process.

Sites selected were in Colorado, Kentucky, New York, Oregon, and South Carolina. Replication activities are ongoing in these states. Effective May 2010, the W.K. Kellogg Foundation began support for the provision of technical assistance for the replication of the *HMG* system to 16 states over 3 years.

The addition of 10 more replication sites began in December 2010. These new *HMG* affiliates were Alabama, California, Delaware, Florida, Iowa, Louisiana, Massachusetts, New Jersey, Utah and Washington

As of June 2013, Michigan, the District of Columbia (The District), and West Virginia have been added as affiliates. A total of 19 states including the District are currently part of the National Network, with more beginning the affiliation process.

For more background on *Help Me Grow*, please visit [www.HelpMeGrowNational.org](http://www.HelpMeGrowNational.org).

States affiliated with the *Help Me Grow* National Center use the *Help Me Grow* system to implement effective, universal, early surveillance and screening for all children, and then link them to existing quality programs.

# Building *Help Me Grow*

## BUILDING THE INFRASTRUCTURE

**Select an Organizing Entity** / Structural Requirement

**Designate a Program Manager**

**Identify & Recruit Leadership Team Members** (ongoing)

**Create a Leadership Team**

**Coordinate a *Help Me Grow* National Site Visit & Host a Community Meeting**

Depending on your state's needs, this step may take place earlier in the process.

## BUILDING THE SYSTEM

### Design & Implement the Core Components

Centralized  
Telephone Access

Child Health  
Provider Outreach

Community &  
Family Outreach

Data Collection &  
Analysis

## SUSTAINING THE SYSTEM

**Establish Sustainable Funding** (ongoing)

This work may begin earlier in the process.

**Design & Implement a Plan for Statewide Expansion** / Structural Requirement

It is advisable to develop a vision for statewide expansion early in the process.

**Develop Continuous Quality Improvement** / Structural Requirement

*Your Help Me Grow system may follow a different path than the diagram above. Building a Help Me Grow system isn't a rigid process; it is designed to adapt to the needs and strengths of your community in order to support and maximize your resources for children at developmental and/or behavioral risk.*

# Becoming an Affiliate

The *Help Me Grow* system is specifically designed to help states organize and leverage existing resources in order to best serve families with children at-risk.

**Affiliation with the *Help Me Grow* National Network provides states with the guidance and technical assistance needed to seamlessly implement a system reform that promotes both early detection of and service delivery for children at risk of developmental and behavioral problems.**

Affiliate states also find that implementation of an *HMG* system improves their ability to inform policy, programs, and legislation with critical concepts from early brain research that have a positive, far-reaching impact on young children's healthy development. This includes maternal and child health, public health, and health safety net programs.

The *Help Me Grow* National Center brings interested states into affiliation as they demonstrate readiness to move toward fidelity to the system's core components and structural requirements, as well as a willingness to meet the requirements of affiliation.



## The *Help Me Grow* National Network ***Help Me Grow* Connecticut in Action**

During a follow-up interview for a 2012 *Help Me Grow* Connecticut study of parents served by the system, a mother of a two-year-old stated, "I don't know what I would have done without *Help Me Grow* and that is the understatement of my life."

She had called seeking support for her son, who was exhibiting aggressive behaviors both at home and child care. Given his frequent ear infections, she had already taken him to doctors to ensure that he was healthy.



The *Help Me Grow* Care Coordinator referred the family to a community agency that provides mental health consultation services. The provider met with the parents and child care staff, observed the child at home and at the child care center, and provided specific strategies to help with his behaviors.

"I now feel like I am not the only one out there," the mother said. "Now, he is less aggressive at home. Some of his behaviors have stopped and he is not harming himself any longer."

Image David Castillo Dominici/FreeDigitalPhotos.net

Learn more at [www.ctunitedway.org](http://www.ctunitedway.org)

# Benefits of Affiliation

Affiliation to the *Help Me Grow* National Center and payment of the annual membership fee provides Affiliate States the following:

- Use of the *Help Me Grow* name, logo and tagline
- Regional technical assistance conference calls held quarterly
- Access to the comprehensive Building a *Help Me Grow* System manual
- Access to the resources of the affiliates-only section of the National website
- Use of common indicators reports
- Access to e-newsletters, research, and webinars
- Invitations to participate in the annual National Forums, regional peer-to-peer activities, and summits
- Support for federal and state advocacy, including policy briefs

Additional technical assistance is available on a fee-for-service basis (see page 12).



The *Help Me Grow* National Network

## ***Help Me Grow* Alabama & the National Network**

“*Help Me Grow* National Forums and Regional Peer-to-Peer meetings have been an invaluable source of ideas, insight, and information. The camaraderie developed at these events makes it much easier throughout the year to seek out individuals in other states who have experience or may be able to help with particular concerns. Face-to-face meetings with peers have been immensely valuable as *HMG* Alabama grows”

Learn more at [helpmegrowal.blogspot.com](http://helpmegrowal.blogspot.com)



Jane Witowski (*HMG* South Carolina), Joanna Bogin (*HMG* National), Patsy Hampton (*HMG* California) at the Fourth Annual Home Visiting Summit in Washington, D.C., January 2014

# Requirements of Affiliation

Affiliation will be contingent on a sustained fidelity to the *Help Me Grow* system and fulfillment of the following responsibilities of affiliation.

- Annual membership fee
- Agree to contract with *Help Me Grow* National for on-going technical assistance as part of the annual Affiliate Membership fee, as well as any recommended targeted technical assistance and support (see next page)
- Designation of a project lead that serves as a local convener/facilitator of planning and related meetings for the *Help Me Grow* Leadership Team
- Creation of a Leadership Team with identified partners who are committed to implementing *Help Me Grow* in their state
- Participation in regularly scheduled Regional quarterly calls with *Help Me Grow* National staff
- Participation in webinars and learning collaboratives
- Funding of travel, lodging and meals for at least two participants to attend *Help Me Grow* annual forums
- Sharing of relevant marketing materials, data and documents with *Help Me Grow* National, including contributions to the *Help Me Grow* National website and annual Forums
- Sharing of agreed-upon common indicators data with *Help Me Grow* National
- Demonstration of a commitment to fidelity to the model, always including the four core components (see page 6)
- Establishing a plan for the three structural requirements

[The \*Help Me Grow\* National Network Affiliate State Profiles](#)

# *Help Me Grow* National

# Additional Technical Assistance

Listed below are the types of initial Technical Assistance *Help Me Grow* National can provide to a state beyond the benefits of membership. This assistance is provided on a fee-for-service basis.

## **Initial Site Visit**

Three-day preliminary site visit by National Center staff to meet those involved in Affiliate State's early childhood systems, programs, and services and to assess the unique strengths and needs of the community.

Activities can include preparation and site visit follow-up report. These items can be added in or taken out depending on the budget.

In preparation for an initial site visit, National Center staff will review documents, conduct interviews with critical stakeholders, and research relevant services, agencies, and community-based efforts.

## **Site Visit Follow-Up Report**

*Help Me Grow* National will produce a site visit report/strategic plan for implementing a *Help Me Grow* system and obtain consensus from the Affiliate State's team on the report recommendations and plans for implementing them. The *Help Me Grow* system will be designed to assist Affiliate State's early childhood programs, providers and services in effectively and efficiently linking young children and young children and their families to needed developmental services and supports and related community resources.

## **Ongoing Consultation Based on Site Visit**

Ongoing consultation will be based on key components of a *Help Me Grow* system, including the development of a centralized call center; the development of outreach campaigns that target communities and health care providers; and the collection and analysis of data. Activities include: ongoing communication with the project manager by phone calls and emails; at minimum, monthly TA conference calls with the Affiliate State's team with a summary write up from each call; sharing relevant information (research, affiliate activities, data, marketing efforts, etc.); a second site visit to Affiliate State; and a site visit to Connecticut by an Affiliate State delegation.

## **Additional Site Visit**

Affiliate states can invite the National Center for a second site visit for several reasons, including the *Help Me Grow* system formal launch or to meet with targeted stakeholders.

# Assess Your State's Readiness for Affiliate Membership

The following questions are designed to help states assess the resources, support, and personnel needed to implement a successful *Help Me Grow* System. They are designed to prompt conversation and questions within your state, community, and/or organization.

- Do you have a neutral organization to facilitate the creation of an organizing entity (including partners from state agencies, public officials, health care providers, early care and education services, social services, funders, parents and advocates)?
- Do you have the capacity to hire or designate a program manager to provide leadership and guidance in the implementation of the system?
- Are you willing to bring together existing call centers, such as 2-1-1, Maternal Child Health Hotline, Child Find, and/or Child Care Resources and Referral Systems (CCR&R), that serve or have the potential to serve as a centralized telephone access point for programs/services for children from birth to eight and their families?
- Do you have experience and are you familiar with the resources that exist in your state/region for Community Outreach activities that may help to promote the use of *HMG* and to provide networking opportunities among families & service providers?
- Do you have a relationship with your state chapter AAP and a physician who will champion/advocate for the program within the medical community?
- A successful plan for creating a *HMG* system includes identification and recruitment of partners in key areas. Do you have existing partnerships with any of the following?
  - State Early Childhood Special Education (i.e., Part B)
  - State Early Intervention (i.e., Part C)
  - State Health Department (i.e., Title V)
- Do you have a funding mechanism to support the annual membership to the *HMG* National Network and targeted technical assistance from *HMG* National for one year?
- Can you describe 1-2 scenarios for sustaining *Help Me Grow* over the long term?

## The *Help Me Grow* National Network Affiliate State Profiles\*

[\*Help Me Grow Alabama\*](#)

[\*Help Me Grow California\*](#)

[\*Help Me Grow Colorado\*](#)

[\*Help Me Grow Connecticut\*](#)

[\*Help Me Grow Delaware\*](#)

[\*Help Me Grow Florida\*](#)

[\*Help Me Grow Iowa\*](#)

[\*Help Me Grow Kentucky\*](#)

[\*Help Me Grow Louisiana\*](#)

[\*Help Me Grow Massachusetts\*](#)

[\*Help Me Grow Michigan\*](#)

[\*Help Me Grow New Jersey\*](#)

[\*Help Me Grow Oregon\*](#)

[\*Help Me Grow South Carolina\*](#)

[\*Help Me Grow Utah\*](#)

[\*Help Me Grow Washington\*](#)

[\*Help Me Grow West Virginia\*](#)

[\*Help Me Grow Western New York\*](#)

\*as of July 2014

# The Organizing Entity & Leadership Team

Design and implementation of a *Help Me Grow* system requires communication, coordination, and integration of resources and services. Genuine collaboration is needed to make changes in policies, governance, and operating procedures at the administrative and direct service levels. One of the first steps in developing a *Help Me Grow* system is to enlist partners who have mutual interests, serve the same populations, and/or have the capacity to move the agenda forward.

The organizing entity provides administrative and fiscal oversight and initially helps identify and coordinate partners into a Leadership Team or steering committee that will guide the *Help Me Grow* system as it evolves. As the roles of each partner are defined, the responsibility for administrative and fiscal oversight may change, but having a stable administrative “home” is essential for system sustainability over the long term.

## Select an Organizing Entity

The organizing entity facilitates the planning and implementation of the *Help Me Grow* stem. Selecting an organizing entity is the first step in building the *Help Me Grow* system infrastructure, which in turn supports system development.



### **IN THIS SECTION:**

## **The Organizing Entity & Leadership Team**

**Select an Organizing Entity**

**The Initial Tasks of the Organizing Entity**

**Plan and Convene Leadership Team Meetings**

**Create and Staff Work Groups**

**Next Step: Site Visit & Community Meeting**

State agencies, private non-profits, universities, and medical centers serve as organizing entities. It is important for the organizing entity to be viewed as a neutral organization by those serving young children and their families.

Throughout the planning and implementation process, the organizing entity provides a stable administrative home for the *Help Me Grow* system.

The organizing entity is responsible for designating a program manager. This person then identifies, recruits, and staffs a Leadership Team. The Leadership Team guides the *Help Me Grow* system as it evolves from planning to implementation.

[Building the \*Help Me Grow\* System Flow Chart](#)

## The Initial Tasks of the Organizing Entity

### **Designate a Program Manager**

The program manager drives the formation of the Leadership Team and serves as convener and facilitator of planning and meetings.

The program manager facilitates the formation of the Leadership Team; outlines roles and responsibilities of Leadership Team members; and staffs and administers the Leadership Team. Additional duties are to:

- Plan, convene, and facilitate meetings
- Maintain ongoing communication with Leadership Team members and other groups as needed
- Serve as the go-to person to answer questions from the Leadership Team
- Coordinate technical assistance with the *Help Me Grow* National Center
- Participate in *Help Me Grow* National & Network activities, such as regional calls



The *Help Me Grow* National Network

### **Current *Help Me Grow* Organizing Entities**

- State Agency: [West Virginia Office of Maternal, Child & Family Health](#)
- AAP & University: [Iowa American Academy of Pediatrics and University of Iowa](#)
- Community Organization: [United Way of Utah County](#)
- Children's Hospital: [South Carolina Greenville Hospital System](#)
- State Taxing Entity: [Florida Children's Service Council](#)
- State-funded Public Entity: [California First 5 Alameda](#)

## Define the roles & responsibilities of Leadership Team members

The Leadership Team's tasks include, but are not limited to, the following:

- Attend Leadership Team meetings and Work Group meetings
- Understand the *Help Me Grow* system and the state's strengths and challenges in planning and implementation
- Convene a *Help Me Grow* meeting to introduce the system to the broader community
- Create a strategic plan for the implementation of the *Help Me Grow* system, including statewide expansion
- Facilitate the building of the *Help Me Grow* system
- Secure sustainable funding for *Help Me Grow* (or a path to sustainable funding)
- Monitor progress of Leadership Team's work

[Potential Team Member Template](#)

## Identify & recruit Leadership Team members

### *Identify Potential Leadership Team Members*

The Leadership Team is made up of representatives from agencies, community partners, and individuals who have expertise in early childhood services in their state. Team members share mutual interests, serve similar populations, and have the capacity to move the agenda forward. They are dedicated to improving their state's system of early childhood services. It is especially important to build a Leadership Team that can support the creation of and participate in a statewide system.

To support statewide expansion, the team should include representatives from the:

- State Early Intervention and Preschool Special Education Programs (i.e., Parts C and B)
- State Health Department (e.g., Title V)
- State Chapter of the American Academy of Pediatrics (e.g., physician champions)

Additionally, it is important that advocacy and family support community service providers are represented on the Leadership Team.

### *Recruit Leadership Team Members*

Once you identify potential partners, ask yourself, "What's in it for them?" More specifically, would they benefit from having one or more of the following in their community?

- A single centralized access point system
- A program that connects "at-risk" children to services
- Providers trained in developmental screening

Be purposeful and strategic in recruiting Leadership Team members, as well as chairs of

the Work Groups and Work Group members (see the [Help Me Grow National Site Visit](#) for more information on Work Groups). For instance, is there a strong advocate who is well-connected and respected who could become a champion? (Read a [Help Me Grow champion profile](#).) If so, that person should be recruited first as that support will add leverage and credibility. Document and be able to discuss current gaps/barriers in the systems that serve at-risk children. Know what is needed from a systems and fiscal perspective and how your proposal will be cost-effective, coordinate systems, offer “one-stop shopping,” and be family-focused.

Keep in mind that agency heads that are invited to join the Leadership Team often assign staff members to attend meetings on their behalf.

The Leadership Team will need to develop a mechanism for ongoing identification of potential members. Once members are recruited, the Leadership Team will need to conduct a periodic review of the number and types of organizations/services represented to determine if changes need to be made. The Leadership Team continues recruitment as needed.

[Help Me Grow Iowa Advisory Committee Contacts](#)  
[Help Me Grow Kentucky Leadership Team](#)

## Plan and Convene Leadership Team Meetings

The program manager organizes the Leadership Team meetings. The meeting schedule for the Leadership Team is flexible and depends on the team and state’s needs. Typically, however, the Leadership Team meets monthly during the first quarter of its existence. As the *Help Me Grow* system develops further, meetings can occur every other month and eventually move to a quarterly schedule.

### **The First Leadership Team meeting**

The first meeting often covers the following topics:

- Team member introductions



Building the *Help Me Grow* System

### **Tools to Tell the *Help Me Grow* Story**

Communicating the *Help Me Grow* story powerfully is an important part of building a strong leadership team. We recommend using the following videos in your presentations to potential members:

- [What is Help Me Grow? A four-minute introduction](#)
- [Help Me Grow Florida Media Clips](#)
- [Paul Dworkin, M.D., TEDx Talk](#)  
[Help Me Grow & Promoting Children’s Healthy Development](#)

- A *Help Me Grow* system overview (We recommend using the 14-minute video “[Making The Connection-Help Me Grow: The Connecticut Experience](#).” It provides an excellent, moving overview.)
- Initial questions about the state’s strengths and needs to plan & implement a system, including, Who else needs to be on this team? What programs and services for children at risk currently exist in the state?
- The Work Groups and who might serve on them
- Next steps and next meeting time
- Sharing contact information

## Create Leadership Team infrastructure

In subsequent meetings, the Leadership Team will create its infrastructure, including:

- **Develop core principles, including values, vision, and mission.** [Help Me Grow Utah: Values, Visions & Mission Statement](#)
- **Discuss the type of administrative structure** that will best serve this initiative, e.g. public, private or public/private. The pros/cons of each option should be researched from the perspective of long-term collaboration and sustainability.
- **Develop internal communication systems.** Internal communication includes, but is not limited to, meeting announcements, agendas, and summaries. It may be useful to establish listservs, group email lists, or other collaborative tools for the core Leadership Team, as well as one for each Work Group. These tools should be developed and maintained by the program manager or other person staffing the *Help Me Grow* administrative function within the organizing entity.
- **Develop external communication systems.** External communication should be done with the guidance of the core Leadership Team and targeted and designed for different groups, such as potential funders, policy makers, doctors, and families.
- **Create a strategic plan.** [Help Me Grow California Business Plan](#)
- **Investigate leveraging of state and federal programs to support *Help Me Grow*.** Rigorously explore how existing funding streams can be leveraged to ensure the sustainability of the *Help Me Grow* system. This includes funding for infrastructure building and maintenance, such as ongoing training and technical assistance.
- **Monitor and evaluate progress.**
- **Plan for the evolution of the Leadership Team** as the *Help Me Grow* system moves from planning to implementation. For example, the team may become a steering committee.

[Leadership Team Infrastructure Checklist](#)

## Create & Staff Core Component Work Groups

The most important function of the Leadership Team is to create and staff Work Groups that will build the *Help Me Grow* System's Core Components. Common questions asked by Work Groups include:

- Who should chair each Work Group?
- Who are potential Work Group members from the broader early childhood provider community?
- How will Work Groups report on their progress and give recommendations?
- How will recommendations be enacted?

The Work Groups obtain support and guidance from those with expertise in the subject area. Only the Work Group chair needs to be a member of the Leadership Team, and often a community member of the Work Group serves as a co-chair. See the [Help Me Grow South Carolina Work Groups Chart](#) for an example of Work Groups staffed with Leadership Team members and community members.

[Leadership Team Meeting Agendas & Reports](#)  
[Guidance for First Work Group Meetings](#)  
[Collaboration and Action to Improve Child Health Systems: A Toolkit for State Leaders](#)

## Next Step: Site Visit & Community Meeting

Within the first few months of its work, the Leadership Team begins to inform its state and/or geographic region about the *Help Me Grow* system. This includes organizing and facilitating a *Help Me Grow* National Site Visit and Community Meeting, during which the Work Groups are created or expanded.

[Help Me Grow National Site Visit & Community Meeting](#)



### Building the *Help Me Grow* System

## Attributes of an Effective *Help Me Grow* Leadership Team

Neutral leader & neutral facilitator

Mission & vision alignment

Clear operating principles

Actionable commitment to system sustainability

- Driver of the strategic plan
- Develop long term plan

Leadership Skills, including but not limited to:

- Knowledge of early childhood development
- Cultural awareness & sensitivity across disciplines
- Respect & credibility
- Deep and wide connection to broader community
- Tenacity, persistence, passion & flexibility
- Understanding of systems
- Collective passion as opposed to “siloes” passion

## ACTION PLAN

# The Organizing Entity & Leadership Team

- Select an Organizing Entity
- Organizing Entity*: Designate a Program Manager
- Organizing Entity*: Define Roles and Responsibilities of Leadership Team
- Organizing Entity*: Identify & Recruit Leadership Team Members
- Program Manager*: Plan and Convene Leadership Team Meetings
- Program Manager/Leadership Team*: Create Team Infrastructure
- Program Manager/Leadership Team*: Create & Staff Core Component Work Groups
- Program Manager/Leadership Team*: Plan & Run the *Help Me Grow* Site Visit and Community Meeting

*Note that these are the broad tasks for selecting an organizing entity and creating a Leadership Team. The particular duties of the Program Manager and the Leadership Team are more detailed, as noted in the manual.*

## CHECKLIST

# Leadership Team Infrastructure

- Develop core principles, including values, vision, and mission.\*
- Establish administrative structure: public, private, or combination
- Define leadership team roles & responsibilities
- Determine meeting frequency
- Develop systems for communication
- Create strategic plan for implementation of *Help Me Grow* system, including statewide expansion
- Investigate leveraging of District and federal programs to support *Help Me Grow*.
- Periodically evaluate Team to see if changes are needed in membership/structure
- Transition to steering committee as needed

**\*Leadership Team missions often include the following language:**

- Facilitate building of the *Help Me Grow* system
- Create a plan/timeline to expand the system statewide
- Secure sustainable funding for the *Help Me Grow* system or a path to sustainable funding.

# *Help Me Grow* National Site Visit & Community Meeting

One of the first steps in bringing *Help Me Grow* to your state is a three-day Site Visit by staff from the *Help Me Grow* National Center, followed by a large *Help Me Grow* Community Meeting. For many potential *Help Me Grow* stakeholders, including state agencies, community-based organizations, parents, and advocates, the Site Visit and Community Meeting serve as an introduction to the *Help Me Grow* system.

Many states use this activity as a kick-off for planning and implementation of their *Help Me Grow* system. Other states use it as way of introducing the key concepts that create the system.

The Site Visit serves yet another function: It is extremely important that the National team learn about each state's specific programs and services. While states use many of the same programs and services (i.e., Early Intervention), each state's resources are tailored to meet the specific needs of their children and families. A *Help Me Grow* system does not change or reinvent these programs and services — but instead supports and maximizes their use to best serve the state.



## **IN THIS SECTION:**

### ***Help Me Grow* National Site Visit & *Help Me Grow* Community Meeting**

**Preparing for a *Help Me Grow* National Site Visit**

**Preparing for a *Help Me Grow* Community Meeting**

**Running a Community Meeting: The Agenda**

**Next Step: Building the *Help Me Grow* Core Components**



## Preparing for a *Help Me Grow* National Site Visit

### **Preparatory conference calls with the National Center**

During these calls we discuss the meeting agenda and venue, as well as share information on Community Meetings convened by other affiliates. Participation in the calls depends on the needs of the state. Usually the Program Manager and select Leadership Team members are involved.

### **Key Informant Interviews**

National Center staff conduct interviews with key stakeholders who are responsible for programs in the state or region that impact the lives of children birth to eight. Through these interviews, the National Center staff learn about the programs directly from the managers and providers of these programs; answer questions; and provide information on the *Help Me Grow* system. The interviews are done before the large Community Meeting so stakeholders are positioned to support the introduction of *Help Me Grow* to the community.

[Key Informant Interview Questions](#)

## Preparing for a *Help Me Grow* Community Meeting

### **Location and budget**

In preparing for the meeting, reserve a location with adequate capacity; free and easily accessible parking; and easy access through the mass transportation system. Determine if there is a need to offer child care and/or to cover transportation costs for families.

Community Meeting budgets usually include the following items:

- Cost of National Center Site Visit & technical assistance

*continued on next page*



Building the *Help Me Grow* Infrastructure

### **Engaging the Pediatric Community**

Many child health providers cannot attend a day meeting without many months notice. Other affiliate states have hosted a gathering specifically for the child health provider community the evening before the Community Meeting. This gathering provides an opportunity for child health providers to meet the National Center staff and learn about *Help Me Grow*. This is often a chance to identify a Physician Champion who will join the leadership team and advocate for *Help Me Grow*.

See [Child Health Provider Outreach](#) for more on the Physician Champion.

- Meeting space rental
- Food (*some affiliate states have found sponsors for the event who share food costs*)
- A/V requirements
- Presentation materials

### [Action Plan for Site Visit and Community Meeting](#)

#### **Scheduling**

Ensure the Community Meeting date does not conflict with other important meetings in your region. Consider how long attendees will have to travel. Note that full-day meetings require food purchase. Often sites receive funds for food from community foundations.

Be sure to create a system to collect RSVPs before you send out save-the-date notices or invitations. *Help Me Grow* National used a free online service to track RSVPs for the 2014 Forum.

Affiliates will often send save-the date notices several months in advance of the Community Meeting, followed by an invitation with RSVP request four to six week before the event.

### [Save-the-Date Notices and Meeting Invitations](#)

#### **Invitation List**

The Leadership Team should cast the widest possible net in order to ensure that everyone who may have interest and/or involvement in the *Help Me Grow* system is invited to attend. This includes all those with an interest in children's healthy development. We recommend representation from the following entities:

- |  |   |
|--|---|
| • 2-1-1  | • Hospitals   |
| • Child Care Resource and Referral (CCR&R's)   | • Parents   |
| • Children and Youth with Special Health Care Needs Program (CYSHCNs)/(Title V)                | • Physician/Champion                                  |
| • Children's Trust Fund  | • Physician outreach programs                         |
| • Child advocacy groups  | • Program Evaluators                                  |
| • Early Childhood Comprehensive System Grant (ECCS)  | • State Medicaid Agency                               |
| • Home Visiting Programs, including Maternal Infant and Early Childhood Home Visiting (MIECHV) | • Specialized Call Centers                            |
| • Early Childhood Special Education (Part B)   | • State Health Department                             |
| • Early Intervention (Part C)  | • State Child Welfare Agency                          |
| • Family support groups  | • State Chapter of the American Academy of Pediatrics |
| • Foundations  | • Success By 6  |
|  | • United Way-Local Chapters                           |
|  | • Universities  |

It is important to invite representatives from organizations who can speak on behalf of families and children, including those from child advocacy and family support groups. Invitees can also include government officials, such as commissioners from Departments of Health, Education, and Welfare.

[Sample Invitation List](#)

## Running a *Help Me Grow* Community Meeting

### The meeting agenda

Suggested agenda items include:

- **Welcome & The *Help Me Grow* Story.** Leadership Team members share their support for the system and why it will be a powerful and effective asset for the state. The *Help Me Grow* videos, available at [www.helpmegrownational.org](http://www.helpmegrownational.org), are a powerful and compelling way to introduce people to the *Help Me Grow* story.
- ***Help Me Grow* National Presentation.** A representative from the National Center presents the story of *Help Me Grow*; the science of early brain development in the context of assuring that children at-risk are linked to appropriate services; and National's experience with replication throughout the country.
- **Leadership Team Presentation.** Leadership Team members share information on existing resources in their state that support the identification of children with behavioral and developmental risks, and how to link those children to appropriate community-based services.
- **Small Group Discussions.** There are two options for organizing discussions.

#### ***Option 1: Core-Component Specific Discussion***

After the Leadership Team presentation, attendees break into groups based on the four Core Components. Leadership Team members facilitate the small-group discussions, often paired with a community member representative.

In these small groups, participants discuss how their system could work using the *Help Me Grow* framework, as well as determine potential gaps and barriers to successful identification and linkage to services.

#### ***Option 2: General Discussion***

Organize attendees into small groups. Ideally, groups will be made up of attendees who wouldn't otherwise have crossed paths. Leadership Team members serve as facilitators and notetakers for each group as they discuss the questions below, typically for 20 to 30 minutes.

- How do you see *Help Me Grow* benefitting children and families?
- How will a *Help Me Grow* system support your work?

- How does your work align with the four core components of a *Help Me Grow* system: centralized access point, child health care provider outreach, community/family outreach, data collection and analysis?
- What are the opportunities and challenges in designing a system that offers integrated access?
- Who else should be participating in this initiative?
- What do you see as next steps?

- **Groups Report Out.** The small groups report out to larger audience by sharing:
  - up to 3 “ah-ha” moments
  - up to 3 steps that can be taken quickly to build the *Help Me Grow* system
  - up to 3 challenges that they see to building the system

The notes from each group are compiled and sent to all participants.

- **Work Groups Sign-Up.** Next, participants sign up for Core Component-based work groups to begin building the *Help Me Grow* system. Meeting dates will now be set. Or, the Leadership Team facilitators will determine the dates and share the information. Do keep in mind that Work Group members tend to have many commitments. It is recommended that meeting dates are scheduled several months in advance. See the following core component sections for more information on the tasks of each Work Group.

The Leadership Team should circulate a list to collect contact information for anyone who was not able to attend the Community Meeting and might be interested in joining a Work Group.

- **Meeting Wrap-up with National Center.** Typically, the National Center summarizes the meeting and outlines the state’s strengths and opportunities as they move forward in creating a successful *Help Me Grow* system.

[Help Me Grow South Carolina 2008 Site Visit Agenda](#)  
[Community Meeting Small Group Discussion Questions](#)  
[South Carolina 2008 Site Visit Report Excerpt](#)

## Next Steps in Building the *Help Me Grow* System Core Components

Following the Community Meeting, the Leadership Team guides the Work Groups in the creation and development of the Core Components.

As the Work Groups move forward with system building, keep in mind that all the components of a *Help Me Grow* system are interdependent. They do not operate in isolation. The system infrastructure should encourage and support each component to communicate and collaborate effectively with the others.

As the system grows, the Leadership Team monitors and evaluates progress from planning to implementation. It also creates a strategic plan to guide future growth.

[Guidance for First Work Group Meetings](#)

**ACTION PLAN**

# Site Visit & Community Meeting

- Prepare for a *Help Me Grow* National Site Visit
  - Hold preparatory conference calls with National Center
  - National Center staff conducts Key Informant Interviews
  
- Prepare for *Help Me Grow* Community Meeting
  - Determine location and budget. The location requires
    - adequate capacity
    - free & accessible parking
    - easy access through mass transportation
  - Schedule meeting
  - Create invitation list
  - Establish RSVP system
  - Send save-the-date notices and formal invitations
  - Organize food & beverage if needed
  - Arrange childcare if needed
  - Arrange transportation costs if needed for families
  - Create the meeting agenda
  - Prepare presentation materials (including A/V equipment)
  
- Run the *Help Me Grow* Community Meeting
  
- Use momentum and information from Community Meeting to begin building Core Components in Work Groups

# The Centralized Access Point

The Centralized Access Point is built around a call center that is available through a toll-free phone line, fax and email. The call center is staffed by care coordinators who connect children and their families to appropriate community-based services and programs. Call centers must have access to a computerized resource directory and must utilize an automated client-tracking system.

The call center serves as the *Help Me Grow* “go-to” place for family members, child health care providers, and other professionals seeking information, support, and referrals for children at risk for behavioral and/or developmental problems.

Telephone services provide an effective, single point-of-access to community resources. They are cost-effective, easy to promote, efficient in identifying needs, and successful in supporting callers and triaging to appropriate services. New technology such as texting, apps, and online access to referrals, resources, and services can enhance telephone services.

The Centralized Access Point is the *Help Me Grow* system linchpin. As such, the process of selecting a call center requires due diligence. It also provides an opportunity to share information on the *Help Me Grow* system and to involve entities that serve as telephone access points in the planning and implementation of the system.

This section of the manual begins with guidance on the process for selecting a *Help Me Grow* Centralized Access Point. The process has three phases:

1. Establish a Centralized Access Point (or Call Center) Work Group
2. Research existing call centers
3. Make a recommendation to the Leadership Team



## **IN THIS SECTION: Centralized Access Point**

**Establish a Call Center Work Group**

**Research Existing Call Centers**

**Make a Recommendation to the Leadership Team**

**Transition to Establish & Launch**

**Establish & Launch the *Help Me Grow* Call Center**

## Establish a Call Center Work Group

The Call Center Work Group researches call center options and makes a recommendation to the Leadership Team, ideally within a three month timeframe. (See [Organizing Entity & Leadership Team](#) for more on creating and staffing Work Groups.)

The following is a partial list of organizations/individuals that have served on similar Work Groups convened by *Help Me Grow* affiliates. This list is meant to prompt discussion around the type of expertise needed to successfully complete the Work Group's task.

- United Way & other funders of call centers, e.g, community foundations, hospitals
- Nonprofit agencies that serve young children and their families
- Advocacy groups
- State agencies, such as Departments of Health (Maternal and Child Health MCH-Title V), Early Learning, Child Welfare, and the state agency that administers the state's Early Intervention program
- Early care and education providers
- Schools and universities
- Parent representative(s)
- Data specialist
- Evaluator

Structurally, the Work Group benefits from having co-chairs, with one chair being a member of the Leadership Team and the other a community representative (not necessarily a Leadership Team member).

The identification and recruitment of Work Group members should be thoughtful and reflective of the knowledge and expertise needed to make an informed recommendation to the Leadership Team. When recruiting Work Group members, be clear about why they are being asked to serve, the purpose of the Work Group, and the expectations of membership, such as the number of meetings they are required to attend.

## Research Existing Call Centers

With the assistance of the *Help Me Grow* Program Manager, compile a comprehensive list of call centers within the targeted geographic area. Examples of call centers that serve *Help Me Grow's* target population of young children, their families, and their providers include:

- 2-1-1
- Child Care Resource & Referrals (CCRRs) services
- Maternal and Child Health (MCH) hotlines
- Intake lines for Early Intervention (EI) and/or Early Childhood Special Education (ECSE) services
- Parenting help lines

If a call center(s) in your area already serves young children and their families, partnering with it is the most efficient way, structurally and financially, to create access to services.

## Assessing Potential Call Centers

The answers to these questions help determine a call center's capacity and interest in serving as the access point for *Help Me Grow*.

- How long has the call center been operating?
- How is it funded?
- What is its reputation with families, providers and stakeholders?
- Would serving as the access point for *Help Me Grow* be consistent with the call center's mission and goal?
- What is the call volume?
- What is the target population? (Note: The goal of *Help Me Grow* is to serve as a universal resource for families with young children.)
- What is the capacity to handle requests for assistance concerning young children's physical, developmental and/or social/emotional growth?
- To what degree are direct service staff currently trained in this substantive area?
- How would *Help Me Grow* be embedded into the call center structure?
- Would all direct service staff be trained in child development and the service delivery systems available to support *Help Me Grow* callers? Or would the call center create a specialized *Help Me Grow* unit?
- How is information on community resources collected and maintained?
- What information is collected on those who contact the call center?
- Can new fields be added to the computerized resource directory, as well as new data within an existing field?

Keep in mind that a *Help Me Grow* call center must be able to perform, at minimum, the following functions. Can existing call centers accommodate these functions?

### Functions of a *Help Me Grow* Call Center

- Answer requests for assistance by families, health care providers, child care providers, and others who touch young children and their families
- Maintain, in real time, a community resource directory
- Within the geographic area served, have visibility among:
  - Health care providers
  - Child care providers
  - Other community based agencies
  - Families' network and communities
- Collect data, via an automated client-tracking system, on calls handled by *Help Me Grow* care coordinators, including:
  - Caller demographics
  - How caller heard of service
  - Reason for call
  - Actions taken
  - Outcomes as a result of contacting the call center.
  - [Common Indicators](#) established by the National Center

#### [Checklist: Functions of a \*Help Me Grow\* Call Center](#)

The most direct way to obtain the information sought and engage potential partners is to meet with them. Prior to a meeting with call center administrators, Work Group members should view the call center website, review annual reports and other materials produced and consider calling as a consumer seeking services.



### Building the *Help Me Grow* System

## When Meeting with Existing Call Centers...

Be prepared to explain the *Help Me Grow* system, particularly the essential role of the call center. Be able to articulate what value *Help Me Grow* brings to their service. Ascertain the call center's level of interest prior to leaving the meeting.

Be clear on next steps. What would the call center need in order to serve as the *Help Me Grow* access point? What could the Leadership Team do to support the call center?

## Make a Recommendation to the Leadership Team

Once the fact finding work is completed and there is consensus among Work Group members as well as agreement to pursue this opportunity by the selected call center a recommendation can be made to the Leadership Team.

**Establishing a new call center is usually the costliest and least efficient option. Recommending that *Help Me Grow* establish a new call center should be a last resort and well-supported with the rationale.**

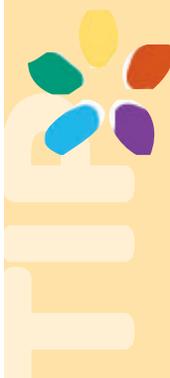
While the Work Group is responsible for making a recommendation to the Leadership Team, it is the Leadership Team's responsibility to review the recommendations and make the final decision on where the *Help Me Grow* call center will be housed.

## Transition from Research to Establish & Launch

Once a call center agrees to serve as the *Help Me Grow* access point (or the Leadership Team decides to start a call center) the collaborative process to establish, launch, and maintain a call center commences. Key to the collaborative process is the Leadership Team's commitment to support the call center as it takes on the planning and implementation of serving as the access point for the *Help Me Grow* system.

The Leadership Team's commitment needs to be concrete, specific, and outlined in a Memorandum of Understanding (MOU) that may need to evolve over time. The *Help Me Grow* Leadership Team's responsibilities in this MOU can include, but are not limited to:

- Meeting with staff and/or Board members on a regular basis (internal meetings)
- Researching and sharing funding opportunities to support the *Help Me Grow* services offered through the call center
- Writing letters of support
- Writing grant applications/proposals
- Meeting with potential funding sources, key stakeholders, legislators, state agency representatives, community-based provider staff and groups that represent parents (external meetings)



Building the *Help Me Grow* System

### **Maintain Positive Relationships with Fellow Call Centers**

If more than one call center was under consideration to serve as the call center, make sure that the one(s) not selected can continue to be involved in the *Help Me Grow* system. A reciprocal relationship between the call centers would help all to feel included and provide a supportive infrastructure for networking efforts and efficient referrals.

- Assisting the call center in addressing its structural needs for expansion, such as space configuration and equipment
- Posting *Help Me Grow* call center job opportunities
- Identifying trainers and training opportunities for care coordinators
- Assisting in marketing the service
- Promoting and sharing the data collected

## Establish & Launch a *Help Me Grow* Centralized Access Point

This section provides guidance on how to establish the *Help Me Grow* access point within the selected call center and launch the service.

### Leadership Team responsibilities

The Leadership Team's collaborative responsibilities in this process include:

- Ensuring that the call center creates an access point that demonstrates fidelity to the model
- Supporting the call center as it identifies its needs—structural, personnel, funding, etc.—in order to serve as the *Help Me Grow* access point
- Agreeing with the call center on what needs to be added or enhanced and developing a plan to meet the identified needs



### The *Help Me Grow* National Network **Delaware 2-1-1 *Help Me Grow***

2-1-1 *Help Me Grow* is a centralized call center that connects families to child development services and other resources within the state. This call center serves to seamlessly link for children and families to community based programs and services. By calling this one number, parents can be connected to dozens of programs to help their child. This eliminates the need for parents to search for phone numbers on their own, streamlining what was once a complicated system.



When parents call 2-1-1 *Help Me Grow*, parents are connected with an experienced child development specialist, who answers questions and connects them with the community-based programs and services in their area. All parents need to do is to provide the referral from their primary care provider or describe their everyday observations of their child to the child development specialist. From there parents will be connected with the best resources to address their child's specific needs.

Learn more at [dethrives.com/help-me-grow](https://dethrives.com/help-me-grow).



## Building the *Help Me Grow* System

# Steps to Implementation

### **Develop a startup budget and a maintenance budget**

A *Help Me Grow* call center **startup budget** needs to reflect all the essential components of the *Help Me Grow* access point with minimal startup staffing. The **maintenance budget** should reflect the cost of a fully functioning *Help Me Grow* access point that can handle a call volume based on marketing and caller demand.

Typically the Leadership Team and Call Center Work Group, in partnership with the call center, draft the startup and maintenance budgets. As the budgets are developed, the four steps below need to be incorporated into them.

These steps are presented in a logical flow for establishing and launching the call center. In reality, the process is fluid. The tasks described under each step may blend, occur simultaneously, or happen in a different order.

As you work through the steps, revise the budget accordingly. For example, the *Help Me Grow* call center's salary ranges and staffing requirements will need to be consistent with the call center in which it is embedded. For a budget template see [Framework for a Help Me Grow Call Center Budget](#). For a sample of a completed implementation budget see [Help Me Grow South Carolina Proposed Implementation Budget](#).

Once the budgets are finalized and agreed upon by all parties, the organizing entity and the Leadership Team need to be specific about how they will support the call center in securing funds for *Help Me Grow*. (See the [Funding & Expansion Help Me Grow](#) for funding guidance.)

## **Step 1: Assess Staffing Needs & Gather Information on Community Resources**

### *Staffing*

- How many staff members (administrators/supervisors and care coordinators) are needed to accommodate the geographic area and racial and ethnic populations targeted?
  1. In projecting the number of care coordinators needed, factor in the difference between the staff who answer the phones at the call center and *Help Me Grow* care coordinators. Call center staff are responsible for a broader range of issues and a higher call volume than *Help Me Grow* care coordinators, who have a lower number of cases with an increase in intensity and scope.

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2. Since the *Help Me Grow* supervisor/manager will be a new position within the call center, a job description needs to be developed. A job requirement should be knowledge of and a background in child development or a related field.
- What is the scope of systems/resources the *Help Me Grow* call center will be responsible for knowing? This scope will expand over time.
  - What are the expectations of funders? What has the call center been contracted to do? For more information see the [Help Me Grow Iowa Centralized Intake Best Practice Guide](#)
  - What is the anticipated volume of calls? This figure will also grow over time. To help with call volume estimates, see [Help Me Grow Utah Call Capacity Grid](#).

## Community Resources

If the *Help Me Grow* call center is joining an operating call center, what relevant resources are already being collected and maintained? What is the scope of information collected?

Call centers use a number of data resource systems. Review the system currently used by the call center to determine if *Help Me Grow* resource information is or could be collected in the system. Keep in mind what types of information you would like made available to call center staff and ultimately to families.

The [Alliance of Information and Referral Systems \(AIRS\)](#) and [2-1-1 LA County](#) offers support and guidance on developing a “human services taxonomy”. The [AIRS/2-1-1 LA Taxonomy of Human Services](#) defines this as “a classification system that allows you to index and access community resources based on the services they provide and the target populations they serve, if any. It provides a structure for your information and it tells people what is in your information and how to find it.

*Help Me Grow* requires resource information and knowledge on the following:

- Early intervention (Part C)
- Preschool Special Education (Part B)
- Early care and education
- Primary health care providers
- Mental health
- Parent education and support groups
- State agencies/programs, including
  - Children and Youth with Special Needs (CYSHCNs)*
  - Medicaid/Children’s Health Insurance Plan (CHIP)*
- Local community-based agencies
- Advocacy groups/legal rights organizations

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## Step 2: [Hire Staff and Expand Resource Directory](#)

### *Staffing*

- Using the experiences of affiliates as guidance, develop job descriptions for administrators and care coordinators.
- Use effective vehicles to advertise job openings.

Strategic advertising will create a pool of appropriate applicants. Promote the openings within the call center and at colleges and universities that offer degrees in relevant areas. Identify agencies in the *Help Me Grow* resource database that post job openings, and post the positions with them.

- Prepare for interviews.
- Check references.
- Hire staff.

[Sample Job Descriptions](#)  
[Resources for Hiring Call Center Staff](#)

### *Community Resources*

- Decide what additional information is needed for *Help Me Grow* calls and how it will be incorporated into the community resource directory.

## Step 3: [Train Staff, Update the Resources & Establish Client Tracking System](#)

### *Staffing*

- Develop an orientation package.
- Develop internal protocols within the call center for transferring calls, coding cases, and following up with callers.

[Training Topics for Care Coordinators](#)  
[New Team Member Checklist: Care Coordinator](#)  
[Help Me Grow Connecticut: CDI Protocols for Handling Calls](#)  
[Help Me Grow Connecticut: CDI Protocols for Triaging Referrals](#)

### *Community Resources*

- Implement system(s) for collecting additional information needed for *Help*

*continued on next page*

*Me Grow* calls. Be aware of possible legal issues related to referring to for-profit services or private practices. If those are important resources for families in your area, think about how that information can be shared.

[Sample Call Center Protocols and Forms](#)  
[Further Resource Directory Information](#)

## *Establish & Maintain an Automated Client Tracking System*

### **Notes on Data Collection**

Call centers are in a unique position to collect data that reflect system-level issues—information not only on who calls and why, but on what happens to families seeking help. Many call centers also have the ability to track barriers experienced by families referred for services.

A client tracking system captures the issues families are experiencing, the actions taken on their behalf, and outcomes as a result of contacting the call center.

All *Help Me Grow* call centers collect data for generating external and internal reports. External reports are shared with the *Help Me Grow* Work Groups, funders, legislators, providers, advocates, and the media. They help identify best practices, needs, gaps, and barriers.

Internal management reports ensure the accuracy of information given, referrals made and coding consistency among the care coordinators.

*Help Me Grow* data collection falls into five broad categories:

- How the caller heard about *Help Me Grow*
- Demographics on the child (or family) in need of assistance
- Assistance sought
- Action taken by the *Help Me Grow* care coordinator
- Outcomes as a result of contacting the call center

The *Help Me Grow* National Center has established [Common Indicators](#) to assist with data collection. All *Help Me Grow* affiliates are required to collect and report data on this set of indicators. Data collected will help you monitor your progress and share lessons learned with other states and the National Center. Additionally, collected data enables you to:

- Contribute to the national dialogue on promoting early detection and intervention and the role of *Help Me Grow* systems in doing so
- Learn how your system data compares to aggregate national data
- Have the National Center advocate on behalf of the National Network more effectively
- Serve, with the National Center, as leaders in the child development field

[See \*\*Data Collection & Analysis\*\*](#)

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## Steps to establish and maintain an automated client tracking system

- Determine if *Help Me Grow*'s data requirements can be collected within the call center's current automated client tracking system.
- If not, research the viability of using the automated client tracking systems developed by *Help Me Grow* Orange County or *Help Me Grow* Utah.
- Write and maintain a manual for coding cases in the automated client tracking system.

A manual ensures consistency of coding among the care coordinators and provides a frame of reference for coding questions. The manual needs to address coding from both a technical and substantive perspective. It is imperative that it is maintained. Having a coding committee with responsibilities that include maintaining the manual will help to ensure that it stays current.

[\*Help Me Grow\* California Orange County: STAR Database](#)

[\*Help Me Grow\* Utah Family Database](#)

## Step 4: [Launch the Call Center](#)

### *Soft Launch*

A soft launch is an opportunity to test the *Help Me Grow* call center's operational readiness. By "going live" on a limited basis, this field test allows the call center to experience actual calls that often provide insight to needs that were not identified or addressed in the planning process.

### *Official Launch*

Once issues identified through the soft launch have been addressed, the call center is ready for the official launch. A more comprehensive strategic plan supports a successful official launch, including the marketing and public awareness efforts of the Outreach Work Group.

When other organizations market *Help Me Grow*, their efforts must be coordinated with the call center. Care coordinators need to know what kinds of potential calls they may receive as a result of the marketing efforts.

Once these calls are received, the information collected through the automated client tracking system, particularly how callers heard about *Help Me Grow*, can inform ongoing marketing efforts. This information is helpful not only to the call center, but also to the [Provider Outreach](#) and [Community Outreach](#) Work Groups and staff. 🌈

## Developing care coordinator training curriculum & identify trainers

There are two levels of care coordinator training:

- Orientation for newly hired staff
- Ongoing training

There are a range of vehicles for training care coordinators, including, but not limited to:

- Reading material
- Staff meetings and in-service days
- Pre/post tests
- Conferences
- Online courses
- Webinars
- Role-playing
- Case studies
- Job shadowing
- Peer-to-peer mentoring
- Call listening
- Case discussion
- Meetings with collaborators
- Eco-maps

There are a number of resources for identifying and recruiting trainers, including:

- *Help Me Grow* call center supervisors
- Seasoned care coordinators from both the *Help Me Grow* call center and the call center in which it is embedded (or with whom there is a formal relationship)

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### Building the *Help Me Grow* System

## National and Local Sources for Training

While each *Help Me Grow* affiliate call center is unique, there are common components among all. The *Help Me Grow* National Center offers guidance on those common components and shares examples of call center trainings, curriculum, and other products and suggestions from affiliate sites.

In addition to the resources available through the National Center, it is advisable to tap local resources to assist in training and supporting call center staff.

TRAINING TOPICS FOR CARE COORDINATORS		
Topics	Orientation	Ongoing
Job description, role & responsibilities, and the support/resources available	X	
Skills needed for handling a <i>Help Me Grow</i> call: <ul style="list-style-type: none"> <li>• active listening skills</li> <li>• interviewing techniques</li> <li>• being non-judgemental</li> </ul>	X	X
The questions to ask and how to ask them	X	X
Overview of relevant state-level systems and formal relationships with these systems, in any	X	X
Cultural competence and sensitivity	X	X
Child development & <a href="#">Developmental Screening</a>	X	X
Medical information privacy regulations ( <a href="#">HIPAA</a> )	X	X
Chronic health conditions and behavioral health issues of young children	X	X
How to handle difficult callers	X	X
Protocols for handling crisis calls	X	X
Using the resource directory	X	X
How to code cases in the automated client-tracking system	X	X



The *Help Me Grow* National Network

### Call Center Expertise within the National Network

*Help Me Grow* affiliate states have learned many valuable lessons as they designed and implemented their call centers. It is strongly recommended to reach out to Network peers for models, advice, and lessons learned.

[Help Me Grow Directory of Expertise Call Center Specialists](#)

- Staff with expertise from direct service agencies, universities, parent and advocacy organizations
- Physician champion
- Representatives from relevant state systems, such as Early Intervention; Preschool Special Education; Early Childhood Comprehensive Systems (ECCS) grant; home visiting programs, including the federal Maternal, Infant and Early Childhood Home Visiting (MIECHV) program; Project LAUNCH; Race to the Top

## Recruiting and utilizing volunteers and student interns

Given the amount of work needed to maintain a well-functioning call center, consider using volunteers and/or student interns to supplement the work of the call center staff.

For volunteers, [AmeriCorp VISTA](#) is a reliable national resource. Check with local United Ways on other resources for recruiting volunteers. Be thorough and thoughtful in determining how volunteers will be used and supported.

For interns, research schools within the geographic area of the call center to identify those that offer degrees in relevant areas. Review their requirements for student placements, community projects and internships. Contact schools that are a potential match for *Help Me Grow's* intern needs and offerings.

Prior to securing student interns, make sure that the call center can meet the requirements needed to be a student placement and has the administrative infrastructure and time to support interns.

[Help Me Grow Utah Volunteer Training Curriculum](#)

[Help Me Grow Utah Intern Manual](#)

[Help Me Grow National Webinar: Enlisting Volunteers & Interns](#)



The *Help Me Grow* National Network

## ***Help Me Grow* Connecticut: Child Development Infoline**

“Every day, the [Child Development Infoline](#) care coordinators amaze me. They work with families whose children have disabilities or other behavioral issues, with families struggling with financial issues or other stressors, and with families who just want more information so they can help their child develop as healthfully and happily as possible. *Each call is important to the staff and they take care to do the best they can for every family. This is the heart of Help Me Grow.*”

—Kareena Duplessis, *Child Development Infoline* Director

## Framework for a *Help Me Grow* Call Center Budget

LINE ITEMS	START UP BUDGET	MAINTENANCE BUDGET	NOTES
<b>STAFFING &amp; BENEFITS</b>			
<i>Help Me Grow</i> Supervisor			Could be a % of another call center staff member.
Care Coordinators			These are the direct service staff who answer the calls and work directly with families and providers
Resource Data Manager			This person is responsible for maintaining the resource inventory. Could be a % of another call center staff member.
Data Collection Technical Support			This person is responsible for ensuring that the data collected through the automated client tracking system generates valid and reliable data required for the Common Indicators and internal management reports as well as external reports that document needs of children and families who call the <i>Help Me Grow</i> access point. Could be a % of another call center staff member.
Administrative Support			Could be a % of another call center staff member.
Benefits			Calculated based on the call center's benefit rate.
<b>NON PERSONNEL</b>			
Space			
Renovations (if needed)			This is a one-time cost.
Furniture			
Equipment (phones, computers, etc.)			Adding a separate line for <i>Help Me Grow</i> will involve one-time start-up costs and an ongoing monthly expense.
Supplies			
Staff training & development			
Travel			

# Developmental Screening and the *Help Me Grow* System

Developmental screening is an indispensable tool for detecting children at developmental risk. However, it is of value only to the extent that it is paired with developmental surveillance and with linkage to appropriate and effective programs and services. The *Help Me Grow* system is designed to be that necessary link between screening, surveillance, and connection to community resources.

“Screening and surveillance are too often viewed as separate activities,” writes Paul Dworkin, M.D., on [The Help Me Grow Blog](#). “This perspective minimizes the effectiveness of both. Surveillance without screening is likely to contribute to children eluding early detection, while lofty expectations for the isolated use of screening tools may result in over- or under-identification.” (See the [July 2006 AAP Policy Statement](#) for recommendations on how child health providers can use developmental surveillance.)

When accurate detection does occur, linkage to appropriate services must follow. Ellen Perrin, M.D., Director of Research at the Center for Children with Special Needs and professor at Tufts University School of Medicine, questions the ethics of detection without the provision of services. She states, “Detection without referral/intervention is ineffective and may be judged unethical.”<sup>1</sup>

The following examples show how four *Help Me Grow* affiliates use their centralized access point to provide families and child health providers both screening and surveillance tools **and** linkage to community resources.

## ***Help Me Grow Connecticut Ages & Stages Monitoring Program***

*Help Me Grow Connecticut* offers the [Ages & Stages Child Monitoring Program](#) via [Child Development Infoline](#) (CDI). The program is voluntary, free, and designed for families with infants, toddlers, and/or preschoolers.

To begin the process, a family completes the online program enrollment form or fills out a paper form to send to CDI. CDI then mails a developmental questionnaire and postage-paid envelope to the family as the child reaches the appropriate age. The family returns the completed questionnaire to CDI, where the staff score it. If the questionnaire shows that the child is developing on schedule, CDI sends a letter saying such to the family and encloses suggestions for fun parent-child activities. CDI mails the next age-level questionnaire to the family at the appropriate time.

If a questionnaire leads to a concern, a CDI Care Coordinator contacts the family for further discussion. This process may result in a development evaluation completed by [Connecticut Birth to Three System](#) if the child is under age three, or by the local school district if the child is between the ages of three and five. With the parents’ consent, the results of the questionnaires are sent to the child’s primary health provider.

## ***Help Me Grow Michigan Regional ASQ Developmental Screening Project***

Michigan uses state funds along with a grant from United Way for Southeastern Michigan to support the [Regional ASQ \(Ages & Stages Questionnaire\) Developmental Screening Project](#) in the Metropolitan Detroit area.

Other counties have begun to use this screening tool and as a result, *Help Me Grow Michigan* is leveraging the regional efforts into a statewide approach. *Help Me Grow Michigan* has also created [annual regional and county data profiles](#) based on the ASQ results; a [one-page FAQ](#) on the project; and a [comprehensive list of ASQ project partners](#).

## Help Me Grow Delaware PEDS Online

[PEDS Online](#) is a web-based tool that allows parents to complete a free developmental screening assessment. The tool is electronically scored and the results are available for the child's health provider to review with the parent at the next well-child visit.

The *Help Me Grow* Delaware Health Provider Outreach staff coordinate efforts to promote the use of PEDS Online, including Grand Rounds at all major hospitals in the state; Meet and Greets within the state's three counties; and speaker sessions by [PEDS author Frances Page Glascoe, Ph.D.](#) To date, approximately 11,000 developmental screens have been administered in Delaware with the participation of 28 pediatric and family practice centers.

Recently the PEDS referral system was streamlined to ensure that physicians utilize the [2-1-1 Help Me Grow](#) call center as a referral source for families. The outgrowth of this effort has been the development of a PEDS promotional kit that includes an algorithm on the PEDS referral process and an intake form for physicians.

## Help Me Grow Washington Child Development Screening

Washington State's Within Reach Call Center provides the [Ages & Stages tool](#) both online and by telephone. The state's first *Help Me Grow* call from a parent resulted in the care coordinator using the ASQ to complete a screening over the phone with the mother, who worried that her young daughter might not be getting the services she needed. The screening results prompted referrals made for the child, who did receive effective and appropriate help. *Help Me Grow* Washington created a powerful [video](#) about the experience. (See also the [Help Me Grow Washington PowerPoint](#).)

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The *Help Me Grow* system can also support screening in other sectors, such as child care settings. See [Community & Family Outreach](#) and [Child Health Provider Outreach](#) for more information.

See the [Administration for Children and Families's Thrive by Five Initiative](#) for detailed information on screening tools and further resources for child health providers and families.



### Building the *Help Me Grow* System

## The Health Insurance Portability and Accountability Act (HIPAA)

Questions regarding HIPAA compliance often arise when a health provider contacts the *Help Me Grow* Call Center.

The Federal HIPAA Standards for Privacy of Individually Identifiable Health Information, or [Privacy Rule](#), address the disclosure and use of individual's protected health information. The Privacy Rule permits a Covered Entity to disclose protected health information for the purposes of treatment, payment, and health care operations, including care coordination. A Covered Entity refers to a health plan, health care provider or health care clearinghouse. *A Help Me Grow centralized access point is not considered a Covered Entity.*

A summary of the HIPAA Privacy Rules can be found [here](#).

**ACTION PLAN**

# *Help Me Grow* Centralized Access Point

**PLANNING**

- Select a *Help Me Grow* Centralized Access Point
  - Establish a Call Center Work Group*
  - Research existing call centers*
  - Make a recommendation to the Leadership Team*
- Transition to Design & Implementation
  - Partner with a call center & establish an agreement*
  - Outline a Leadership Team Memorandum of Understanding*

**IMPLEMENTATION**

- Establish & Launch the Call Center
  - Develop a Help Me Grow Call Center budget*
  - Clarify Leadership Team's responsibilities*
  - Assess staffing needs & gather information on community resources*
  - Hire staff and expand the resource directory*
  - Train staff, update the resources, and establish & maintain an automated client tracking system*
  - Launch the Help Me Grow Call Center*

## Sample Job Descriptions

[\*Help Me Grow California-OC Care Coordinator\*](#)

[\*Help Me Grow California-OC Supervisor\*](#)

[\*Help Me Grow Connecticut: Care Coordinator\*](#)

[\*Help Me Grow Delaware: Child Development Specialist\*](#)

[\*Help Me Grow Louisiana: Care Coordinator\*](#)

[\*Help Me Grow South Carolina: Program Manager\*](#)

[\*Help Me Grow Washington: Program Lead\*](#)

[\*Help Me Grow Utah: Care Coordinator\*](#)

[\*Help Me Grow Utah: Call Center Manager\*](#)

## Resources for Hiring Call Center Staff

[\*Help Me Grow Utah: Interview Form/Care Coordinator Interview Questions\*](#)

[\*Help Me Grow Utah: Interview Form/Second Interview Email\*](#)

[\*Help Me Grow Utah: Interview Form/Second Interview Prep Sheet\*](#)

[\*Help Me Grow Utah: Interview Form/Second Interview Case Scenarios\*](#)

[\*Help Me Grow Utah: Interview Form/Questions for References\*](#)

[\*Help Me Grow Utah: Overview of Weekly Hours\*](#)

## Sample Call Center Protocols and Forms

[\*Help Me Grow Connecticut: CDI Call Center Case Examples\*](#)

[\*Help Me Grow Connecticut: CDI Intake Sheet\*](#)

[\*Help Me Grow Connecticut: CDI Notes from Parents\*](#)

[\*Help Me Grow Utah: Early Intervention Referral Form\*](#)

## Further Resource Directory Information

[\*Help Me Grow Utah: Resource Database\*](#)

[\*Help Me Grow Utah: Inclusion Policy for Resource Database\*](#)



# Child Health Provider Outreach

One of the four core components of a *Help Me Grow* system is Child Health Provider Outreach.

Child health providers, who have near universal access to young children, are in a unique position to identify children who are at risk for developmental delay or behavioral problems. Their work with families also requires that they provide ongoing monitoring of children's developmental status.

Given providers' critical role in child development, *Help Me Grow* staff members conduct targeted outreach to child health providers through office-based education, trainings and/or workshops.

The purpose is to educate and motivate physicians and other child health care providers to: Systematize developmental surveillance and screening and the use of *Help Me Grow* in their practices.

In addition, staff members conduct follow-up office visits to leave materials, maintain visibility of *Help Me Grow* and learn about local issues, specific needs, and best practices in supporting developmental surveillance and screening.



## **IN THIS SECTION: Child Health Provider Outreach**

### **Create & Staff a Child Health Provider Outreach Work Group Design & Implement Child Health Provider Outreach**

- Identify staffing needs
- Develop provider outreach budget
- Develop provider outreach training curriculum
- Create materials for office-based trainings & presentations
- Conduct trainings & presentations
- *Special Section: Help Me Grow Maintenance of Certification*
- Measure, evaluate & improve child health provider outreach efforts

## Create & Staff a Child Health Provider Outreach Work Group

The purpose of the Work Group is to be a vehicle for obtaining support and guidance from those with expertise in child health and development, developmental screening and surveillance, provider outreach and engagement.

Common Work Group questions include:

- Who should chair the group?
- Who are potential Work Group members from the broader community?
- What are the tasks of the Work Group?
- How will this group report on their progress and give recommendations?
- How will recommendations be enacted?

### Determine Work Group chairs and membership

Ideally, the core of this group is formed during the *Help Me Grow* Community Meeting. Leadership Team members make sure to include other stakeholders who may not have attended the community meeting.

Two co-chairs are ideal. One should be a member of the Leadership Team, and the other a community child health provider, ideally the identified physician champion. Note that



### Building a *Help Me Grow* System

#### Finding a Physician Champion

The physician champion serves a key role in the development of an *Help Me Grow* system. They give the system credibility and authority, particular for the physician community. Physician champions with strong connections to university medical schools and a background in developmental-behavioral medicine can be good matches for *Help Me Grow*. Other affiliates have found that retired physicians are interested in serving in this capacity. He or she is often a member of the leadership team.

Typically the physician champion takes on the following duties:

- attend outreach trainings at doctors' offices as available
- market *Help Me Grow* to physician community to bridge sector gap
- [attend and present at state AAP meetings on \*Help Me Grow\*](#)

For example, Desmond Kelley, M.D., is the physician champion for *Help Me Grow* South Carolina. He is an outstanding advocate, regularly sharing his presentation [Why Physicians Should Love \*Help Me Grow\*](#).

Learn More: [Help Me Grow Oregon Physician Champions](#)

other Leadership Team members can serve on the Work Group as well, as long as there are individuals outside the Leadership Team involved.

Examples of Work Group members include representation from:

- AAP and/or AAFP
- Medicaid state department
- Children's hospitals
- Community members

### **Complete Work Group tasks**

This group analyzes how *Help Me Grow* child health provider outreach would fit into the community and establishes important relationships in that community. Tasks include:

- Research and meet with organizations that already provide outreach and/or can serve as entities to manage *Help Me Grow* provider outreach efforts
- Establish a relationship with the local chapter of the American Academy of Pediatrics and/or the Academy of Family Physicians
- Identify potential physician as a *Help Me Grow* champion if not already secured
- Make recommendations to the Leadership Team for provider outreach efforts

### **Share recommendations with Leadership Team**

The Work Group is responsible for making recommendations to the Leadership Team for how *Help Me Grow* provider outreach should proceed. The Leadership Team is responsible for reviewing those recommendations and making final decisions if they have the authority, or bringing it to the final decision maker.

The Work Group has now completed its task and may evolve into an advisory resource as *Help Me Grow* provider outreach is implemented.



The *Help Me Grow* National Network

## **Provider Outreach in Affiliate States**

Affiliates have organized their provider outreach in several different ways.

- *Help Me Grow* Orange County employs a provider outreach coordinator.
- *Help Me Grow* South Carolina secured grant funding for the provider outreach position.
- *Help Me Grow* Connecticut works in collaboration with a not-for-profit organization that performs provider outreach.

## Leadership Team enacts recommendations

The Leadership Team reviews the recommendations and makes the final decision on how *Help Me Grow* child health provider outreach will proceed. Once this decision is made and agreed upon by all parties, the organization and staff members who will be directly responsible for outreach now take the baton. The Leadership Team, however, needs to create a system to serve as a reliable support and resource as this component grows.

The [Community Outreach Liaison](#) may also conduct provider outreach. No matter where provider outreach originates, the staff must have a strong ongoing relationship with the Call Center care coordinators.

## Design & Implement Child Health Provider Outreach

### Identify staffing needs & hire as needed

Building on the work of the provider outreach Work Group, the chosen entity assesses its current staff and determines what must be added to meet the needs of *Help Me Grow* provider outreach. This process holds whether the outreach originates at the call center or an outside agency.

There are six questions to ask regarding the provider outreach staff:

1. Are they already employed at the entity responsible for provider outreach?
2. Are more staff needed?
3. How will they be recruited and retained?
4. Are there other staff roles that need to be filled to support provider outreach?



Building a *Help Me Grow* System

### Attributes of Effective Child Health Provider Outreach

- Identify a Physician Champion
- Use the Academic Detailing Model (office-based training)
- Loop information back to physician
- Establish relationship with state AAP or AFP chapter
- Identify lead for management and coordination
- Use child health provider outreach staff
- Develop and use training curriculum
- Create and use an evaluation tool

5. What organizational infrastructure is needed to support provider outreach?

*Because all the components of a Help Me Grow system are interdependent, the system infrastructure should allow each component of the system to communicate well and collaborate easily.*

6. Can the same staff conduct community and provider outreach AND marketing?

[Help Me Grow Connecticut: EPIC Coordinator Job Description](#)

### **Develop provider outreach budget**

These are the basic line items to consider when creating a provider outreach budget. If provider outreach is staffed within an existing call center, maximizing and sharing resources can greatly reduce the cost.

- Food for office-based training
- Salary for provider outreach staff
- Computer
- Travel reimbursement (Outreach staff typically cover a large geographic area for trainings.)
- Presentation materials
- Office space
- Cell phone

[Help Me Grow South Carolina Proposed Implementation Budget](#)

### **Develop provider outreach staff training curriculum**

There are five main topics for provider outreach staff training. They can be adapted for your staff's needs.

- What office-based training is & why it works
- How to deliver effective office-based trainings
- The ins and outs of developmental surveillance and screening
- Presentation & networking skills when working with child health providers
- Communicating and collaborating easily and well with the rest of the *Help Me Grow* system

All topics should be included in orientation trainings. Ongoing trainings cover emerging research in the field of developmental surveillance and screening, as well as tools and techniques for communicating and collaborating well within the *Help Me Grow* system. The appendix contains a wealth of material to inform your provider outreach training.

[Provider Outreach Staff Training Resources](#)

# Reframing the Early Detection and Early Intervention Pathway

by Paul Dworkin, M.D., Founder of *Help Me Grow*

Since its inception in 1998, a fundamental premise of *Help Me Grow* is that developmental surveillance and screening, with early detection of at-risk children and their referral to community resources, enhances the capacity of the medical home to support families in raising healthy children. The National Center promotes *Help Me Grow* as an evidenced-based approach to early detection and intervention. Recently published research now offers further evidence of the validity and importance of our collective efforts.

A Summer 2012 brief from the PolicyLab of The Children's Hospital of Philadelphia Research Institute advocates for a more coordinated approach to meeting children's developmental needs and the adoption of the SERIES paradigm of developmental screening in which each step (Screening, Early Identification, Referral, Intake, Evaluation, and Services) is seen as an integral component of a single process. ***Their emphasis is concordant with our formulation of developmental surveillance and screening as a single process combining longitudinal monitoring with the periodic administration of formal screening tools.***

Indeed, too often surveillance and screening are viewed as separate activities, thereby minimizing the effectiveness and potential benefits of either. Furthermore, despite the clarity of the 2006 policy statement of the Council on Children with Disabilities of the American Academy of Pediatrics (AAP), the surveillance/screening interface may be inappropriately viewed as an "either/or" option. ***Yet surveillance without screening is likely to contribute to children eluding early detection, while the isolated use of screening tools is challenged by lofty expectations despite modest psychometric properties and may result in over- or under-identification.*** We have long been critical of the "relentless pursuit of the perfect screening tool," since we do not believe that such tools should be used in isolation, but rather within the context of all that is known of the child and family through longitudinal surveillance.

The PolicyLab brief draws upon their recent experience implementing developmental screening in four urban primary care practices as part of the

Translating Evidence-Based Developmental Screening (TEDS) study. While I commend the researchers for assessing the feasibility of implanting developmental screening into primary care, I am less enthusiastic about their comparison of the effectiveness of standardized screening with that of "routine developmental surveillance."

Surveillance and screening represent a single process, not separate components amenable to comparison. This comparative analysis is a "straw man" argument that contradicts the AAP policy statement and is even incompatible with the views of certain screening advocates. My favorite example is the renaming of the revised Denver Developmental Screening Test-Revised as the Denver II in 1992 by Bill Frankenburg and colleagues, who dropped "screening test" from the title and reframed the tool as an aid to surveillance, much in the manner of a growth chart.

Still, the researchers' findings are important and compatible with the *Help Me Grow* experience. Despite implementation of the ASQ during 73 percent of well-child visits in the study, only two-thirds of children referred by their pediatrician received a successful early intervention intake and multidisciplinary evaluation and only 11% of those who failed developmental screening ever received intervention services. ***The investigators conclude that cross-system information exchange and intake processes must be strengthened to meet the developmental needs of children.***

Findings from this study validate our *Help Me Grow* experience and the importance of ensuring that early detection leads to the linkage of at-risk children and their families to community-based programs and services. That multiple contacts are required to facilitate such linkage emphasizes the critical need for effective care coordination and the importance of facilitated access to programs and services through a single portal of entry. Cross-sector collaboration among child health, early care and education, and family support providers is integral to the *Help Me Grow* process. The authors of the brief acknowledge *Help Me Grow* among the successful strategies to enable the "spectrum of referral" approach.

[Read Dr. Dworkin's original blog post.](#)

## Create materials for child health provider trainings and presentations

Let this be your rule of thumb: **Short and to the point.**

You may find print materials work best, as PowerPoint presentations are less effective due to time and space limitations. No matter your medium, make sure to cover three key points:

1. Doctors need to ask parents: *Do you have concerns about your child's development, learning, or behavior?*
2. *Help Me Grow* supports pediatricians so they can connect families to community resources that address developmental, learning, and/or behavioral concerns.
3. Developmental surveillance should be done at every well-child visit, and developmental screening should be done at 9, 18, and 24 and/or 30 months, per AAP recommendations. (See the [AAP policy statement on screening and surveillance.](#))

[EPIC Presentation: Developmental Screening & \*Help Me Grow\* Developmental Screening & the \*Help Me Grow\* Call Center](#)

It is hard to overstate the importance of carefully planned education, training, and follow-up for child health providers on effective developmental surveillance and screening. The goal of a training session is to share with providers why *Help Me Grow* saves time and makes their practice both more effective and more efficient.

During the training, outreach staff should also provide reimbursement info. After, outreach staff conduct follow-up visits and stay in ongoing contact to identify improvements in the practice's use of screening and surveillance.

[Provider Outreach Training & Presentation Resources](#)  
See [Marketing \*Help Me Grow\*](#)



### Building a *Help Me Grow* System

## How *Help Me Grow* Helps Doctors Reduce Health Care Costs

*Help Me Grow* National's 2012 Policy Brief, "[Cost Benefits of "De-medicalizing" Childhood Developmental and Behavioral Concerns: National Replication of \*Help Me Grow\* Policy Brief,](#)" can be a powerful tool in explaining how the system can help doctors reduce health care costs.

National collaborated with *Help Me Grow* Orange County to identify the cost savings of connecting families to community-based services rather than high-end referrals such as neurology, psychiatry, and developmental pediatric evaluation.

Scaling the Orange County data up to the U.S. population, we find that nationwide *Help Me Grow* replication has the potential to "de-medicalize" an estimated 218,651 children annually through earlier detection and more cost-effective treatment -- and **save an estimated \$50 million per year.**

## Conduct office-based trainings in developmental surveillance and screening

### *Selected Tips for Engaging Providers*

- Providers have limited time and require brief, focused information that will be useful to them and their patients. The availability of a system for referring children and families to programs and services is an incentive for doctors to talk with the families about their developmental and behavioral concerns, especially for those children who may not be eligible for early intervention and preschool special education services.
- Include the entire office staff. Implementing screening and utilization of *Help Me Grow* requires staff collaboration.
- Remember that you are at the mercy of the practice's schedule: presentations must stick to the allotted time; providers will be late and leave early; and emergencies will keep some from attending.
- Be prepared to answer a lot of questions during and after the presentation.
- Bring resources that will help the practice implement screening and referral such as magnets with the Call Center's telephone number, sample copies of screening tools, and stickers for charts to remind providers that children have been referred to *Help Me Grow*.
- Bring food to draw staff away from their desks.
- Be flexible in terms of providing practices with the information they want. Some already screen and have a list of referral options. Work with these.
- Distribute feedback forms to assess how your presentations are going. Regularly review feedback and make adjustments accordingly.

[Help Me Grow Utah Fax Cover Sheet to Physician](#)



### Building a *Help Me Grow* System

## Insurance Reimbursement for Formal Screening

Formal screening is reimbursed by Medicaid and commercial insurance. In many states, child health providers can be reimbursed for developmental screening with a formal tool on the same day as a well child exam. The standard CPT code to use for obtaining reimbursement for screening with a formal tool is 96110. In some states, providers also use modifier 25 with the well child E and M code to show that an extra service was provided. Some commercial insurers require the modifier 59 with the well child visit E and M code.

To determine whether or not reimbursement is available for developmental screening with a formal tool and how to bill properly, contact your state Medicaid program and the major commercial insurers in your state. If your state accepts utilization of 96110, it is a good idea to use this as it allows states and practices to track screening rates.

## The *Help Me Grow* Maintenance of Certification for Pediatric Physicians

The ***Help Me Grow* Maintenance of Certification** program is a tool that encourages and supports pediatricians' use of the *Help Me Grow* system and provides an incentive for pediatricians' early detection of developmental risks/concerns and connection of children to services. The program is available to pediatric practices in all *Help Me Grow* affiliate states. All pediatric physicians must complete a maintenance of certification (MOC) process every seven years. An MOC consists of four primary parts. Pediatricians need to complete all of them in each cycle:

Part 1: Evidence of professional standing

Part 2: Evidence of lifelong learning and self-assessment

Part 3: Evidence of cognitive expertise

**Part 4: Evidence of satisfactory performance in practice**

The *Help Me Grow* Maintenance of Certification program, approved by the American Board of Pediatrics, provides **Part 4 Credit**. It uses a Quality Improvement methodology to guide pediatricians in implementing developmental surveillance, developmental screening, and connecting children to evaluation and intervention services using the *Help Me Grow* system.

[Help Me Grow MOC Resources](#)

### Measure, evaluate, and improve outreach efforts

It is important to keep track of all provider outreach activities. This continuous quality improvement helps staff improve their *Help Me Grow* outreach and makes the entire system more sustainable. The data you collect here may also help you to further market the strengths and measurable positive outcomes of *Help Me Grow*. The more energetic and thorough your evaluation and improvement efforts, the more children *Help Me Grow* can ultimately reach.

[Measurement, Evaluation & Improvement Resources](#)  
See [Data Collection & Analysis](#)



### The *Help Me Grow* National Network

## ***Help Me Grow* Connecticut: Physician-to-Physician Outreach**

One pediatric provider called the *Help Me Grow* Connecticut office after on-site training had been completed to invite *Help Me Grow* staff to a monthly pediatric community provider meeting at the local hospital. The provider believed that other practices in the community would benefit from knowing about developmental surveillance and the *Help Me Grow* system. After a brief presentation, ten practices requested on-site training.

Another pediatrician learned about *Help Me Grow* during a community-based elective in the Pediatric Residency Program of the University of Connecticut School of Medicine. At her invitation, *Help Me Grow* provider outreach staff met with a large practice that she joined following her training. Her colleagues now make referrals to *Help Me Grow*.

**ACTION PLAN**

# Child Health Provider Outreach

**PLANNING**

- Create & Staff a Child Health Provider Outreach Work Group
- Complete Work Group tasks
  - Research and meet with organizations that already provide outreach and/or can serve as entities to manage Help Me Grow provider outreach efforts*
  - Establish a relationship with the local chapter of the American Academy of Pediatrics and/or the Academy of Family Physicians*
  - Identify potential physician as a Help Me Grow champion if not already secured*
  - Make recommendations to the Leadership Team for provider outreach efforts*
- Share recommendations with Leadership Team

**IMPLEMENTATION****Design & Implement Child Health Provider Outreach**

- Identify staffing needs*
- Develop provider outreach budget*
- Develop provider outreach training curriculum*
- Create materials for office-based trainings & presentations*
- Conduct trainings & presentations*
- Measure, evaluate & improve child health provider outreach efforts*

## Provider Outreach Staff Training Resources

[Help Me Grow CT: EPIC Physician Outreach Presentation](#)

[Help Me Grow Utah: Healthcare Provider Outreach](#)

[Tips for Engaging Providers](#)

[Why We Train at the Provider's Office](#)

[Features of Academic Detailing in Office-Based Training](#)

[Three Publications on Academic Detailing](#)

[What Is Developmental Surveillance? Why Does It Matter?](#)

### **Resources on Developmental Surveillance, Screening & Referrals**

[An Evaluation of Strengthening the Developmental Surveillance  
& Referral Practices of Child Health Providers](#)

[Identifying Infants & Young Children with Developmental Disorders in the Medical Home](#)

[Screening Tools/ASQ and PEDS comparison chart](#)

[Screening Tools/Birth to Five: Watch Me Thrive!](#)

## Provider Outreach Training & Presentation Resources

[Help Me Grow CT: EPIC Physician Outreach Presentation](#)

[Cost Benefits of "De-medicalizing" Childhood Developmental  
and Behavioral Concerns—National Replication of \*Help Me Grow\* \(Policy Brief\)](#)

[Help Me Grow Alabama Trifold Physician Brochure](#)

## *Help Me Grow* MOC Resources

[Project Description and FAQ](#)

[Help Me Grow MOC PowerPoint](#)

## Measurement, Evaluation & Improvement Resources

[Help Me Grow California: OC ASQ Participant Survey-2011](#)

[Help Me Grow California: OC Physician Survey-2010](#)

[Help Me Grow Iowa: Provider Training Evaluation Highlights](#)

[Outreach Training Data Fields](#)



# Community & Family Outreach

The Community & Family Outreach Core Component promotes the use of *Help Me Grow* to families and provides service providers networking and training opportunities.

A community presence encourages support for and participation in the *Help Me Grow* system and helps with marketing the service. Regularly meeting with service providers also helps build the *Help Me Grow* resource directory and keeps it up-to-date.

Community & Family Outreach is managed by a *Help Me Grow* Community Liaison. The Liaison is the “maven” of the *Help Me Grow* system, the information gatherer and trusted expert who shares knowledge with others. She or he is an expert on early childhood programs, services, and initiatives in their region or catchment area. With this expertise, the liaison connects the components of the system, as she or he can function as the “go-to” support for the telephone care coordinator to help research resources for families.

Liaison (or outreach staff) duties include:

- Support the telephone care coordinator
- Facilitate networking meetings
- Provide trainings for community and child health providers on developmental screening and the *Help Me Grow* system
- Visit agencies to learn about current services
- Research current programs and services
- Update the resource directory

The Community Liaison also markets *Help Me Grow* to families by participating in key community meetings, forums, and fairs. Finally, the Liaison is responsible for marketing the system to child health providers, parents, and service providers.



## IN THIS SECTION: Community & Family Outreach

### Create & Staff a Community & Family Outreach Work Group

### Design & Implement Community & Family Outreach

- Identify staffing needs
- Develop community outreach budget
- Develop a process for resource directory updates
- Facilitate networking meetings
- *Special Section: Engaging Families*
- Market *Help Me Grow*
- Measure, evaluate, and improve outreach efforts

## Create & Staff a Community & Family Outreach Work Group

The purpose of the Work Group is to have a vehicle for obtaining support and guidance from those with expertise in the subject area.

Common Work Group questions include:

- Who should chair the group?
- Who are potential Work Group members from the broader community?
- What are the tasks of the Work Group?
- How will this group report on their progress and give recommendations?
- How will recommendations be enacted?

### **Determine Work Group chairs and membership**

Ideally, the core of this group is formed during the *Help Me Grow* Community Meeting. Leadership Team members make sure to include other stakeholders who may not have attended the community meeting.

Two co-chairs are ideal. One should be a member of the Leadership Team, and the other a community child health provider, ideally the identified physician champion. Other Leadership Team members can serve on the Work Group as well, as long as there are individuals outside the Leadership Team involved.

Examples of Work Group members include representation from:

- Not-for-profits (i.e., child guidance centers)
- Advocacy groups
- School districts
- Resource centers
- Parents



Building the Help Me Grow System

### **Funding the Community Outreach Liaison Position**

The Community & Family Outreach Liaison plays an essential role in a *Help Me Grow* system, and the position can be funded through a variety of agencies such as Children's Trust Funds, United Ways/2-1-1, and children's hospitals.

The number of people needed to fill the Community Liaison role depends on the needs of your system and your state. Large states like California need to consider travel time when staffing for Community Outreach; similarly, states with large populations may need several Liaisons to do sufficient outreach.

## Complete Work Group tasks

This group analyzes how *Help Me Grow* outreach would fit into the community and establishes important relationships. Tasks include:

- Research and meet with organizations that already provide outreach and/or can serve as entities to manage *Help Me Grow* community outreach efforts
- Research and document existing resource directories to see what could be modified and enhanced to meet the needs of the *Help Me Grow* call center
- Make recommendations to the Leadership Team for community outreach

## Share recommendations with Leadership Team

The Work Group is responsible for making recommendations to the Leadership Team based on which entity or entities can best: 1) manage and coordinate *Help Me Grow* community outreach; 2) support the care coordinators; 3) and maintain a robust and updated resource directory.

If an agency outside the Call Center will house the Liaison position, be sure to secure the agency's agreement before submitting recommendations to the Leadership Team. The Leadership Team is responsible for reviewing those recommendations and making final decisions if they have the authority, or bringing it to the final decision maker.

The Work Group has now completed its task and may evolve into an advisory resource as *Help Me Grow* community outreach is implemented.

[Forum 2013 Family and Community & Family Outreach Interest Group](#)

## Leadership Team enacts recommendations

The Leadership Team reviews the recommendations and makes the final decision on how *Help Me Grow* community and family outreach will proceed. Note that once this decision is made and agreed upon by all parties, the Leadership Team does not develop community outreach; rather, the organization and staff members who will be directly responsible for outreach now take the baton. The Leadership Team, however, needs to create a system to serve as a reliable support and resource as this component grows.



Building the *Help Me Grow* System

## Community Outreach Staff & Call Center Staff

Community outreach workers need to have a coordinated relationship with the Call Center staff, no matter whether they operate from the Call Center or an outside agency. Outreach staff and Call Center staff support one another. Call Center staff can contact community outreach workers and ask for help when researching resources for a specific family. The reverse is also true: Community outreach workers may contact Call Center staff for advice on resources in their catchment area.

## Design & Implement Community & Family Outreach

### Identify staffing needs & hire as needed

Building on the work of the Community & Family Outreach Work Group, the chosen entity assesses its current staff and determines what must be added to meet the needs of *Help Me Grow* community outreach. This process holds whether the outreach originates at the call center or an outside agency.

The Liaison is the most important outreach staff position. Other positions to consider are administrator, supervisor, and support staff such as administrative assistants and marketing/development staff. There are six general questions to ask regarding the outreach staff:

1. Are they already employed at the entity responsible for community outreach?
2. Are more staff needed?
3. How will they be recruited and retained?
4. Are there other staff roles that need to be filled to support community outreach?
5. What organizational infrastructure is needed to support community outreach?  
*Because all the components of a Help Me Grow system are interdependent, the system infrastructure should allow each component of the system to communicate well and collaborate easily.*
6. Can or should the same staff member(s) conduct community AND provider outreach AND marketing efforts?

[Help Me Grow OC Child Development Community Liaison job description](#)  
[Child Development or Family Community Liaison job description](#)  
[Overview of Weekly Hours](#)

### Develop community outreach budget

These are the basic line items to consider when creating a community outreach budget. If community outreach is staffed within an existing call center, maximizing and sharing resources can greatly reduce the cost.

- Food, room rental for networking meetings (see [Funding Tip](#).)
- Salary for Community & Family Outreach Liaison
- Computer
- Travel reimbursement (Liaisons typically cover a large geographic area for networking meetings.)
- Marketing & presentation materials
- Office space
- Cell phone

[Help Me Grow South Carolina Proposed Implementation Budget](#)

## Develop a process for updating the resource directory

A *Help Me Grow* system relies on an extensive directory of community-based resources and programs. The mechanism for a resource directory needs to be “live” — online, cloud-based, and easily accessible so it can be constantly updated to provide the most timely information possible. In the past, it was common to print resource directory catalogs; this approach is inefficient and expensive. In addition, having each agency and/or healthcare provider office create their own resource directory is equally inefficient. A centralized, online resource directory and a centralized intake system are core components of a healthy *Help Me Grow* system.

As services and supports are ever changing, the *Help Me Grow* staff, and especially the Community Liaison, is responsible for keeping this resource directory up-to-date.

The resource directory includes, at minimum, the following supports and services:

- Primary and specialty medical care providers
- Early childhood education and child care programs
- Developmental disabilities assessment and intervention programs
- Mental health services
- Family and social support programs
- Child advocacy and legal services

Many *Help Me Grow* affiliates have partnered with 2-1-1 for their Centralized Access Point. These affiliates then use the 2-1-1 resource directory and enhance it to specifically



### The *Help Me Grow* National Network

## Creative Thinking & The Resource Directory

A Connecticut child health provider had a practice in a rural area. He called *Help Me Grow* Connecticut to find translation and support services for a family whose child had developmental and behavioral concerns.

The provider was having trouble explaining to the parent the recommendation that they bring the child to the regional children’s hospital for tests and an evaluation. He requested an interpreter/ support person to go with the family. They spoke an uncommon language and did not have support.

The Community Liaison contacted agencies in the geographic area for these services but none of them could help. She then began a search including area churches. It took twelve calls to find a church that had a parishioner from this remote country.

The parishioner spoke the language and was able to support the family. The family received the help they needed for their child and established a support system at the same time — and the Community Liaison had a new resource for the directory.

target services and supports for young children typically ages birth to 8. No matter how the directory is created, it is of the utmost importance that the Outreach staff (and, if it is a cloud-based directory, providers themselves) can update it easily, thoroughly, and frequently.

The Community Liaison regularly researches community-based agencies to learn about new services and confirm the status of existing ones. On-site visits can be especially helpful in determining the efficacy and reality of an agency or organization.

For example, a resource that might have been available one month ago may no longer exist because the agency lost a staff member or funding. Families might be experiencing such barriers to service as long waiting lists, lack of transportation, cultural barriers, and exclusion of specific insurance plans. A resource directory needs to include all of this information.

Volunteers and interns can also be an asset to the resource directory. For example, *Help Me Grow* Utah employs interns and Americorp volunteers to research and update their resource directory (see the [Help Me Grow Utah Intern Manual/.](#))

Note that when a specific, requested resource is not available, the telephone care coordinator can call the Community Liaison for suggestions of other resource options. Even when there are obstacles to finding appropriate resources, it is the job of *Help Me Grow* to find a solution that will work.



## The *Help Me Grow* National Network

### ***Help Me Grow* Connecticut: Networking Meetings In Action**

A *Help Me Grow* Connecticut Community Liaison was looking for a support group for a Spanish-speaking family who had a child with autism. She found a community provider that held a support group with several bilingual parents. The provider offered to help the family. Several days later, the provider contacted the Liaison to see if other agencies would be interested in forming a Spanish-speaking support group.

The Liaison says, “I sent an email to my distribution list from the networking meetings asking if anyone knew of existing support groups for Spanish-speaking families. Within two days I received 15 to 20 responses from other providers. I passed the list on to the provider who was very grateful.”

*Help Me Grow* Connecticut’s networking meetings have also included pediatric residents from the University of Connecticut School of Medicine. Dr. Dena Hoberman, one of the residents who now practice pediatrics in Connecticut, reported that, “Before I began working with *Help Me Grow*, I found it challenging to connect families and children to needed services. With *Help Me Grow*, I have had the opportunity to attend the networking meetings. Here I met representatives from community programs that have helped me find resources for a family who had a unique, at-risk situation.”



The *Help Me Grow* staff is encouraged to think outside the box, using creativity and perseverance to assist families. This system collaboration helps parents avoid the frustration of maneuvering through the maze of community-based resources. Thinking creatively about alternative options has proven to be a very effective way to maximize existing resources.

[Help Me Grow Utah Intern Manual: The Resource Database](#)  
[Help Me Grow Utah Inclusion Policy for the Resource Directory](#)

## The Networking Meetings

The Community Liaison organizes and facilitates meetings of community-based agencies to share information and to develop solutions to challenging situations. These events help strengthen the collaboration between supports and service agencies within the community, increase the accuracy of the resource database, and present possible educational speakers for use at other community events.

Networking meetings are typically held in the morning and include a light breakfast. This allows participants to attend without interrupting their workday. Several affiliate states have found it more effective to hold meetings during lunch. The timing of the meetings, however, should be flexible depending on your community's needs.

The meetings are brief, usually about 1½ hours, and occur with a regular frequency. Some affiliate states hold monthly meetings, while others have found that bimonthly or quarterly meetings better suit their community.

Networking meetings allow agencies to share information, widen their connections to a broader group of service providers, and support one another. Service providers often come to a meeting feeling frustrated about the challenges in helping a family — and leave with a list of options and connections to resources that they never knew existed.

The agenda also includes brief presentations on topics generated by the group. Topics can include current issues facing families and information on new resources and initiatives, i.e., changes in immigration laws, domestic violence supports, and special education laws.

### *Tips for Organizing & Facilitating Successful Networking Meetings*

#### **Organizing the Meeting**

- Set a consistent location, time, and frequency
- Send out notices no later than 3 weeks ahead, followed by a reminder
- Arrange for speaker to present on selected topics identified by participants
- Share participant list to facilitate carpooling as appropriate and/or requested
- Provide agendas, evaluation forms, and surveys when appropriate
- Set up a resource table for flyers, brochures, business cards, etc.

- Create a listserv of participants to address specific situation that needs immediate attention. For example, if a provider needs to find a car seat for a family, he or she can contact the listserv. A helpful response is often immediate.

#### Invitation List

- Home visitors
- Early care educators
- Family/child advocates
- Medical and/or health providers
- Social workers
- School system representatives
- Parent educators
- Educators
- Domestic violence prevention groups
- Anyone working with families with young children

#### Sample Topics to Cover

- Introduction to *Help Me Grow*
- Learning, development, behavior, physical and mental health
- Dental health
- Autism
- Early literacy
- Cultural competency (e.g., Panel on Latino Outreach)
- Taking care of yourself
- Opportunities for federal and state funding
- Hows and whys of Medicaid funding

[Resources for Networking Meetings](#)



## Building the *Help Me Grow* System

### Funding Networking Meetings

Participating agencies are often willing to co-sponsor *Help Me Grow* networking meetings and will provide food and/or meeting space. Another funding strategy is to find support from a foundation. Currently Connecticut holds more than 70 networking meetings involving hundreds of providers throughout the state every year. Their collaborators include early care and education organizations such as Head Start and child care centers, Home Visiting agencies, and the Early Childhood Alliance. In California, networking meetings are called Connection Cafes, and the state's Part C Early Intervention helps fund them.

Learn more about [Help Me Grow Alameda County Connection Cafes](#)

# Moving toward Cultural Competence

by Paul Dworkin, M.D., Founder of *Help Me Grow*

During a 2013 *Help Me Grow* National site visit to Minnesota, one of our newest affiliate states, I gave a presentation to a large audience in St. Paul. Following my talk, I invited questions and comments from the audience.

Saciido Shaie, who identified herself as an Immigrant from Somalia, spoke about her difficulties in accessing community-based programs and services that are often not culturally appropriate or acceptable. Saciido shared the poignant example of how she, as a Muslim woman, cannot use public gyms, pools, or programs; nor can she use private recreation centers (e.g., the YMCA), because of the lack of gender-specific and culturally-sensitive facilities and programs.

She asked, “How do we ensure that the resources offered by *Help Me Grow* to families are culturally appropriate and sensitive?”

After some reflection, I replied to Saciido that *Help Me Grow* is not a program or service, but rather a system that provides linkages to community-based programs and services. Thus, the community programs themselves, not the *Help Me Grow* system, primarily determine their degree of cultural competency and sensitivity, in part through their staffing.

Yet, I continued, it would be an egregious oversight not to acknowledge the importance of cultural competence in *Help Me Grow*'s functions. National's own research emphasizes how cultural beliefs strongly influence the efficacy of a *Help Me Grow* system.

For example, cultural beliefs and practices shape parents' expectations of their children's development and behavior, as well as their willingness to share concerns about it. Culture

influences families' attitudes toward parenting interventions and practices. Families' perceived value of advice and guidance changes depending on the cultural awareness and sensitivity of program staff, including the extent to which staff includes members of the same race or ethnic group as the families served.

I further shared *Help Me Grow*'s strategies to enhance its cultural competence. These include:

- *encouraging diverse staffing of Information and Referral (I&R) Lines with language capacity consistent with a region's demographics;*
- *including a wide array of programs and services within the resource inventory that serve diverse clientele; and*
- *engaging multicultural community-based organizations in such outreach activities as networking breakfasts.*

However, the most important strategy to ensure that our efforts are culturally appropriate is to continually seek feedback from the diverse parents and families whom we serve, and then act on that feedback.

Prior to our Minnesota visit, I had not appreciated the scope of health disparities within the State's population, nor that the State has the highest Somali population in the country. Saciido's speaking up reminds us of the critical importance of open dialogue. *Her experience highlights the essential need to embrace strategies that strengthen our own cultural competence, so that we may serve all the families who need the help we can provide.*

We look forward to exploring this issue in greater depth with the entire *Help Me Grow* National Network of affiliate states.

## Special Section: Engaging Families

A healthy *Help Me Grow* system actively helps parents gain knowledge of and access to needed services; supports them in learning about their child's development; and facilitates the professional and community connections that will help them become more resilient parents. Below are several ways *Help Me Grow* affiliates have engaged families in their states:

- Family events
  - [Books, Blocks, and Balls](#)
  - Halloween parties
  - museum trips
  - community baby showers
- Presentations to parent groups
- Brochures and posters
  - [Help Me Grow Alabama Parent Brochure](#)
- Social media
- Partnerships with family friendly organizations
- Cultivation of parent champions
- Basic needs support
  - [Help Me Grow Utah Diaper Kits](#)
  - [Help Me Grow Connecticut basic needs support example](#)

### *Tips for Successful Family Outreach*

1. To reach families effectively, be sure to:
  - Use multiple methods to conduct outreach and engage families
  - Be culturally sensitive
  - Get out in the community
  - Seize opportunities
  - Be tenacious



### Building the *Help Me Grow* System

## **Attending & Organizing Community Meetings, Forums & Fairs**

All events and organizations that involve young children, families and/or early childhood caregivers can offer opportunities to promote *Help Me Grow*. The Community Liaison regularly works to attend and/or organize these events and form partnerships with relevant organizations to raise awareness of *Help Me Grow* and developmental screening. For example, *Help Me Grow* Orange County coordinates ASQ screenings with Pretend City Children's Museum in Irvine, California. The museum offers parents a free online or print ASQ. When parents submit it, they receive free tickets to the museum.

# The Power of a Parent Champion

Janae Moss, *Help Me Grow* Utah Parent Champion

Janae Moss has been a Parent Champion for *Help Me Grow* Utah for many years. She organizes fundraising events, helps promote and run family events, and mentors other affiliate states in the art of recruiting, empowering, and using parent champions. Janae also has expertise in social media, including strategies for using it to drive online traffic to *Help Me Grow* Utah's website. Below is Janae's 2012 interview with the National Center.

Janae Moss is a busy woman. She's a mother to seven kids, young children to young adults. She and her entrepreneur husband, Jon, co-own more than a dozen businesses, including the largest janitorial company in the state of Utah. One of her newest projects is the [My Mommy Style blog](#) and [My Mommy Style YouTube channel](#) for mothers around the world to share their parenting styles.

Janae and Jon have been staunch supporters of *Help Me Grow* from its earliest days in the state, contributing both funds and their marketing and outreach expertise. Recently, Janae shared some of the reasons that she and Jon have embraced *Help Me Grow* Utah.

## ***Why are you a Parent Champion?***

I come to this work as a stepparent, foster parent, biological parent, and adoptive parent who has herself needed the resources that *Help Me Grow* helps people find.

When my husband, Jon, and I got married, he already had a daughter, and pretty quickly we had two more daughters of our own. Not long after, Jon's niece came to live with us. I was young, 22 years old, and suddenly I had four kids — and then Jon lost his business.

It was a scary time. I was so young and had so much responsibility. We didn't have money for food; bill collectors were banging on the door. I didn't know where to look for help, how to apply for food stamps, how to get my niece the counseling she needed. It was hard to find help,

though once we did find those resources we really used and needed them.

I believe in the *Help Me Grow* model because I know from my experience that the resources for families are there, but too often people can't get to them. And whether it's your first child or seventh, we as parents all need help!

## ***What is a favorite moment from your work with Help Me Grow Utah?***

At the very first community event Jon and I helped at [Books, Blocks, and Balls], we set up different stations, showing parents how to play with kids with inexpensive toys and games. Parents could fill out the Ages & Stages Questionnaire, too. It was so exciting to see parents learning about their kids, to see parents and kids playing together. I loved it.

## ***What do you love about philanthropic work?***

I think it helps us teach our kids that service is part of a happy, fulfilling life. I see it already in them, how my kids changed. On Valentine's Day this year, my daughter took her babysitting money from the last six months and bought a rose for every kid in the special needs class in her school. Even the boys were like, 'I got a rose!'

When Jon and I lost everything, it changed us. Partly because of those hard years, I truly believe that happiness and success come through service. With *Help Me Grow* Utah, we have a structured and hands-on way to give back the help that was given to us.

2. You may also find encouragement, inspiration, and ideas in the [Strengthening Families Protective Factor Framework](#) developed by the [Center for the Study of Social Policy](#). Also see the National Center’s policy brief, [Help Me Grow Promotes Optimal Child Development by Enhancing Protective Factors](#).
3. Volunteers can be an important resource in family outreach. For example, Eagle Scout volunteers have made blocks for *Help Me Grow* Utah Books, Blocks and Balls events.

[Resources for Family Engagement Forum 2012 Help Me Grow Utah Family Engagement Poster](#)

### **Market *Help Me Grow***

The Community Liaison is in a prime position to market *Help Me Grow* in the course of his/her travels, including networking meetings and family events. Because *Help Me Grow* is a complex system with multiple parts and works with a number of different populations, it is helpful to tailor marketing materials and campaigns to these distinct audiences. *Help Me Grow* Utah describes the needs and interests of each audience as follows:

#### **Families**

Families want to know about:

- The ASQ and how it can help them be better prepared as a parent
- Community resources and what is offered
- How to contact *Help Me Grow*
- The “commitment” level of signing up



### Building the *Help Me Grow* System

## **Family Outreach: BOOKS, BLOCKS, & BALLS**

Books, Balls, and Blocks (BBB) is a free event held for children and their families. The event is designed to encourage play between parents and their children.

While parents and children engage in games and activities at different stations, parents learn how these activities support their child’s development. Parents also complete the Ages and Stages Questionnaire (ASQ-3), the recommended tool to screen children for developmental delays, while the children play. There are professionals on-site who score the completed ASQ-3s.

Afterwards, parents receive a follow-up from a professional to learn if his or her child’s development 1) appears on schedule, 2) needs to be monitored and provided learning activities, or 3) requires further professional assessment. Before leaving, parents are given resources on child development and ideas for fun, inexpensive activities to do at home.

[Help Me Grow Utah BBB instructions](#)  
[Help Me Grow Alabama inaugural BBB event blog post](#)

### **Service Providers**

Service Providers want to know about:

- How *Help Me Grow* works with any family referrals
- The resource database and how they can list their programs
- How to use the resource database
- How to contact *Help Me Grow*

### **Child Health Providers**

Healthcare providers want to know about:

- Community resources and what is offered to them and their patients
- The ASQ and how it can help their patients and office staff
- How to contact *Help Me Grow*
- See the Child Health Care Provider Outreach sections for more information

[See \*\*Marketing Help Me Grow\*\*](#)

### **Measure, evaluate, and improve outreach efforts**

It is important to keep track of all community outreach activities. This continuous quality improvement helps staff improve their *Help Me Grow* outreach and makes the entire system more sustainable. The data you collect here may also help you to further market the strengths and measurable positive outcomes of *Help Me Grow*.

The more energetic and thorough your evaluation and improvement efforts, the more children *Help Me Grow* can ultimately reach.

[Measurement, Evaluation, and Improvement Resources](#)  
[See \*\*Data Collection & Analysis\*\*](#).

**ACTION PLAN**

# Community & Family Outreach

**PLANNING**

- Create & Staff a Community & Family Outreach Work Group
- Complete Work Group tasks
  - Research and meet with organizations that already provide outreach and/or can serve as entities to manage Help Me Grow community outreach efforts*
  - Research and document existing resource directories to see what could be modified and enhanced to meet the needs of the Help Me Grow call center*
  - Make recommendations to the Leadership Team for Community Outreach*
- Share recommendations with Leadership Team

**IMPLEMENTATION**

- Design & Implement Community & Family Outreach
  - Identify staffing needs*
  - Develop community and family outreach budget*
  - Develop a process for updating the resource directory*
  - Facilitate networking meetings*
  - Engage families*
  - Market Help Me Grow*
  - Measure, evaluate & improve community & family outreach efforts*

## Resources for Networking Meetings

[\*Help Me Grow\* National Webinar: Networking Meetings: Lessons Learned!](#)

[\*Help Me Grow\* California OC: Connection Cafe Report](#)

[\*Help Me Grow\* California OC: Networking Meetings Topics](#)

[\*Help Me Grow\* CT: 2008 Networking Luncheon Agenda](#)

[\*Help Me Grow\* CT: 2011 Networking Breakfast Flyer](#)

[\*Help Me Grow\* CT: 2012 Networking Meeting Calendar](#)

[\*Help Me Grow\* South Carolina: Community Connections](#)

[\*Help Me Grow\* Utah: Networking Breakfasts](#)

[\*Help Me Grow\* Utah Networking Breakfasts Focus Group](#)

## Resources for Family Engagement

[\*Help Me Grow\* National Webinar: Ensuring Family Engagement](#)

[\*Help Me Grow\* National Webinar: Volunteers and Interns](#)

[\*Help Me Grow\* California Alameda County: Will They Grow Out of It? campaign](#)

[\*Help Me Grow\* Connecticut: Example of Request for Basic Needs Support](#)

[\*Help Me Grow\* Utah Family Events](#)

[\*Help Me Grow\* Utah: Volunteers](#)

[\*Help Me Grow\* Promotes Optimal Child Development by Enhancing Protective Factors  
\(Policy Brief\)](#)

## Measurement, Evaluation, and Improvement Resources

[\*Help Me Grow\* CT: Networking Breakfast Evaluation](#)

[Outreach Training Data Fields](#)



# Data Collection & Analysis

**“If you don’t have measurement, you don’t have a mission. The capital you need to have is the data measuring the outcomes.”**

*Jeffrey Dann, Help Me Grow Western New York Business Champion*

The fourth core component is **Data Collection and Analysis**. Information on *Help Me Grow* system operations is critical to ensuring that children’s developmental needs are recognized and that families are connected to the right services in an appropriate and timely manner. *Help Me Grow* is in a unique position to collect data that reflect system–level issues — not only who calls and why, but also what happens to families seeking help.

Data Collection and Analysis also serves as a crucial tool for [Continuous Quality Improvement](#). Evaluation of the *Help Me Grow* system helps to assess how well it is working or what may need to be changed to improve the service, including gaps and barriers. This information also helps to inform funders and policy makers about families’ experiences and guide their thinking about service delivery.

*Help Me Grow* Data Collection and Analysis procedures require that *Help Me Grow* call centers track program participants through a service ‘pipeline’ that begins with a participant’s initial inquiry to *Help Me Grow*. The tracking concludes with follow-up on service linkage referrals. All *Help Me Grow* affiliates conduct ongoing data collection and analyses.

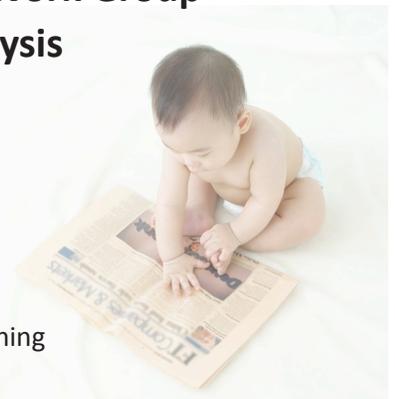
Early in your efforts, it is advisable to identify an individual or organization, such as a university, to suggest data collection and analysis methods and provide expertise. This guidance will help focus the Leadership Team and Work Group as they determine how, what, and when to collect data and measure progress.



## IN THIS SECTION: Data Collection & Analysis

### Create & Staff a Data Collection & Analysis Work Group Design & Implement Data Collection & Analysis

- Develop and/or modify a database program & process for collecting & tracking call center data
- Develop and/or modify process for collecting and tracking data on other components of the *Help Me Grow* system
- Routinely analyze descriptive and outcome data and monitor trends over time
- Create and publish evaluation results for advocacy and planning
- Use results from evaluation to improve/modify program



As you review the steps to establish Data Collection, keep in mind *Help Me Grow* Orange County and *Help Me Grow* Utah have developed data collection systems that other affiliate states can purchase and adapt. Adopting and adapting an existing *Help Me Grow*-focused data collection system may be the most effective and efficient approach for your state. ([See page 82.](#))

## Create & Staff a Data Collection & Analysis Work Group

The Work Group functions as a vehicle for obtaining support and guidance from those with expertise in data collection and analysis.

Common considerations in forming a Work Group include:

- Who should chair the group?
- Who are potential Work Group members from the broader community?
- What are the tasks of the Work Group?
- How will this group report on their progress and give recommendations?
- How will recommendations be enacted?

### **Determine Work Group chairs and membership**

Ideally, the core of this group is formed during the *Help Me Grow* Community Meeting. Leadership Team members make sure to also include other stakeholders who may not have attended the community meeting.

Two co-chairs are ideal. One should be a member of the Leadership Team, and the other an expert in the field of data collection and analysis. Note that other Leadership Team members can serve on the Work Group as well, as long as there are individuals outside the Leadership Team involved.

The Data Collection & Analysis Work Group members should include representatives from:

- Centralized Access Point leads
- Medicaid state department
- Evaluator
- Children's hospitals
- Community members

### **Complete Work Group tasks**

This group analyzes how to best design and implement *Help Me Grow* Data Collection. Tasks include:

- Research data collection methods include how, what, and when to collect data

# Attributes of an Effective *Help Me Grow* System

## Data Collection & Analysis

*Help Me Grow* National Forum 2012

Brainstorming Session

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### ATTRIBUTES INCLUDE

Quantitative and qualitative data

Organized methodology

Centralized intake process

Uniformity and consistency in measurements

- *common language*
- *coding, reliability of coding*
- *standardization of program descriptions*

Common indicators

Comprehensive reports – linked to outcome and outputs, service activities

- *modify for use with different audiences*

External evaluation of component

### STRATEGIES TO CONSIDER

Rules and regulation on using & sharing data

- *safeguards, guidance, policy, procedures*
- *data warehouse*
- *share examples – website tools*

Share data

- *formalize common language (data dictionary) across all stakeholders, inc. legislators*
- *share with legislators/ advocacy groups*
- *write on what legislators know*
- *share & interact with providers*
- *a strategy for and regularity with sharing promotes comprehension by everyone*

Qualitative data narrative, nuanced stories

- *success stories keeping track*
- *use storytelling techniques to translate data to wide audience*

## *Help Me Grow National Common Indicators*

**A**ffiliate states are required to collect and report data on a common set of indicators developed by the National Center. Data collected will help affiliates to monitor their progress and share lessons learned with other states and the National Center. Additionally, collected data will:

- Enable states to build their data systems;
- Enable states to more efficiently pull data to share with their key stakeholders for fundraising and advocacy;
- Enable states to contribute to the national dialogue on promoting early detection and intervention and the role of *Help Me Grow* systems in doing so;
- Enable states to learn how their system data is similar to/different from aggregate national data; and
- Position the National Center and the affiliated states as leaders in the child development field.

The *Help Me Grow* Common Indicators are defined as follows:\*

### ***Help Me Grow Demographics***

- Number of children entered into client tracking system (unduplicated count per calendar year)
- Who initially contacted *Help Me Grow* on behalf of the child
- Age of child at time of initial entry (includes prenatal as an age)
- Ethnicity of the child
- How the initial caller learned about *Help Me Grow*
- The state the child lives in

### ***Nature of Presenting Issues***

- Number by type of presenting issues/concerns.\*
- Number of children entered in client tracking system for linkage to services as a result of developmental screening.

### ***Referrals by Help Me Grow to Services/Programs***

- Top five types of services to which referrals were made.\*
- Top five service/program gaps (i.e., a service/program doesn't exist to address the need).
- Top five barriers that keep children from receiving a service/program that does exist.

### ***Help Me Grow Outcomes***

- Total number of children successfully connected to at least one service.\*
- Total number of children referred for services and are pending the start date.\*

and measure progress. This includes both call center activities & outcomes and outreach activities & outcomes.

- Review the Common Indicators in order to understand the types of data that need to be collected.
- Make recommendations to the Leadership Team for data collection and analysis.

### **Share recommendations with Leadership Team**

The Work Group is responsible for making recommendations to the Leadership Team for how *Help Me Grow* data collection should proceed. The Leadership Team is responsible for reviewing those recommendations and making final decisions if they have the authority, or bringing it to the final decision maker.

The Work Group has now completed its task and may evolve into an advisory resource as *Help Me Grow* data collection is implemented.

### **Leadership Team enacts recommendations**

The Leadership Team reviews the recommendations and makes the final decisions on how Data Collection & Analysis will proceed. Once these decision is made and agreed upon by all parties, the organization and staff members who will be directly responsible for Data Collection & Analysis now take the baton. The Leadership Team, however, remains a reliable support and resource as this component grows.

[\*Help Me Grow\* Western Summit: Data and Evaluation Powerpoint Presentation](#)

## **Design & Implement Data Collection & Analysis**

### **Develop and/or modify a database program & process for collecting & tracking call center data**

The process for collecting and tracking data should include call center and provider and community outreach activities:

1. *Help Me Grow* callers: how many people call, who callers are, how they learned of the program, and their presenting issues and needs.
2. Referrals made on behalf of the *Help Me Grow* families and outcomes of referrals (i.e., number of times families are linked to services).
3. Community Outreach activities: networking, training, inventory of community programs and services.
4. Outreach activities and training for pediatricians and other health care providers; should begin with a complete inventory of practices in designated areas.
5. Developmental screening: who is conducting it, who is making referrals, and how many families are participating.
6. Gaps and barriers in services from child health care practices to community-based services.

## Develop and/or modify a process for collecting and tracking data on other components of the *Help Me Grow* system

Below are examples of information to collect for other system components.

### Physician Outreach

- Who conducted the outreach?
- Outreach type
- Topics
- New or repeat outreach?
- Location
- Date
- Individual contact person
- Participant
- Evaluation/feedback
- Follow up
- Notes (type in)

### Community Outreach Networking Meetings

- Who conducted the meeting?
- Meeting agenda
- Location
- Date
- Event topic
- Individual contact person
- Participants
- Number attended / reached
- Evaluation / Feedback
- Notes (type in)

Affiliate states have also collaborated with outside specialists to review and evaluate their outreach efforts. For example, in 2012, *Help Me Grow* Utah hired a consulting group to conduct focus groups on the networking breakfasts.

[\*Help Me Grow\* Utah Networking Breakfast Focus Group](#)

## Routinely analyze descriptive and outcome data & monitor trends over time

*Help Me Grow* National recommends using [Results-Based Accountability](#) to report on data collection. Evaluation of the first *Help Me Grow* system in Connecticut began in 2002.



Building a *Help Me Grow* System

### Data Collection Systems Available to Affiliates

As you review mechanisms for data collection and analysis, keep in mind that *Help Me Grow* Orange County and *Help Me Grow* Utah have developed database programs that other affiliates can purchase and adapt to meet their data collection needs.

[\*Help Me Grow\* OC System for Tracking Access to Referrals \(STAR\)](#)

[\*Help Me Grow\* Utah Family Database](#)

utilizing the Results-Based Accountability Framework. Summary evaluation of *Help Me Grow* has demonstrated promising results for families and communities. Evaluations address the three RBA performance measures:

- **How much is *Help Me Grow* doing?**  
(i.e., utilization of the program and related data)
- **How well is *Help Me Grow* doing?**  
(i.e., family referrals for services and community outreach efforts)
- **Is anyone better off as a result of utilizing *Help Me Grow*?**  
(i.e., final disposition of cases and outcomes)

[Connecticut Appropriations Committee RBA Template](#)

### **Create and publish evaluation results for advocacy and planning and use results from evaluation to improve/modify program**

Several affiliate states have shared their periodic evaluation results. The *Help Me Grow* National Center has also published two evaluative Policy Briefs

[Help Me Grow California-Orange County Three-Year Annual Report 2012](#)  
[Help Me Grow Utah Annual Evaluation 2012](#)

[National Policy Brief: \*Help Me Grow\* Promotes Optimal Child Development by Enhancing Protective Factors](#)

[National Policy Brief: Cost Benefits of “De-medicalizing” Childhood Developmental and Behavioral Concerns: National Replication of \*Help Me Grow\*](#)

## ACTION PLAN

# Data Collection & Analysis

### PLANNING

- Create & Staff a Data Collection & Analysis Work Group
- Complete Work Group tasks
  - Research data collection methods, including how, what, and when to collect data and measure progress. This includes both Call Center activities and outcomes and Outreach activities/outcomes.*
  - Review the Common Indicators in order to understand the types of data that need to be collected.*
  - Make recommendations to the Leadership Team for data collection and analysis.*

### IMPLEMENTATION

- Develop and/or modify a database program & process for collecting & tracking call center data
- Develop and/or modify process for collecting and tracking data on other components of the *Help Me Grow* system
- Routinely analyze descriptive and outcome data and monitor trends over time
- Create and publish evaluation results for advocacy and planning
- Use results from evaluation to improve/modify program

# Marketing *Help Me Grow*

For all the strengths of the *Help Me Grow* system, the reality is that such system-level change may appear abstract and difficult to explain. Because *Help Me Grow* is not a new program or service, but a reorganization of an early childhood system, it can be a challenge for individuals to understand what exactly *Help Me Grow* is, what it *does*, and why it *matters*.

Effective marketing is your most powerful tool in establishing awareness of and appreciation for a *Help Me Grow* system. You must be able to tell the story of *Help Me Grow*—the mission, the process, the positive outcomes—clearly and compellingly (and often) to many different sectors. This outreach helps cultivate *Help Me Grow* as an indispensable part of the early childhood community in your state.

The marketing audience for a *Help Me Grow* system includes:

- Child health providers
- Child care providers
- Community-based programs and service providers
- Family-oriented organizations, i.e. museums, libraries, YMCAs
- Parents
- Legislators and public officials
- Family advocates
- Funders
- Educators
- State and federal early childhood organizations

## Who is in charge of marketing?

System budgets, system maturity, size of the population served, and staff-size all inform marketing. *Help Me Grow* marketing efforts are often coordinated and executed by the Community Outreach Liaison, as well as those responsible for Child Health Provider Outreach. Some affiliates employ a dedicated marketing and development staff person to manage the work. Still others partner with like-minded organizations to plan and launch marketing campaigns.



## IN THIS SECTION:

### Marketing *Help Me Grow*

Marketing Overview

Foundational Marketing Tools

Examples of *Help Me Grow* Marketing

## Foundational Marketing Tools

### Logo

The National Center will provide a logo template (see below). However, some affiliates have designed their own logos. The option that best communicates your *Help Me Grow* system and story is the right one for you. If you develop a new logo, keep in mind that logo and brand uniformity is extremely important in building a statewide system. Consistency helps your audiences recognize who you are and what you can offer.

[Help Me Grow National Center Logo Template and Guidelines](#)  
[Help Me Grow Utah Logo and Brand Guidelines](#)

### Tagline

If you choose not to use the *Help Me Grow* logo template, the National Center requires use of the following tagline: “An affiliate of the *Help Me Grow* National Network.”

### Elevator speech

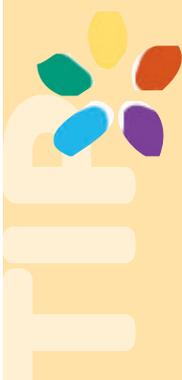
It is helpful to create a unique “elevator speech” for every audience, including families, service providers, physicians, legislators, funders, and public officials. What is their main interest in a *Help Me Grow* system? What are their top needs and how can a *Help Me Grow* system meet them? What essential information do they need to know about *Help Me Grow*? For instance, when you communicate with key state agencies, you will be helping state leaders map and understand the early childhood system in their state and how it needs improvement.

[Help Me Grow Utah “Elevator Speech” Guidance](#)

### Informational brochures and posters

A *Help Me Grow* brochure should include the message that *Help Me Grow* will answer parents’ questions about their child’s behavior, development, and/or learning; that it is a free service; and that anyone can call and talk to a telephone care coordinator. Brochures should be available in several different languages and convey that the state is an affiliate of the *Help Me Grow* National Network.

[Examples of Informational Print Materials](#)



The *Help Me Grow* National Network

## Marketing Expertise within the National Network

*Help Me Grow* affiliate states have launched many successful marketing campaigns. It can be helpful to reach out to Network peers for models, advice, and lessons learned.

[Help Me Grow Directory of Expertise Marketing Specialists](#)



## Sustaining the *Help Me Grow* System

# The “Elevator Speech”

*Help Me Grow* Utah has developed several elevator speeches to speak to the varying interests of their target *Help Me Grow* populations. Below are two examples. [See the originals.](#)

### **FAMILIES**

Families want to know about:

1. The ASQ and how it can help them be better prepared as a parent
2. Community resources and what is offered
3. How to contact *Help Me Grow*
4. The “commitment” level of signing up

#### Sample Elevator Speech

*Help Me Grow is a parent information line designed to connect families to information about child development and to community resources. You can simply dial 2-1-1 and ask any questions you might have about their child’s development. To help you understand normal child development, we have a free developmental questionnaire that you can complete based on the age of your child. The questionnaire focuses on the five areas of development (communication, fine and gross motor, problem solving skills and personal/social skills) and is very useful for parents. We’d like to have you participate in the program so that you can better support your child.*

### **HEALTH CARE PROVIDERS**

Health Care providers want to know about:

1. Community resources and what is offered to them and their patients
2. The ASQ and how it can help their patients and office staff
3. How to contact *Help Me Grow*

#### Sample Elevator Speech

*Help Me Grow is a parent information line designed to connect families to information about child development and community resources. Parents are welcome to dial 2-1-1 and ask any question they might have about child development, parenting, etc. As a healthcare provider you work with so many families that need to be connected to various resources, not just medical resources. Help Me Grow supports you by making referrals and then following up with the families to make sure that they received help appropriate to their concerns and circumstances. We also provide parents with a developmental screening tool that helps them understand normal child development. To strengthen the relationship between you and your patient, we always will fax a copy of the summary sheet of those questionnaires and the connected resources (contingent upon family’s permission) to you so you can see how the child is doing.*





The *Help Me Grow* National Network

# Sample Affiliate Websites & Logos

**Alabama** • [helpmegrowal.blogspot.com](http://helpmegrowal.blogspot.com)



## California

Alameda County • [first5alameda.org/help-me-grow](http://first5alameda.org/help-me-grow)

Orange County • [helpmegrowoc.org](http://helpmegrowoc.org)

Solano County • [helpmegrowsolano.org](http://helpmegrowsolano.org)

Ventura County • [helpmegrowvc.org](http://helpmegrowvc.org)



**Connecticut** • [ct.gov/oec](http://ct.gov/oec)

**Delaware** • [dethrives.com/help-me-grow](http://dethrives.com/help-me-grow)

**Florida** • [switchboardmiami.org/help-me-grow](http://switchboardmiami.org/help-me-grow)



**Iowa** • [iowapedcs.org/help-me-grow.asp](http://iowapedcs.org/help-me-grow.asp)



**Michigan** • [helpmegrow-mi.org](http://helpmegrow-mi.org)



**Minnesota** • [helpmegrowmn.org](http://helpmegrowmn.org)



**South Carolina** • [helpmegrowsc.org](http://helpmegrowsc.org)



**Utah** • [helpmegrowutah.org](http://helpmegrowutah.org)

**Washington** • [parenthelp123.org](http://parenthelp123.org)

Utah

**West Virginia** • [dhhr.wv.gov/helpmegrow](http://dhhr.wv.gov/helpmegrow)



**Western New York** • [helpmegrowny.org](http://helpmegrowny.org)

Western New York

## Website & Social Media Presence

A *Help Me Grow* website and social media account(s) are strongly recommended. In the case of social media, including blogs, you will need to establish protocols for how you will use these tools to support and grow your *Help Me Grow* system. For example, *Help Me Grow* Utah has honed its social media to broadcast its mission to support families to promote children's healthy development.

[\*Help Me Grow\* Utah Social Media Policy](#)

## Examples of *Help Me Grow* Marketing

### Events & Presentations

#### Family events

[\*Books, Blocks & Balls\*](#)

#### Fundraising events

[\*Help Me Grow\* Orange County Annual Art Auction](#)

[\*Help Me Grow\* Utah Halloween Party](#)

#### Informational workshops on the *Help Me Grow* System

[\*Paul Dworkin, M.D. presentation to the American Academy of Pediatrics\*](#)

#### Community trainings on ASQ

[\*Help Me Grow\* Orange County professional development training](#)

#### Presentations at Professional Conferences

[\*Help Me Grow\* National Center at Zero to Three Conference](#)

### Traditional Media

#### Broadcast media

[\*Help Me Grow\* Utah Director Barbara Leavitt on KBYU Eleven](#)

[\*Help Me Grow\* Michigan Public Television PSAs](#)

[\*Dr. Paul Dworkin\* WKRF interview](#)

#### Print media

[\*Help Me Grow\* Alameda Will They Grow Out of It campaign](#)

[\*Help Me Grow\* Orange County newspaper advertisements](#)

[\*Help Me Grow\* Washington Press Release on Federal Grant](#)

#### Brochures, flyers, & packets

[\*Examples of print materials\*](#)

## Online Media

### Listserv & email newsletter

[Help Me Grow Alameda listserv & email newsletter](#)

### Website

[See page 88](#)

*Note: Many affiliates don't build a dedicated **Help Me Grow** website, but rather are housed within a larger site, such as their organizing entity or call center.*

### Blog

[Help Me Grow Washington](#)

[Help Me Grow Alabama](#)

[Help Me Grow Utah](#)

### Social media

[Help Me Grow Iowa Social Media Campaign](#)

[Help Me Grow Utah Pinterest](#)

[First 5 Alameda \(home of \*Help Me Grow\* Alameda\) Facebook](#)

[Help Me Grow National Center Twitter](#)

### Video

[Help Me Grow Washington](#)

[Help Me Grow Florida Video 1 \(English\)](#)

[Help Me Grow Florida Video 1 \(Spanish\)](#)

[Help Me Grow Florida Video 2 \(English\)](#)

[Making the Connection–\*Help Me Grow\*: The Connecticut Experience](#)

## Outreach Efforts

[Child Health Provider Outreach Trainings](#)

[Networking Breakfasts](#)



### The *Help Me Grow* National Network ***Help Me Grow* Delaware Mall Kiosk**

In 2012, *Help Me Grow* Delaware creatively used a mall kiosk as a different way to market *Help Me Grow* to families.



# The *Help Me Grow* National Network Sample Marketing Materials

## Help Me Grow Alameda Postcards

### Developmental Screening & Your Child

- As a parent, you may have worries or questions about how your child is behaving, learning and developing.
- **Completing the Ages & Stages Questionnaire (ASQ) for your child age 1mo-5yrs is a great way to learn about their development.**
- ASQ results help you and your doctor determine if your child might need extra support.
- Answer the screening questions the best you can. If you need help, you can ask your doctor or staff.



*A screening is a quick check of your child's development. It is not a formal evaluation.*

All children develop differently. Understanding how to support your child's development will help your child get the best start in life.

**Help Me Grow**  
Alameda County  
PEDIATRIC STRATEGIES

### La exploración del desarrollo "SCREENING" y su niño

- En ocasiones usted podría tener inquietudes o preguntas sobre como que se desarrolla su niño, se comporta y aprende.
- Contestar los cuestionarios Edades y Etapas (ASQ) puede ser un excelente medio a través del que usted y el doctor de su niño pueden obtener información acerca del aprendizaje de su hijo.
- Los resultados del ASQ le ayudan a usted y a su doctor a determinar si su niño necesita apoyo adicional.
- Responda las preguntas lo mejor que pueda pero no dude en hacerle preguntas a su doctor de su hijo ó al personal.



*"Screening" es una exploración rápida del desarrollo de su hijo. No es una evaluación formal.*

Todos los niños se desarrollan a diferente nivel. Entender como apoyar el desarrollo de su niño le ayudará a tener el mejor inicio de vida.

**Help Me Grow**  
Alameda County  
PEDIATRIC STRATEGIES

### 子女的發展檢驗

- 對於子女的行為、學習和發展，父母親自然會擔心或有疑問。
- 為 1 個月至 5 歲大子女進行「各年齡發展階段問卷」(Ages & Stages Questionnaire, 簡稱 ASQ)，是您了解子女發展的最佳方法。
- ASQ 問卷結果可協助您及醫生決定您的子女是否需要額外協助。
- 請盡力回答問卷上的問題。如果需要協助，可請教您的醫生或診所人員。



*這項檢驗是要快速檢查您子女的發展，並不是正式的評估。*

所有小孩的發展都不同。了解如何協助子女發展，可讓他們順利展開人生。

**Help Me Grow**  
Alameda County  
PEDIATRIC STRATEGIES



help me grow



Need access  
to pre-natal  
screening?

CALL  
**2-1-1**  
for Help Me Grow

## Call Delaware 2-1-1 for Help Me Grow

If you're pregnant, you can schedule a prenatal screening to see if your baby is at-risk for birth defects or rare disorders. Call to find the prenatal care center nearest you or to talk to a health care professional. [Learn more at HelpMeGrow211DE.com](http://HelpMeGrow211DE.com)





*Help Me Grow Washington connects families to the resources needed to give ALL kids their best start*



# Help Me Grow<sup>®</sup> Washington

*A program of WithinReach*

**The Help Me Grow Washington program offers families:**

- **FREE** developmental screening, without waitlists or income limits
- **Activities and games** that support healthy growth and learning
- **Community resources**, from parenting classes to food banks
- **Referrals** for evaluation and early intervention services

**Call the friendly, knowledgeable staff at our Family Health Hotline to get started today!**

**Call 1-800-322-2588 or visit [www.ParentHelp123.org](http://www.ParentHelp123.org)**

*(Look for us under the “Child Development” tab)*

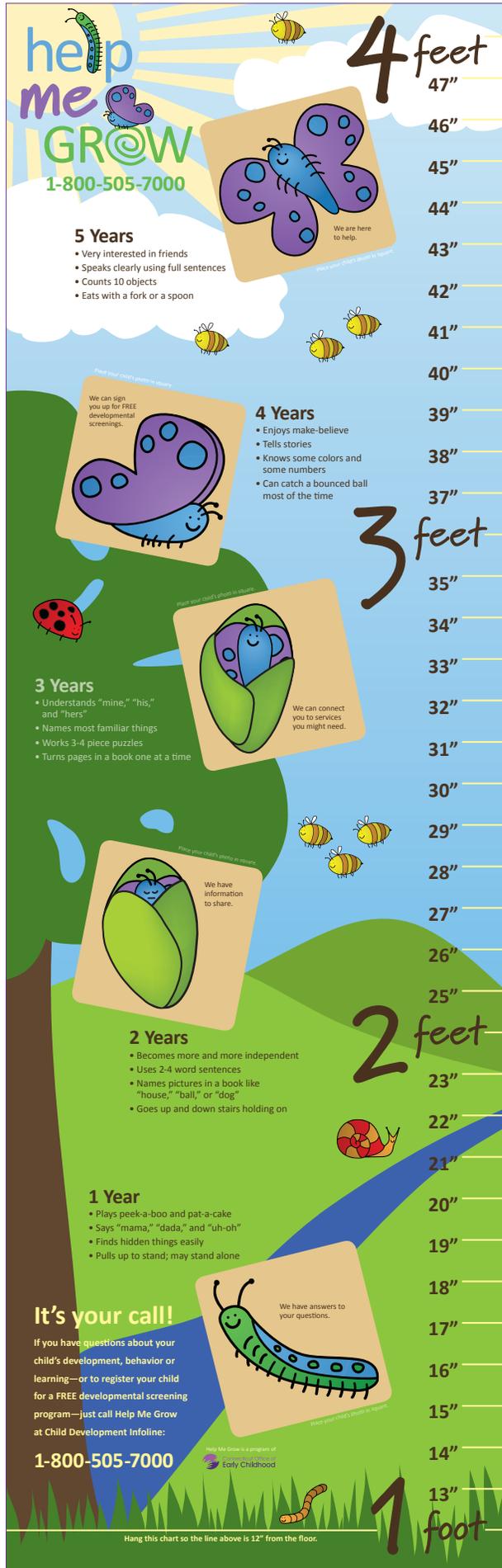


WithinReach<sup>™</sup>

We make the connections Washington families need to be healthy.

WR13001012

# Help Me Grow Connecticut Growth Chart



## Examples of Informational Print Materials

[\*Help Me Grow\* Alabama Books, Balls, and Blocks One Pager](#)

[\*Help Me Grow\* Alabama Fact Sheet](#)

[\*Help Me Grow\* Alabama Trifold Parent Brochure](#)

[\*Help Me Grow\* Alabama Trifold Physicians Brochure](#)

[\*Help Me Grow\* Alameda County Chinese Postcard](#)

[\*Help Me Grow\* Alameda County English Postcard](#)

[\*Help Me Grow\* Alameda County Spanish Postcard](#)

[\*Help Me Grow\* Alameda Will They Grow Out of It Campaign](#)

[\*Help Me Grow\* Delaware Four-Page Brochure](#)

[\*Help Me Grow\* Delaware Poster, Spanish](#)

[\*Help Me Grow\* Fresno Call & Care Coordination Examples](#)

[\*Help Me Grow\* Iowa Social Media Campaign Debrief](#)

[\*Help Me Grow\* Iowa Social Media Campaign Spreadsheet](#)

[\*Help Me Grow\* Kentucky Trifold Brochure](#)

[\*Help Me Grow\* South Carolina Two-Page Flyer](#)



# Funding & Expanding *Help Me Grow*

The goal for a *Help Me Grow* system is statewide implementation. Sustainable funding is crucial for ongoing success and growth.

This section includes an overview of planning and implementation costs, strategies to secure sustainable funding, and examples of statewide expansion in the *Help Me Grow* National Network.

## Funding a *Help Me Grow* System

### ***Help Me Grow* system expenses**

Expenses for planning, implementation, and expansion vary from state to state. Those in the planning phase of development can have budgets ranging from \$60,000 to more than \$150,000 annually. A major budget determinant is whether a the system starts at the state or county level.

Staffing costs (i.e., number of care coordinators and community liaisons) depend on the size of the population and rate of system expansion.



## **IN THIS SECTION:** **Funding & Expanding *Help Me Grow***

### **Funding**

- *Help Me Grow* System Expenses
- Common Funding Sources
- Common Funding Strategies
- Common Funding Challenges

### **Statewide Expansion: A Structural Requirement**

- Overview of Statewide Expansion
- *Help Me Grow* Delaware: A Statewide Launch
- *Help Me Grow* California: County-by-County Growth
- *Help Me Grow* Connecticut: City Pilot Program to Statewide Reach
- *Help Me Grow* Florida: Rapid Statewide Expansion

*Illustrative Expenses as a State System Develops (2011)*

	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel	\$18,750	\$37,500	\$287,500	\$396,000	\$407,880
Office Supplies and Expenses	\$24,550	\$25,290	\$26,040	\$26,830	\$27,630
Data Collection (Database Development/Maintenance)		\$20,000	\$8,000	\$3,000	\$3,000
Equipment	\$4,500		\$4,000	\$2,000	
Evaluation (Data Analysis and Reporting)			\$10,000	\$20,000	\$20,000
Meetings and Conferences	\$7,100	\$11,800	\$13,000	\$11,000	\$11,000
Marketing and Communications	\$9,000	\$10,500	\$17,000	\$21,000	\$21,000
Indirect (Admin Support; In-Kind)	\$19,000	\$32,000	\$107,000	\$138,000	\$141,000
<b>Total Expenses</b>	<b>\$82,900</b>	<b>\$137,090</b>	<b>\$472,540</b>	<b>\$617,830</b>	<b>\$631,510</b>

[South Carolina Proposed Comparative Budget \(2011\)](#)  
[Expanded Illustrative State Budget \(2011\)](#)

**Common funding sources**

A combination of monetary funding and in-kind support sustain *Help Me Grow* systems.

- United Ways/2-1-1
- State agencies (i.e., Departments of Health or Early Childhood)
- Corporate partners
- Health insurance companies
- Medicaid
- Private foundations
- Federal agencies, (i.e., SAMHSA, MIECHV, ECCS)
- Business community partnerships
- Public health organizations

[Affiliate Funding Sources Chart \(2012\)](#)  
[Role of Public Health Funding in \*Help Me Grow\* \(Forum 2013\)](#)  
[Help Me Grow & Medicaid: Opportunities for Expansion and Sustainability](#)



The *Help Me Grow* National Network

**Funding Expertise within the National Network**

*Help Me Grow* affiliate states have completed a number of successful fundraising campaigns. It can be helpful to reach out to Network peers for models, advice, and lessons learned.

[Help Me Grow Directory of Expertise Funding Specialists](#)

## Common funding strategies

Blending and braiding funding has been an effective strategy for many *Help Me Grow* affiliates, as has embedding the *Help Me Grow* system within existing organizations that have stable funding streams. Below are a few funding strategies to consider.

- Highlight the behavioral health component of *Help Me Grow* to create opportunities for funding. For example, *Help Me Grow* Connecticut has state funding because it framed *Help Me Grow* as a secondary prevention program for behavioral health.
- Offer *Help Me Grow* as a resource for foster parents to help secure funding from child protective services agencies.
- Embed *Help Me Grow* in existing programs (e.g. Home Visiting, ECCS, Reach Out and Read)
- Embed or associate *Help Me Grow* with an organization (e.g., children's hospitals)
- Join or develop social impact bonds/pay-for-success efforts
- Use your champions to market the program to potential funders
- Craft a compelling, exciting story about your *Help Me Grow* system

[Pay for Success Presentation \(Forum 2014\)](#)

[Corporate & Foundation Sustainability Strategies Presentation \(Forum 2014\)](#)

[Help Me Grow Orange County, Connecticut & South Carolina Funding Models](#)

[Help Me Grow Delaware: Embedding in State and Federal Initiatives](#)

[Help Me Grow Alabama: Moving from Grant Submission to Infrastructure Building](#)

## Common funding challenges

- Instability of state budgets
- Funders asking for evidence of direct and immediate Return on Investment. (Visit [TheHeckmanEquation.org](http://TheHeckmanEquation.org) for a wealth of resources on the practical value of investing in early childhood systems, programs, and services.)
- Turnover at governmental agencies and other community organizations
- Knowing how to talk to funders about re-purposing their dollars
- Being prepared for grant submissions (recruiting partners, starting discussions) ahead of RFP deadlines



Sustaining the *Help Me Grow* System

## Demonstrating the Cost Savings of *Help Me Grow*

In J2012, the National Center released a policy brief, "[Cost Benefits of "De-medicalizing" Childhood Developmental and Behavioral Concerns: National Replication of \*Help Me Grow\*](#)." Using research collected by *Help Me Grow* Orange County, policy brief author Christopher Taylor, MBA, demonstrates that the system has the potential to save upwards of \$50 million nationally in health care costs.

## Statewide Expansion: A Structural Requirement

All *Help Me Grow* systems must have a plan for expansion. Having a statewide vision for *Help Me Grow* from the beginning is a structural requirement for the following reasons:

1. A *Help Me Grow* system depends on building broad-based ownership of the system across service sectors to leverage resources and improve linkages in communities. While this type of collaboration can happen initially at the county or regional level, local and regional gaps and barriers to service are often rooted in larger, statewide challenges.

A *Help Me Grow* system that strives for statewide reach will have a greater ability to address these gaps and barriers, which in turn will help build an effective early childhood system that serves all children in the state.

2. A statewide system creates cost efficiencies through achieving economies of scale, thus lowering the expense of administering and delivering the system.
3. Research on early child development indicates that promoting optimal child development depends on:
  - universal screening and surveillance, so that children who may be at risk for developmental or behavioral health issues can receive services before their issues become more serious and difficult to remedy; and
  - the ability to connect with services that are comprehensive and aligned with children’s developmental phases and needs. (See the AAP article “[Identifying Infants and Young Children with Developmental Disorders in the Medical Home](#)” for more information.)

A statewide system helps to ensure universal access and identification of children for intervention as early as possible, and it facilitates a multidisciplinary approach to service delivery.

Some states choose to implement the *Help Me Grow* system statewide from the start. Others begin in one or two counties and apply a spread strategy over a determined amount of time. The process depends on the needs and the capacities of each state. Below are four examples of affiliate statewide expansion.

[Resources for Statewide Expansion](#)



Sustaining the *Help Me Grow* System

### The Importance of a Statewide Champion

It can be helpful for the Leadership Team to have a statewide champion who represents a key state agency or office. For example, Delaware secured the support of Lieutenant Governor Matt Denn early in their planning and implementation. His support was an important factor in the system’s successful statewide expansion.

[In the Spotlight: \*Help Me Grow\* Delaware Champion Lt. Gov. Matt Denn](#)

## Help Me Grow Delaware: A Statewide Launch

### STATE STATS

**Population** / 925,749

**Population aged 0-5** / app. 56,000

**No. of counties** / 3

**No. of cities & towns** / 57

**Community type** / primarily suburban

**Early childhood services** / generally administered at the state level

### EXPANSION PROCESS

In Delaware, the second smallest state in the country, it was most feasible to implement *Help Me Grow* statewide from the start. The Delaware Department of Health has contracted with Delaware United Way 2-1-1, which functions as the *Help Me Grow* Centralized Access Point for the state's three counties.

[Help Me Grow Delaware Affiliate State Profile](#)

## Help Me Grow Florida: Rapid Statewide Expansion

### STATE STATS

**Population** / 19,552,860

**Population aged 0-5** / app. 1.1 mil

**No. of counties** / 67

**No. of cities & towns** / 410

**Community type** / mix of rural, suburban, and urban

**Early childhood services** / administered at the county level

### EXPANSION PROCESS

In 2012, *Help Me Grow* Florida simultaneously implemented the *Help Me Grow* system in Miami-Dade and Hillsborough Counties. Switchboard of Miami, the Dade County organizing entity, has expanded services for *Help Me Grow* into neighboring Monroe County.

In the 2014-2015 session, the Florida Legislature and Governor Rick Scott allocated \$2 million through the Office of Early Learning to support statewide expansion of *Help Me Grow*.

During the initial year, *Help Me Grow* Florida will issue an RFP for up to five additional 2-1-1 regions and their service partners to receive funding and technical assistance. If *Help Me Grow* Florida successfully implements its plan over the next 6-8 months, legislators may allocate recurring funding through the next legislative session to sustain and grow the program to all 16 of the 2-1-1 regions covering Florida's 67 counties.

An inaugural statewide *Help Me Grow* office has been established in the Florida Developmental Disabilities Council in Tallahassee. The *Help Me Grow* Florida steering committee will recruit a statewide program coordinator.

[Help Me Grow Florida Affiliate State Profile](#)

## Help Me Grow Connecticut: City Program to Statewide Reach

### STATE STATS

**Population /** 3,596,080

**Population aged 0-5 /** app. 190,592

**No. of counties /** 8

**No. of cities & towns /** 169

**Community type /** primarily suburban

**Early childhood services /** administered at the city or town level

### EXPANSION PROCESS

*Help Me Grow* Connecticut began as a pilot program in the city of Hartford in 1998 and expanded statewide in 2002. That year, *Help Me Grow* was included in the Governor's budget and money was allocated to the Connecticut Children's Trust Fund, an agency of the Department of Social Services. The Trust Fund contracts with the CT 2-1-1/United Way Child Development Infoline to provide the Centralized Access Point.

[\*Help Me Grow\* Connecticut Affiliate State Profile](#)

## Help Me Grow California: County-by-County Growth

### STATE STATS

**Population /** 38,332,521

**Population aged 0-5 /** app. 2.5 mil

**No. of counties /** 58

**No. of cities & towns /** 482

**Community type /** mix of rural, suburban, and urban

**Early childhood services /** generally administered at the county level

### EXPANSION PROCESS

In 2005, *Help Me Grow* Orange County, California, became the first site to replicate *Help Me Grow* in the country. With support from the Kellogg Foundation, California became a *Help Me Grow* replication state in 2011 and developed a consortium comprised of Orange, Alameda and Fresno counties, in collaboration with California Project LAUNCH, to implement *Help Me Grow* across the state.

In 2012, *Help Me Grow* California created a Learning Community to engage and cultivate counties and regions interested in becoming *Help Me Grow* affiliates. To date, 21 counties participate and are represented by stakeholder groups from early childhood, mental health, special education, early intervention and health sectors.

In 2013, *Help Me Grow* California developed an affiliation application process for Learning Community counties interested in adopting the *Help Me Grow* system. Recognizing the need for a state-level infrastructure to support this expansion, California has developed a business plan and will focus on four key tasks: provide support to county affiliates; promote sustainability and growth of the system; support the collection and analysis of data statewide; and conduct advocacy and policy activities.

[\*Help Me Grow\* California Affiliate State Profile](#)

## Resources for Statewide Expansion

[Building State Systems for Optimal Child Development: Affiliates Report](#)

[Report on State Leadership in Building an Early Childhood Development System 2011](#)

[Helping Communities & States Spread and Scale Up Integrated, Place-Based Initiatives for Children](#)