

HMG Affiliate Summary of Evaluations

HMG Study 1 -	
Responder Information	Name: First 5 Fresno County Affiliate: Exceptional Parents Unlimited/Fresno County
Status (select one)	Completed In process
Study Focus (select one)	HMG independent HMG in combination with other initiative
Model Relevance (Select one)	HMG Call Center Physician Outreach Family Engagement Community Outreach Developmental Screening Other (please specify): Scan of all core elements of HMG
Study Framework (Describe each)	Primary research question: This memo highlights and synthesizes select findings from Harder+Company's scan of California Help Me Grow Models. The scan—spanning from November 2016 through March 2017—was designed to help First 5 Fresno County better understand the core elements of the Help Me Grow model, and to help inform implementation of the model in Fresno County. Target population: 0-5 Sample size (if applicable): Landscape review of all HMG California affiliate sites and a series of key informant interviews from four counties across the state Study design: Review of public documents and key informant interviews
Key Findings	The findings and considerations highlighted in this memo are intended to help inform F5FC's and other HMG partners' next steps in system planning and implementation. In order to ground this process, it is recommended that HMG Fresno partners keep the following core questions in mind: <ul style="list-style-type: none"> • Goals: What are the goals of HMG Fresno, and how do they map onto the larger 0-5 systems-level landscape in the County? • Partners: Who should the key players be in the HMG system moving forward, and what will be each of their roles? • Process: What mechanisms are in place to facilitate ongoing collaborative planning and implementation, and who is responsible for maintaining structure and accountability?

	<ul style="list-style-type: none"> • Learning: What steps will F5FC and other partners take to ensure the ongoing evaluation of HMG Fresno, and how will evaluation inform implementation moving forward?
Other <i>Please describe other relevant information such as budgets, consults, etc.</i>	Harder+Company Community Research conducted the scan.

HMG Study 2	
Status (select one)	Completed In process
Study Focus (select one)	HMG independent HMG in combination with other initiative
Model Relevance (Select one)	HMG Call Center Physician Outreach Family Engagement Community Outreach Developmental Screening Other (please specify):
Study Framework (Describe each)	Primary research question: Target population: Sample size (if applicable): Study design:
Key Findings	<i>Please provide a written of key findings and take aways from this study.</i>

Help Me Grow Model Scan: Summary of Key Findings

This memo highlights and synthesizes select findings from Harder+Company's scan of California Help Me Grow Models. The scan—spanning from November 2016 through March 2017—was designed to help First 5 Fresno County better understand the core elements of the Help Me Grow model, and to help inform implementation of the model in Fresno County. Findings were obtained through a review of public documents, as well as a series of key informant interviews with stakeholders across the state. Findings are outlined in a number of core areas, and include follow-up considerations that First 5 Fresno County and other Help Me Grow Fresno partners may wish to address moving forward.

Introduction

Help Me Grow (HMG) is a system designed to connect children at risk of developmental and behavioral issues with the services they need.¹ Overall, HMG systems vary in their implementation across affiliate sites as the model is meant to be adapted to address the unique needs and circumstances of local communities. In order to better understand how communities have adapted the model to meet their needs, Harder+Company completed a statewide scan of HMG affiliates and their practices. This scan included a landscape review of all HMG California affiliate sites—utilizing public facing documents and information—as well as a series of key informant interviews with stakeholders from four counties across the state.

This memo outlines and synthesizes findings from the scan, and is intended to serve as a resource to inform ongoing HMG planning and implementation in Fresno County. Findings are organized into the following sections, based on the core components of the HMG model and the project's guiding research questions, crafted in conjunction with First 5 Fresno County (F5FC): System Organization and Role of First 5; Child Health Care Provider Outreach; Community Outreach; Data Collection and Evaluation; Centralized Access Point; and Collaboration and Accountability. Each section also includes a set of key considerations for F5FC and other HMG Fresno partners to consider moving forward.



System Organization and Role of First 5

First 5 commissions play a central funding role in each county, but vary considerably in their system role. While some commissions have chosen to contract out core functions of their system, others prefer to leverage internal staff.

The HMG lead entity, whether First 5 or an external agency funded and guided by First 5, typically plays a “glue-like” function that includes **convening cross-system partners, ensuring accountability of key players, and facilitating evaluation activities**. Notably, some interview respondents described the value of separating the funding role from the system coordination role, so that the lead entity could focus solely on support and ground-level implementation. One respondent also shared that, in addition to First 5, it can be helpful to involve another public agency in a leadership capacity.

¹ Help Me Grow National Center: www.helpmegrownational.org

Key Considerations

Respondents noted that clarifying roles and responsibilities between partners can be an iterative process, especially during early implementation. As HMG Fresno partners continue to support planning and implementation in this early stage, they should consider and address the following:

- Confirm what F5FC's role/function will be in the HMG implementation process, and what role F5FC will play in funding HMG Fresno moving forward.
- Determine what roles other partners will play, and what levels of resources and staffing are needed to fulfill these roles/functions.
- Identify the specific responsibilities the Lead Entity will hold in HMG Fresno (e.g., systems-level accountability, contract compliance, partner facilitation, direct service, etc.).



Child Health Care Provider Outreach

Health care providers play a critical role in child development, and are in a unique position to identify children who are at risk of delay. As such, one of the HMG model's core components centers on outreaching to these providers to support early detection and intervention.

When respondents were asked to identify pathways to intake and service, **health care providers, such as pediatricians and family practice doctors, were identified as the most common source of referrals to HMG.** However, respondents frequently referenced the challenges of effectively engaging health partners in their systems.

Articulating the value of HMG to child health care providers has been a learning process for most affiliates. Multiple respondents shared that doctors want to be assured that when families are referred to HMG, they do in fact receive the services they need. When recruiting doctors to participate in HMG, respondents shared that it has been important to be able to show them their referral success rate. In addition, respondents reported that holding **a formal partnership with a respected health care organization** can improve health care provider engagement and increase general buy-in.

Key Considerations

Respondents all highlighted the importance of buy-in from the medical community and acknowledged that this requires an intentional communication strategy. Key considerations for HMG Fresno partners to address include:

- Assess HMG Fresno's current successes and challenges conducting child health care provider outreach, and determine opportunities for strategic growth.
- Identify potential partnerships to pursue in Fresno County that could help bridge gaps with the medical community (e.g., medical centers, physicians' associations, nurse liaisons, etc.).



Community Outreach

HMG's second core component, community outreach, is intended to promote the merits and use of the model, as well as facilitate connections among families and service providers.

Respondents spoke of multiple forms of targeted outreach, including direct outreach to families as well as outreach to service providers. When reaching out to families directly, one respondent shared that **parents are more responsive to strategies that focus holistically on the parent-child relationship**, as opposed to the narrower topic of developmental screening.

Multiple respondents also noted that the most efficient outreach strategy was to **leverage relationships with other service providers that interact with families** of young children. Specifically, they discussed the value of co-locating HMG and family navigation staff in strategic settings where clients often pass, including health clinics and child care agencies. Multiple respondents also discussed partnering with the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

Key Considerations

Respondents highlighted the importance of having communication strategies that clearly articulate the value of HMG. Key considerations for HMG Fresno partners to address include:

- Develop a uniform strategy for branding and publicizing the merits and value of Help Me Grow in Fresno County.
- Develop outreach strategies to target both families and service providers, with communication methods tailored to each group.



Data Collection and Evaluation

Data collection represents another of the HMG core components, and is intended to build understanding of the system's impact, as well as identify gaps and barriers to service.

Throughout the key informant interviews, data and evaluation were discussed in three ways: (1) evaluation for **contract compliance**, (2) evaluation for **system-level continuous improvement**, and (3) **case-level** monitoring and evaluation. Respondents reported that, while data collection and evaluation are often emphasized and encouraged, actual capacity to manage and analyze system data varies across counties.

Key Considerations

Respondents recognized the importance of data and also acknowledged the need for sufficient capacity to be able to reflect on the data for ongoing continuous improvement. Key considerations for HMG Fresno partners to address include:

- Identify what questions partners would like to quantitatively answer about HMG Fresno, as well as what key data is necessary to answer these questions reliably and effectively.
- Assign roles among partners for data collection, management, monitoring, and evaluation, and ensure there is sufficient capacity and resources in place to support these roles.



Centralized Access Point

Integral to the implementation of the HMG model is the centralized telephone access point, meant to connect children and their families to services and care coordination.

Findings from this scan suggest that there is a **variation of approaches to call center administration**. A number of access points are housed within the lead entity site—be it a First 5 or other organization type—while some affiliates have elected to contract call centers out to other partners.

Interview respondents identified a number of factors relevant to a partner's appropriateness as a HMG call center site. First, the administrating entity should have a **strong reputation in the community**. Further, in terms of infrastructure and readiness, it may be helpful to utilize an entity that already operates a call center. One respondent discussed the potential benefits of leveraging a direct-service organization as the call center operator, noting that **service-providing organizations may have substantial overlap in clientele with HMG, which can aid in outreach**.

Key Considerations

Given the variation of approaches noted above, key considerations for HMG Fresno partners to address include:

- Identify opportunities for F5FC and other HMG Fresno partners to complement or support existing care coordination efforts.



Collaboration and Accountability

During interviews, respondents were asked about their counties' unique approaches to organizational and systems collaboration, as well as the accountability structures governing them. Most respondents reported that **settling into collaborative roles has been a long-term process**, requiring many adjustments along the way.

Counties employ unique workgroups and standing meetings to facilitate system and case-level collaboration among partners. The purpose of these convenings is often to facilitate conversations across sectors and address challenges. Convenings reported by respondents cover a broad range of purposes and topics, including an Evaluation Committee, Leadership Committees, Steering Committees and subcommittees, a General Council, a Roundtable, Networking Breakfasts, Connection Cafes, Family Advisory Committees, and others.

Key Considerations

Counties support collaboration and accountability through a diverse set of workgroups and meetings. Key considerations for HMG Fresno partners to address include:

- Convene HMG Fresno partners to define the collective goals and objectives of the local HMG system, and consider drafting a multi-year strategic plan.
- Identify potential systems or organizational partnerships in Fresno County that could serve to further the goals and objectives of HMG, and outline processes to develop these partnerships.
- Determine what workgroups and standing meetings should be in place to support HMG Fresno planning and ongoing implementation, and who is best positioned to convene, facilitate, and manage these processes.

Next Steps

The findings and considerations highlighted in this memo are intended to help inform F5FC's and other HMG partners' next steps in system planning and implementation. In order to ground this process, we recommend that HMG Fresno partners keep the following core questions in mind:

- **Goals:** What are the goals of HMG Fresno, and how do they map onto the larger 0-5 systems-level landscape in the County?
- **Partners:** Who should the key players be in the HMG system moving forward, and what will be each of their roles?
- **Process:** What mechanisms are in place to facilitate ongoing collaborative planning and implementation, and who is responsible for maintaining structure and accountability?
- **Learning:** What steps will F5FC and other partners take to ensure the ongoing evaluation of HMG Fresno, and how will evaluation inform implementation moving forward?