



Follow the Leader: Leadership Team Management in Collective Impact

Lynn Pullano, Ed.M., Director, Help Me Grow Western New York and Help Me Grow New York State

Liz Isakson, MD, FAAP, Executive Director, Docs for Tots

Melissa Passarelli, MA, Director of Programs, Docs for Tots/Coordinator, Help Me Grow – Long Island

You're there for them.
We're here for you.



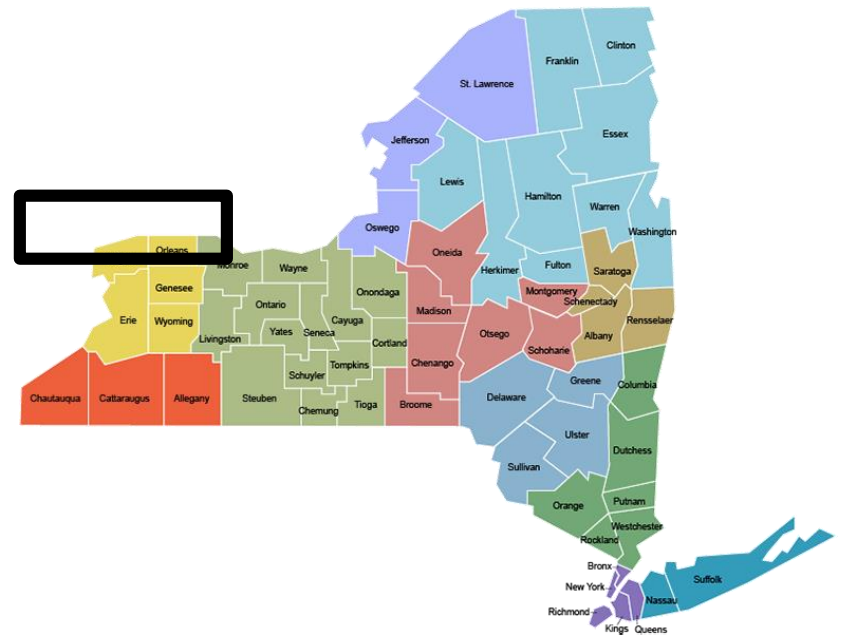
Exploration since 2009

Affiliated in 2011

First NYS Affiliate



Where is Western New York?



Why Western New York for Help Me Grow?

New York State lacks a comprehensive, coordinated early childhood system.

Health Foundation for Western & Central New York—based in Buffalo—chose HMG as a systems model to increase ROI for funded early childhood programs.

HMGWNY Footprint: A Profile

Rust Belt community on the verge of resurgence

Movement back into City of Buffalo

Large land area—8 counties

Mix of urban, suburban, rural

Local “cultures” strong and diverse

“All politics are local”

Transportation challenging, esp. in winter

Unequal distribution of EC/family resources

Pockets of child poverty (50%+)

Increasing diversity—Immigrants/Refugees

Increasing incidence of trauma

Poor population health

Concerns about environmental toxins & lead (housing)



Initial NYS Affiliate Challenges

EARLY ADOPTION

- HMG National Center TA options were more limited
- Other states were also in Exploration or Installation Phases; limited learning community
- Data from elsewhere was limited
- Model was not yet well known
- Concerns about accuracy of parents/caregivers doing screenings



Initial NYS Affiliate Challenges, cont.

MESSAGING

- Explaining a new, innovative cross-sector model
- “Is this just about screening?”
- “Are you competing with IDEA Parts B/C?...with service agencies...health homes, etc.?”
- “What exactly IS HMG? A model, a hub, an infrastructure, a program, an initiative, an approach, a movement, ...”



Initial NYS Affiliate Challenges, cont.

REGIONAL STRUCTURE

- Without a state convener or existing regional coalition, should HMGWNY be a 501(c)3? Informal partnership/coalition? Program of a larger agency?
- How can we serve 8 vastly different counties with different infrastructures?
- How can we embed roles vs. duplicate?
- How can we best allocate responsibility and hold one another accountable?
- What should communication and data sharing look like across counties?



Initial NYS Affiliate Challenges, cont.

CONCERNS ABOUT RESOURCE CAPACITY

- “Opening a Floodgate”
- Increased rates of screening may uncover service capacity challenges that can’t be immediately addressed
- Is it ethical to screen if we don’t know we have resources/capacity to resolve issues?
- Do pediatric medical providers have the capacity/time to screen?
- Do early care and learning programs have the knowledge and resources to address results?



Strong Leadership Helped Us Overcome Challenges

- Philanthropy leads the way.
- 2-1-1 serves as CAP.
- Medical champions lead by example.
- School district administrators partner w/us for UPK.
- Social Services/Health/IDEA provide resources and referrals, spread the word.
- Child care resource & referral agencies co-refer.
- Service partners help design strategies, co-refer.
- Family Partners provide a strong voice for equity and inclusion.



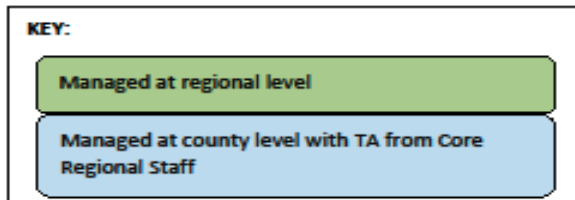
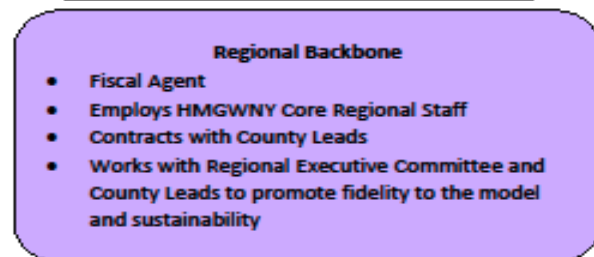
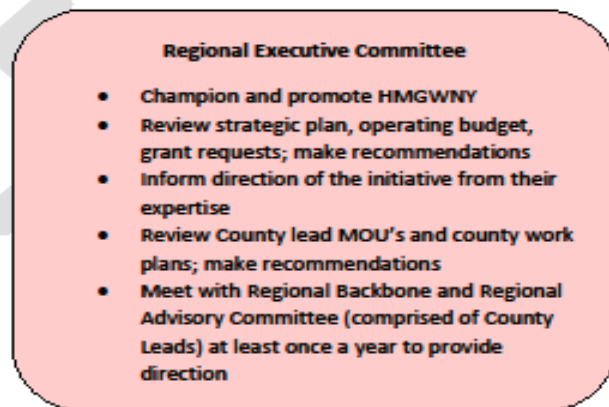
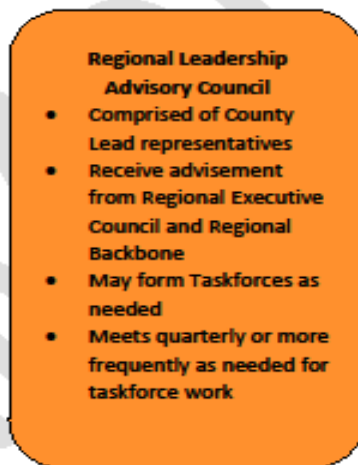
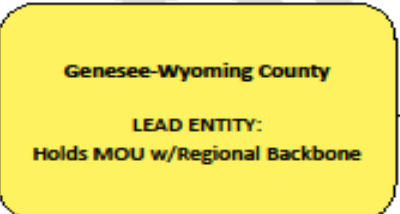
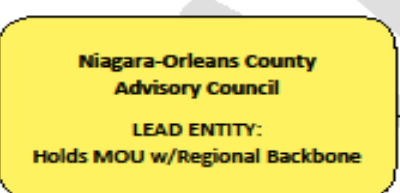
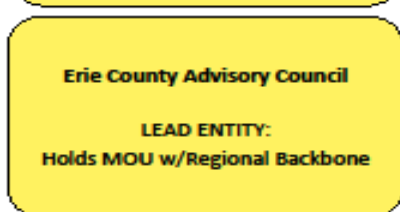
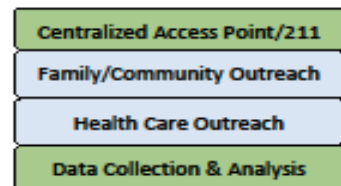
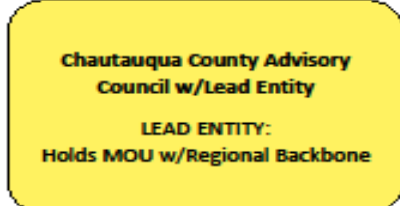
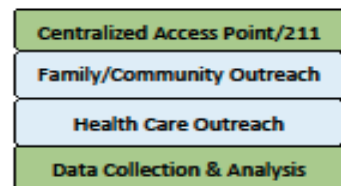
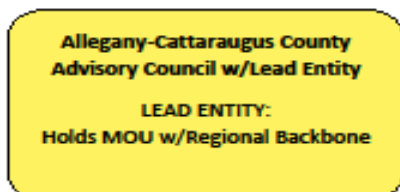
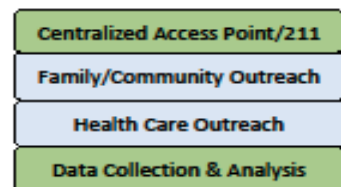
HMGWNY New Leadership Structure

Regional Centralized Access Point remains 2-1-1

Evolving toward regional Technical Assistance, Data Collection, Physician Outreach and Training functionality

Community and Family Outreach transitioning to individual lead agencies in counties

HMGWNY Core Regional Team will implement a HMG Train-the-Trainer model for county leads and select partners



Document is for illustration purposes only.

Experience Has Taught Us...

Plan for sustainability from the start.

- Blended and braided/public and private resourcing is best.
- Create a written sustainability plan, considering needs at different phases of growth.

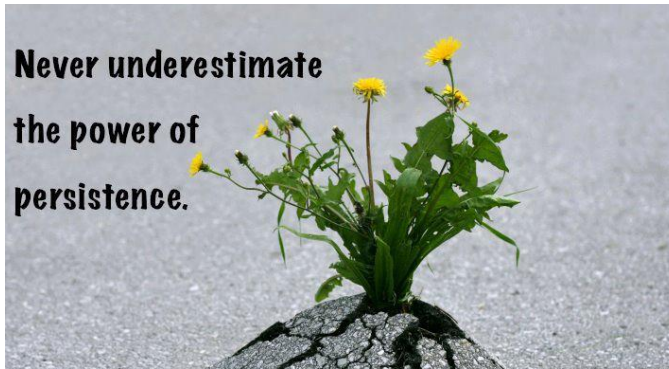
Clarity and communication are key.

- Create written leadership team charters, agreements, role definitions.
- Provide regular updates: data, stories, state-level developments.
- Messaging should be thorough but succinct.

Leaders want to lead!

- Plan meaningful engagement in decision-making.
- Understand and use cross-sector strengths of your leaders.
- Share responsibilities in ways that support missions of partner organizations.

We Also Learned...



What challenges HMG can resolve



To different perspectives with an open mind



From user journeys, other affiliates, other states, unexpected sources



This Is What Successful Leadership Looks Like

Direction:

Agreement in the group on overall goals

Commitment:

Mutual responsibility for the group



Alignment:

Coordinated work within the group



**HELP ME
GROW**
LONG ISLAND

THE EARLY YEARS MATTER

Help Me Grow – Long Island



Context:

- NY=home-rule state
- IDEA Part B/C not in same system
- Screening was happening, but not with regularity and no way of sharing information
- Many resources, but unconnected and difficult to navigate

History

2014- Developmental Screening Project

2015-

- connection with Western New York
- Funder convening- early childhood

2016-

- Initial stakeholder conversations
- ECCS
- Additional funding

Preparation for Planning Year (2015-2016)

- **Prior to ECCS funding announcement: many partner sitdowns to gain buy-in**
- **November 2016 “Community Meeting”**
 - Goal: Consensus to bring HMG to LI
 - Built off of existing Parenting Resource Network meeting/listserv, with additions from Docs for Tots and other partners (i.e. invitation forwarded, mentioned at different meetings prior to)
 - Lynn (WNY) spoke about HMG and experience in WNY

Planning Year- 2017

- **TA from HMG National**
- **Leadership Team nominations-**
 - sent out SurveyMonkey to follow-up list from Community Meeting
- **First meeting: March 2017**
 - LT chose participation in one of 4 work groups
 - Goal: set up initial meeting time

Thank you for your involvement in bringing Help Me Grow - Long Island to life! We are moving forward with the planning phase, and want to hear from you about who should be included. We are looking for leaders that represent different systems affecting early childhood across Long Island.

1. Your Name, Position, and Contact Information

2. Name, Position, and Contact Information of Nominee

3. Reason for nomination- what would this nominee bring to the Help Me Grow - Advisory Board?

Done

Initial Meeting Agenda

- **1:00PM-1:05PM HMG Video Introduction**
- **1:05PM-1:10PM Team Member Introductions**
- **1:10PM-1:20PM HMG Overview and HMG - LI**
 - The vision of Help Me Grow
 - Help Me Grow and ECCS
 - HMG - LI: The task at hand
- **1:20PM-1:40PM HMG Leadership Team Structure and Workgroups**
 - Introduction to teams and tasks
 - Break into Workgroups
 - Identify questions/concerns
 - Schedule first Workgroup meeting
- **1:40PM Debrief: Questions and Concerns**
- **1:50PM Wrap-Up**
 - Next Steps
 - Schedule next meeting
 - Leadership Team June 2017

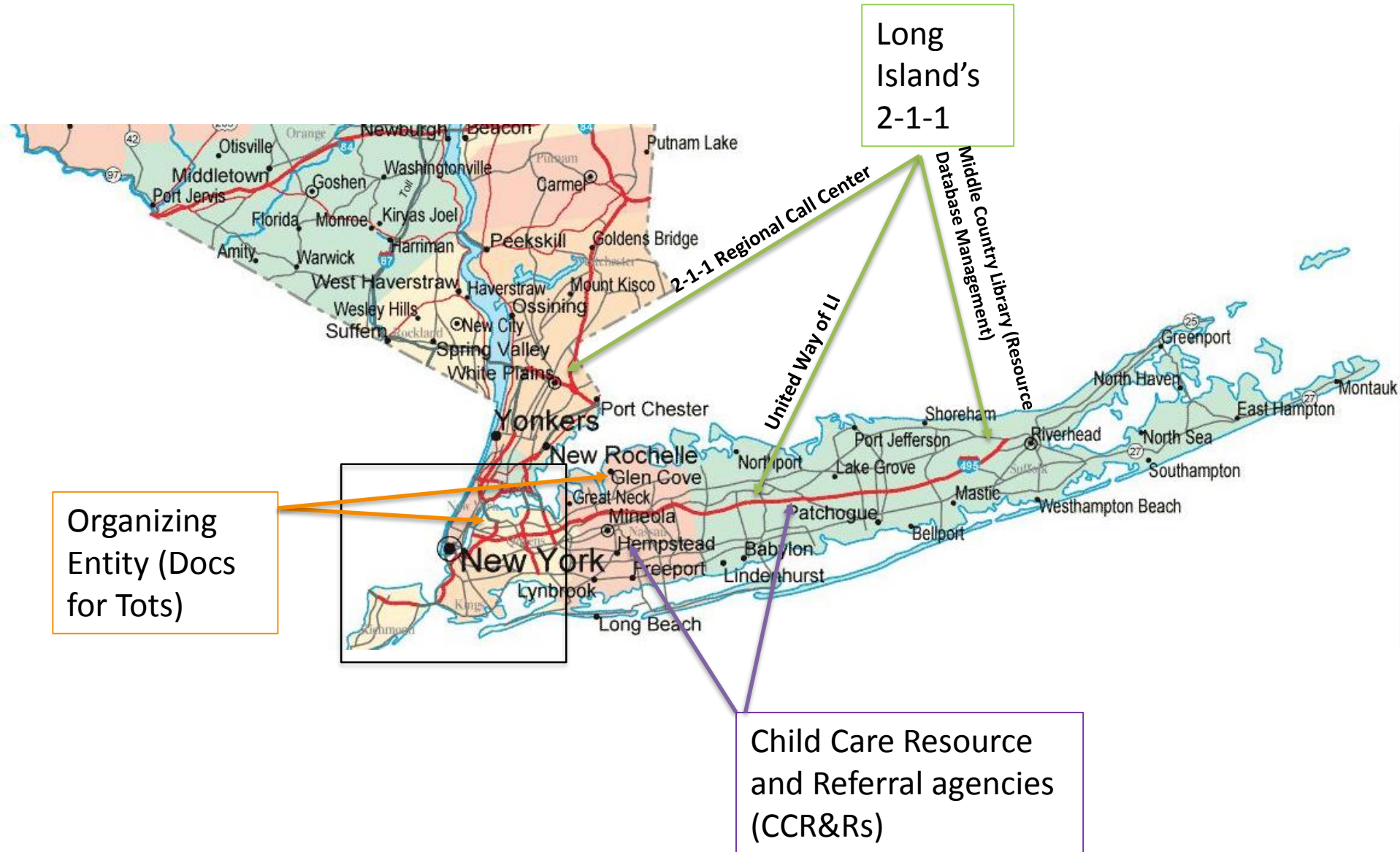
Planning Year- 2017

- **4 work groups + Family Partners**
 - **Most active work group = CAP**
 - Made up of those that were best candidates to house it
 - Plethora of riches!
 - Also strange set up (2-1-1= 3 different entities)
 - **Family Partners- difficult balance**
- **HMG National TA**
 - **Monthly phone calls**
 - **Tools:**
 - Roadmap to Replication
 - Readiness Assessments
 - Community Capacity for Change
 - Early Childhood Network Mapping Tool

Managing the Leadership Team

- Struggled with not having answers!
- HMG-LI Coordinator (Melissa)-
 - Arranged all meetings
 - Set up, sent reminders, sent follow-up
 - Halfway through designated “chairs” but still handled most coordination
- HMG National TA and tools
- HMG - WNY
- Work Groups:
 - individual conversations to foster decisions
 - Lots of confusion on what the “it” was- learned to always “prime” conversations by restating goals and next steps in emails and at the beginning/ends of meetings
 - Had groups report out at quarterly LT meetings, but still a lot of overlap that sometimes got lost in communications

Determining HMG-LI's Structure: It's Complicated



Installation Plan

- **Docs for Tots = Organizing Entity**
 - Fiscal agent
 - HMG staff= employees of DFT, supervised remotely
- **Centralized Access Point:**
 - Utilize 2-1-1 phone number and resource database
 - Care Coordinator “housed” at local CCR&R
 - Overseen by DFT
- **Physician Outreach: Docs for Tots**
- **Community Outreach:**
 - Parenting Resource Network
 - Community Outreach Work Group

Leadership Team

- Health Providers
- Behavioral health
- Home visiting programs
- Education
- County programs
- Child care
- Family support providers
- Lead Family Partners

Physician
Outreach
Work Group

Community
Outreach
Work Group

Family
Partners



Organizing Entity (Docs for Tots)

Executive Director
(.2FTE)

Director of
Programs (HMG-LI
Coordinator, .5 FTE)

Director of
Operations
(.2FTE)

HMG-LI Family
Resource
Specialist
(1.0FTE)

HMG-LI Family
Resource
Specialist
(1.0FTE)

Health Liaison
(helps with HMG
Physician
outreach in-kind)

Help Me Grow – Long Island

- **Launched January 16th, 2018 with site visit from Dr. Dworkin**
 - Grand Rounds
 - Legislative luncheon and county meetings
 - Community Kickoff
- **Three phases of “soft launch” year:**
 - January-March: Ramp Up
 - May-June: Increased demand and changes in many systems
 - July-August: overwhelming demand and uncovering issues with system!
 - September-October: Increased capacity and improved processes!

HMG-LI Leadership Team now

- At the end of every year, we had people “sign back on”-> makeup has changed slightly from 2017-2019
- Continued quarterly meetings
 - Data report outs
 - Case example
 - Discussion/feedback
 - Input/decisions made as needed

HMG-LI Leadership Team (2019)

- **Major pediatric health providers** (Northwell Pediatrics, Allied Physicians Group, NYU Winthrop, LIFQHC, Stonybrook Pediatrics)
- **Behavioral health** (IFP, Postpartum Resource Center of New York)
- **Home visiting programs** (Northwell Family Connects, Parent Child Home Program)
- **Education** (LI Pre-K Initiative, Western Suffolk BOCES, Nassau BOCES)
- **County programs** (Nassau Dept. Of Health Maternal Child Health, Suffolk Early Intervention, LIFQHC WIC)
- **Child care** (Child care resource and referral agencies)
- **Family support providers** (Family Support LI, United Way LI, Middle Country Library/Family Place Libraries)
- **Family Partners** (first recruited from a family leadership training program, then from HMG outreach)

Leadership Team Expectations

- **Attendance at $\frac{3}{4}$ meetings**
 - Can send representative or join virtually
 - Must be in person at 1 meeting
- **Expectation that the member represent their agency/be a decisionmaker**
- **Members share information about HMG to their agency/networks**
- **Annual agreements: watered down over time**

Running an Effective LT meeting

- Trial and error!
- Having good technology
 - Conference call v. webinar
 - Recording of meeting
 - Microphones
- 2 hour meeting- any “sub” meetings should happen after rather than before
- Send out materials well in advance... with the expectation that nobody will read them
- Location, location, location!
- Also, food.

Communicating with the LT

- Clear and concise communications
- Always come from the HMG-LI coordinator with “Help Me Grow Leadership Team” in the subject line
- Try to make them as sparse as possible in between meetings
- Always include/repeat important deadlines and next steps in bold

HMG-WNY and HMG-LI

-
- Regional Executive Committee
 - County leads
 - Counties responsible for outreach
 - CAP based out of 2-1-1
- Quarterly meetings
 - Utilizes 2-1-1
 - Mixed funding
 - Organizing entity=data
 - ECCS communities
- Leadership Team
 - CAP utilizes 2-1-1 but physically based out of CCR&R
 - Leadership Team shares outreach responsibilities

Leadership Team Panel

- **HMG-WNY**

- Kelly Dodd, 2-1-1WNY
- Patti Wrobel, Niagara University (education)

- **HMG-LI**

- Joy Connelly, Child Care Council of Nassau (CCR&R)
- Michele Cohen, Nassau BOCES (education)

Thank You!

- Lynn Pullano, Executive Director, HMG-WNY lpullano@hmgwny.org
- Liz Isakson, Executive Director, Docs for Tots liz@docsfortots.org
- Melissa Passarelli, HMG-LI Coordinator, HMG-LI Melissa@docsfortots.org