



## to Me Grow

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Center  
Community Child Health

Center  
Organizational Learning &  
Director's Office for

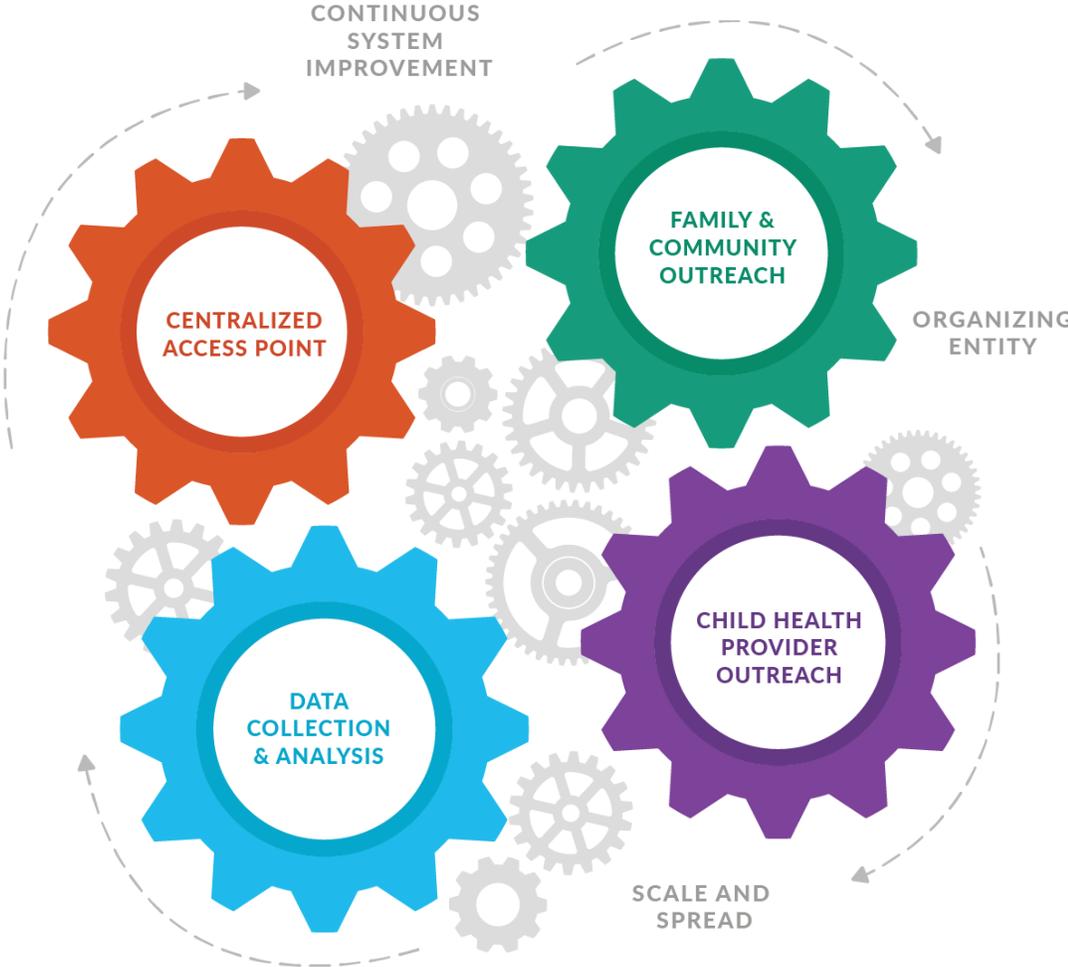


# Original Shared Assumptions (1996)

- Children with developmental/behavioral problems are **eluding early detection**
- Many **initiatives exist** to provide services to young children, their families
- A **gap exists** between child health and child development/early childhood education programs
- Children and their families would benefit from a **coordinated, region-wide system** of early detection, intervention for children at developmental risk



# HELP ME GROW MODEL



# Evolution of Help Me Grow



**1997-2004**

HMG Pilot and early growth in Connecticut



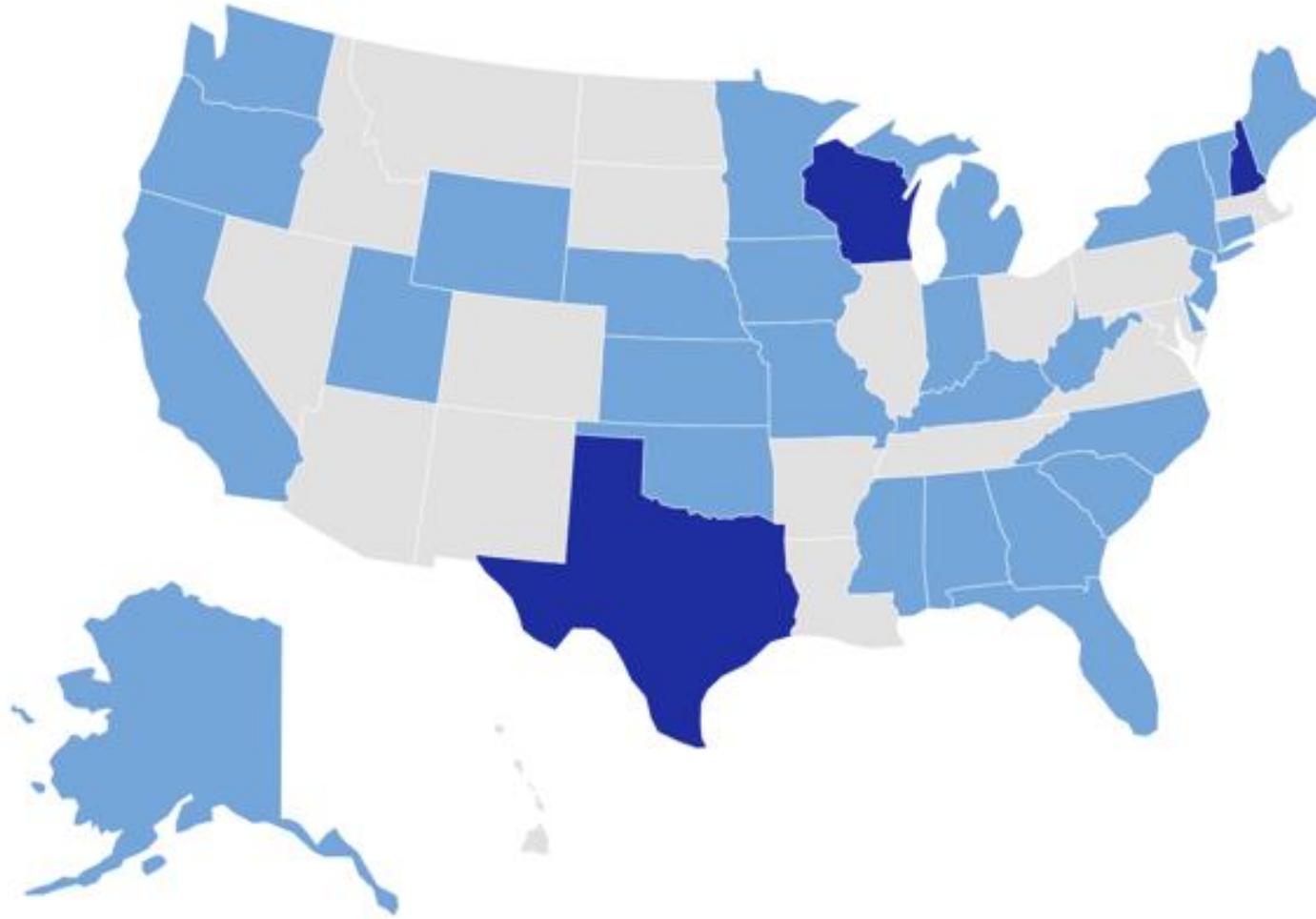
**2005**

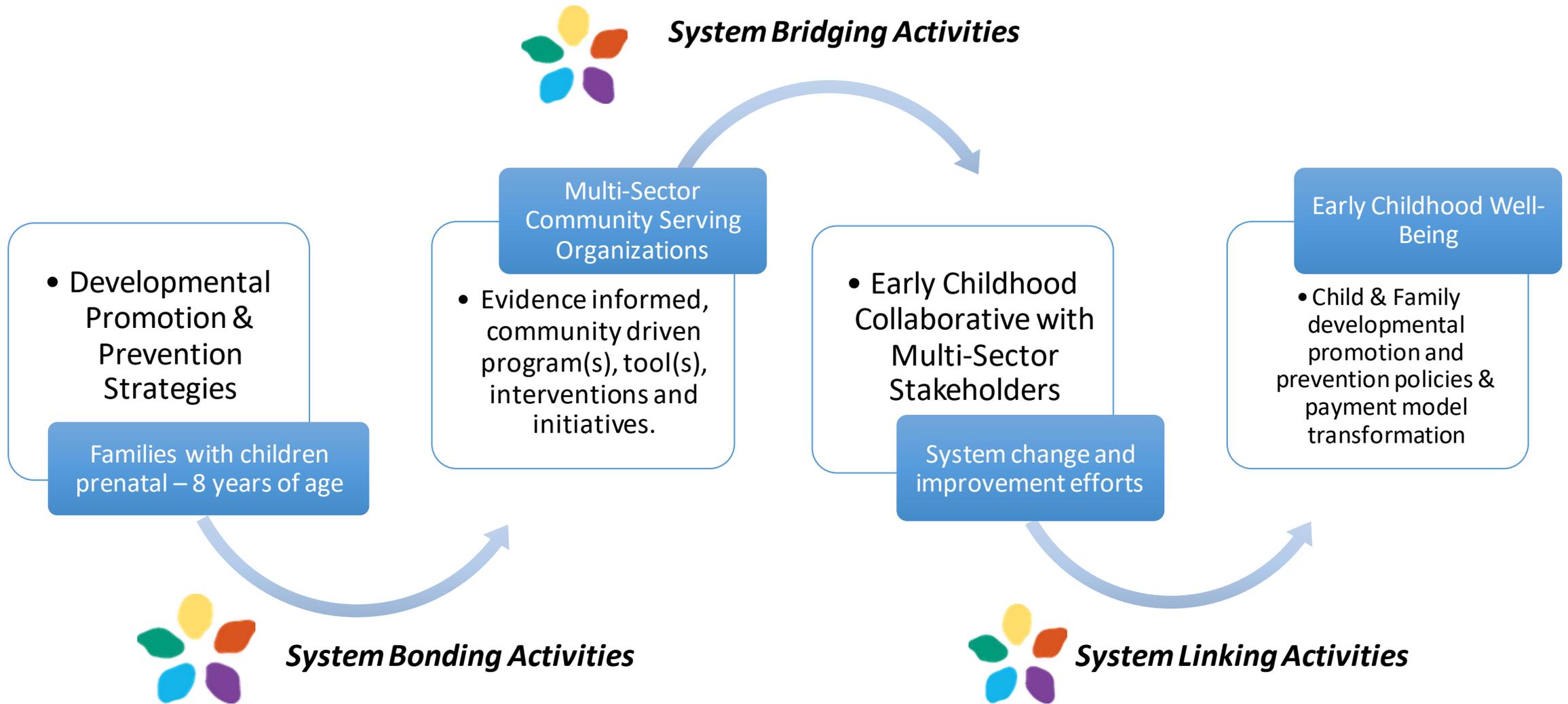
First HMG replication in  
Orange County, California



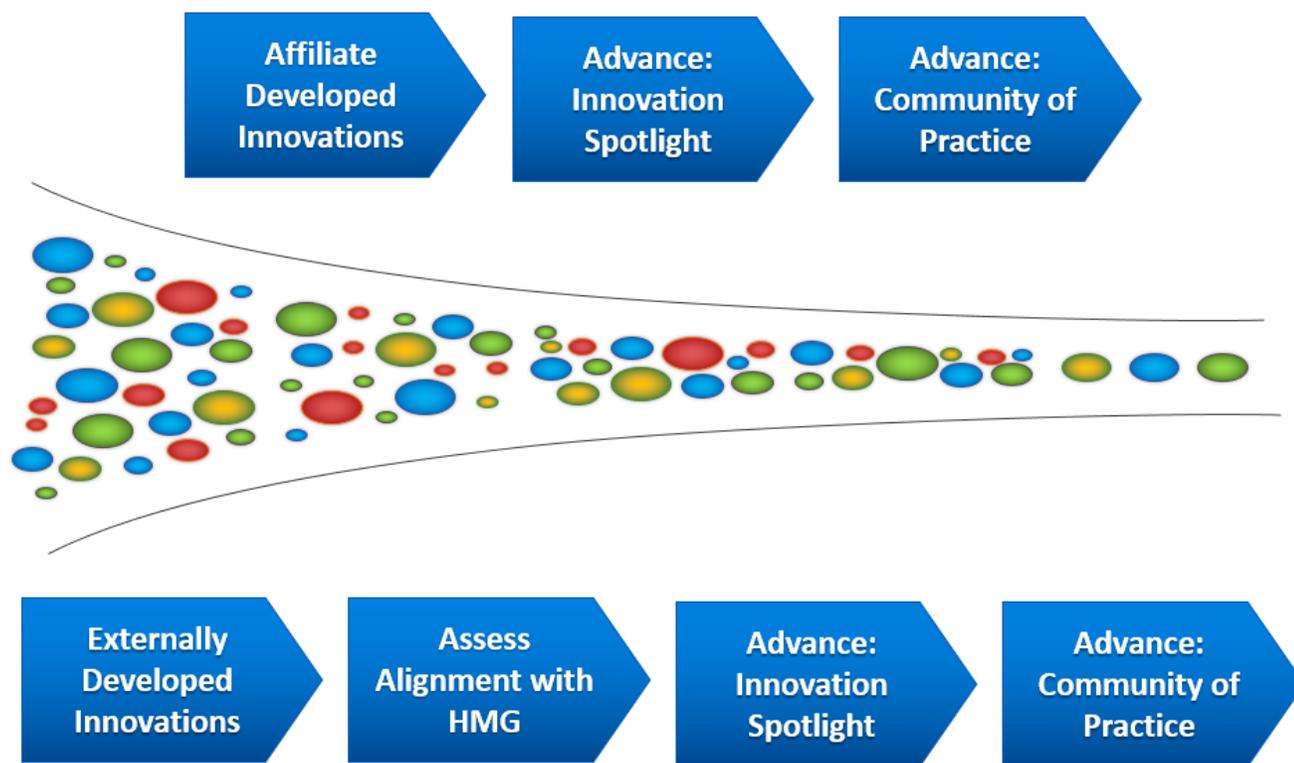
Replication to 10 additional states







# Innovative System Enhancements



## Enhancing Developmental Promotion, Early Detection, Referral, and Linkage to Services within Early Learning

Lessons from a Help Me Grow National Community of Practice



Stephanie Luczak, LMSW, Erin Cornell, MPH, Jacquelyn Rose, MPH

- 1 A specialized **child development call line**
- 2 **Linkage and follow-up** to family services
- 3 Process to **research community resources**
- 4 Real-time **resource directory maintenance**
  
- 13 **Impact Indicators and local use reports** submitted to National Center
- 14 HMG-specific **data sharing across partners**
- 15 HMG-specific data used for **quality improvement projects**
- 16 HMG-specific data used to **generate community change**



- 5 **Partners** for family and community outreach
- 6 Community **events and trainings**
- 7 **Networking** meetings
- 8 **Marketing** to promote HMG
  
- 9 **Physician champion**
- 10 **Outreach on service referral and linkage** through HMG
- 11 **Outreach on developmental surveillance and screening**
- 12 **Information sharing** about referral outcomes and/or screening, closing the feedback loop

Source: [HMG 2019 Annual Report](#)



Primer  
May 2019

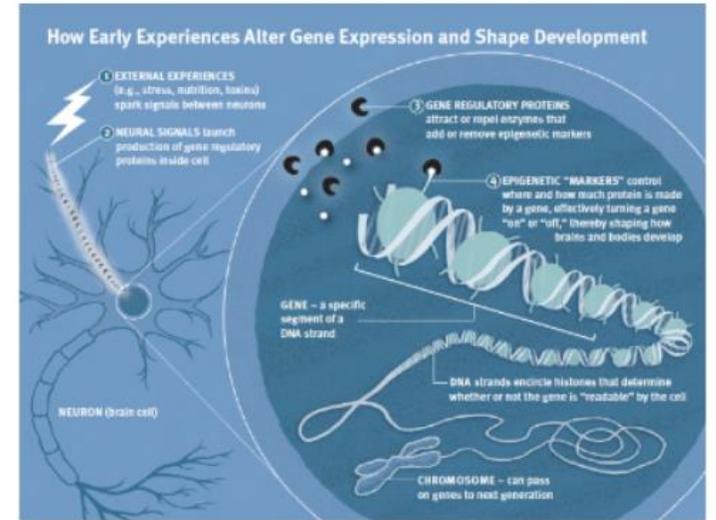
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# Targeted Universalism

## Policy & Practice

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by john a. powell, Stephen Menendian, Wendy Ake



# InCK Marks



**Update on Help Me Grow strategic planning  
Prepared December 2020**

**Using the consolidated framework for implementation research to identify factors shared among positive deviants with respect to Help Me Grow implementation: A qualitative study  
Erin Cornell  
University of Connecticut, 2020**



**Help Me Grow Business Case  
for Public Use/Distribution**

December 2020



**Centralized Access Point  
Study (CPL)**

# Help Me Grow: Defining Full Potential

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## Defining Full Potential

ex·plo·ra·tion  
eksplə' rāSH(ə)n  
*noun*

Def: The action of traveling in or through an unfamiliar area in order to learn about it.



## Exploration: Return on Investment Methodology

- ✓ Identify a national partner with experience providing consultation to innovators who are committed to changing how systems-of-care are financed, particularly early childhood systems-of-care.
- ✓ Leverage existing analysis and financial modeling of early childhood programs/interventions return on investment (ROI) and quantify the additional value add of Help Me Grow system implementation.
- ✓ Partner with Manatt Health
  - Manatt Health's team combined legal excellence, public policy acumen and commercial savvy afforded our exploration and hypothesis a diversified prospective, and critique, resulting in a novel and comprehensive output.

The logo for Manatt Health, featuring the word "manatt" in a lowercase, sans-serif font, centered within a solid orange rectangular background.

# Exploration: National Centralized Access Point Work Group

Identify partners who can help strengthen the durability, accessibility, and sustainability of HMG Centralized Access Points.

Work with affiliates to better understand the current status of HMG Centralized Access Point operations.

Co-design a process that allows for Centralized Access Point system enhancement innovations value to be measured against centralized access points current needs and future state.

Partnered with:

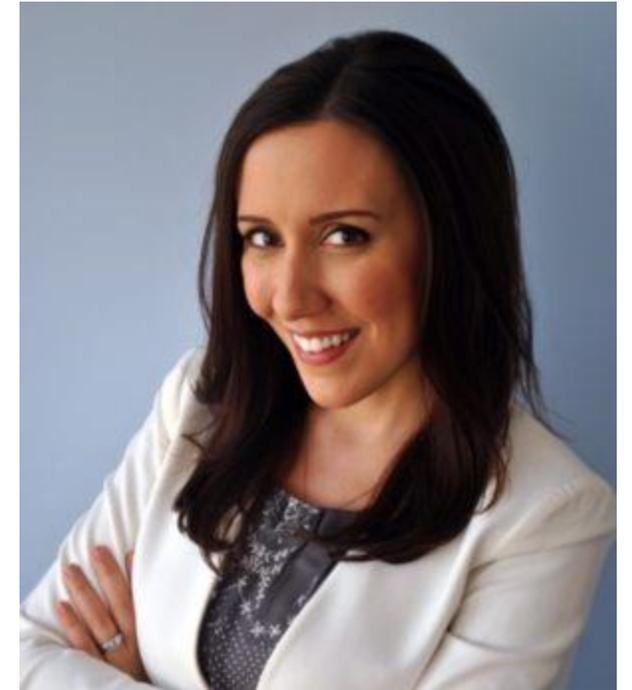


## Exploration: Enabling conditions for HMG sustainability

Conducted a Network-wide research study that identifies the enabling conditions for Help Me Grow sustainability.

Domains of HMG implementation

- Characteristics of the Model
- Inner setting
- Outer setting
- Characteristic of individuals
- Implementation process



Erin Cornell  
Associate Director and Director of  
Implementation & System Building  
Help Me Grow National Center

## Exploration: Investments and efforts that could accelerate Help Me Grow's impact

- ✓ Identify a national consultative partner that could leverage our existing portfolio of data, process, and progress of model implementation and help articulate strategic priority areas.

J.B. and M.K. Pritzker Family Foundation support and partnering aided in the identification of The Bridgespan Group.



# Defining Full Potential

in·stal·la·tion  
instə'läSH(ə)n  
*noun*

Def: Securing and developing the support needed to put a new approach or practice into place as intended, developing feedback loops between the practice and leadership level in order to streamline communication, and gathering feedback on how new practices are being implemented.

- The National Implementation Research Network



# Help Me Grow Return on Investment Calculator and Business Case

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# Installation: Return on Investment Calculator and Business Case

## HMG Savings Accrued to Various Sectors

	HMG Service	Savings Sector(s)
Short term savings	Diversion from Unnecessary Developmental/EI Assessments	 
	Food Security	
	Maternal Depression Detection & Referral	
Long term savings	Early Detection and Referral to Head Start/Preschool Programs or EI	 
	Positive Parenting	   
	Home Visiting	    
	Preventive Child Dental Care	

 EI/Education

 Public Assistance

 Healthcare

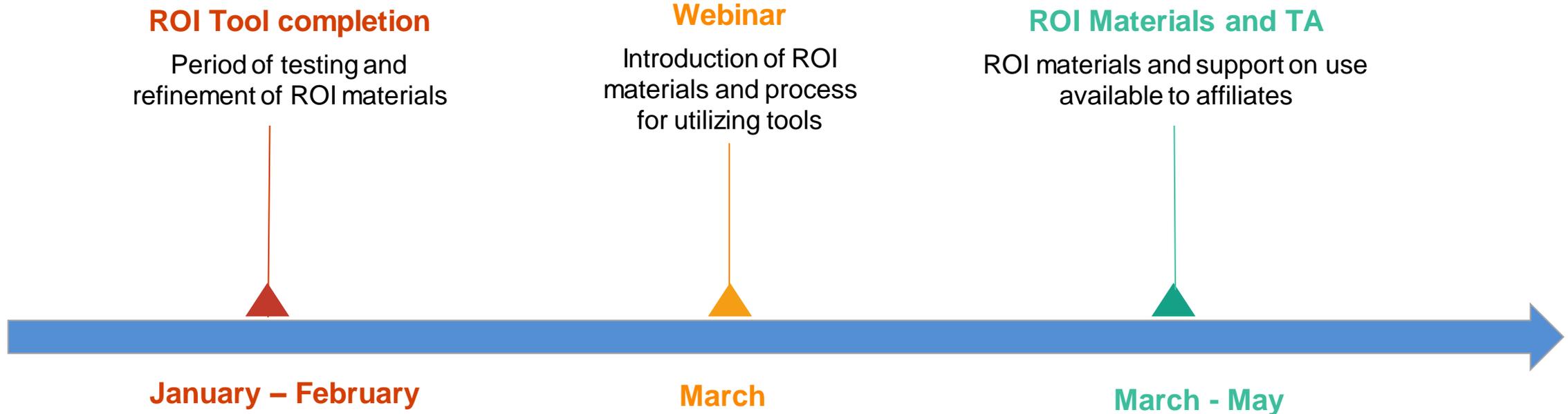
 Child Welfare

 Criminal Justice



# Installation: Return on Investment Calculator and Business Case

## Timeline and Next Steps



# National Centralized Access Point Work Group

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# Installation: Centralized Access Point Work Group

## The Why

Partner with affiliates to identify opportunities to strengthen and modernize the HMG Centralized Access Point

## The How

- Guided discussions and feedback surveys
- Facilitated by Childhood Prosperity Lab.

## The Who

- Alliance for Information and Referral Systems (AIRS)
- HMG Alaska
- HMG Indiana
- HMG Long Island, NY
- HMG Los Angeles, CA
- HMG North Texas
- HMG Orange County, CA
- HMG South Carolina
- HMG Western New York
- HMG Utah

# Installation: Centralized Access Point Work Group

## The What

Eleven recommendations for the HMG National Center

More info: Thursday, February 4th from 1 pm to 2:30 pm EST



# Positive Deviance Study

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# Installation: Positive Deviance Study

## The Why

- First research study, to our knowledge, synthesizing data from multiple Help Me Grow systems across the country to inform a more generalizable picture of implementation approaches
- Leveraged key lessons learned from ‘positive deviants’, or those Help Me Grow systems operating across several years, to identify shared practices that may be associated with driving sustainability

Using the Consolidated Framework for Implementation Research to Identify Factors Shared Among Positive Deviants with Respect to Help Me Grow Implementation: A Qualitative Study  
Erin Cornell  
University of Connecticut, 2020



# Installation: Positive Deviance Study

## The questions

- What perceptions, decision-making processes, and characteristics do organizational leaders associated with Help Me Grow implementation report as key to their success with the Model?
  - How do these factors relate to those identified through prior research, including in the Consolidated Framework for Implementation Research?
  - Does a cross-sector system building initiative require different implementation approaches than a traditional intervention?

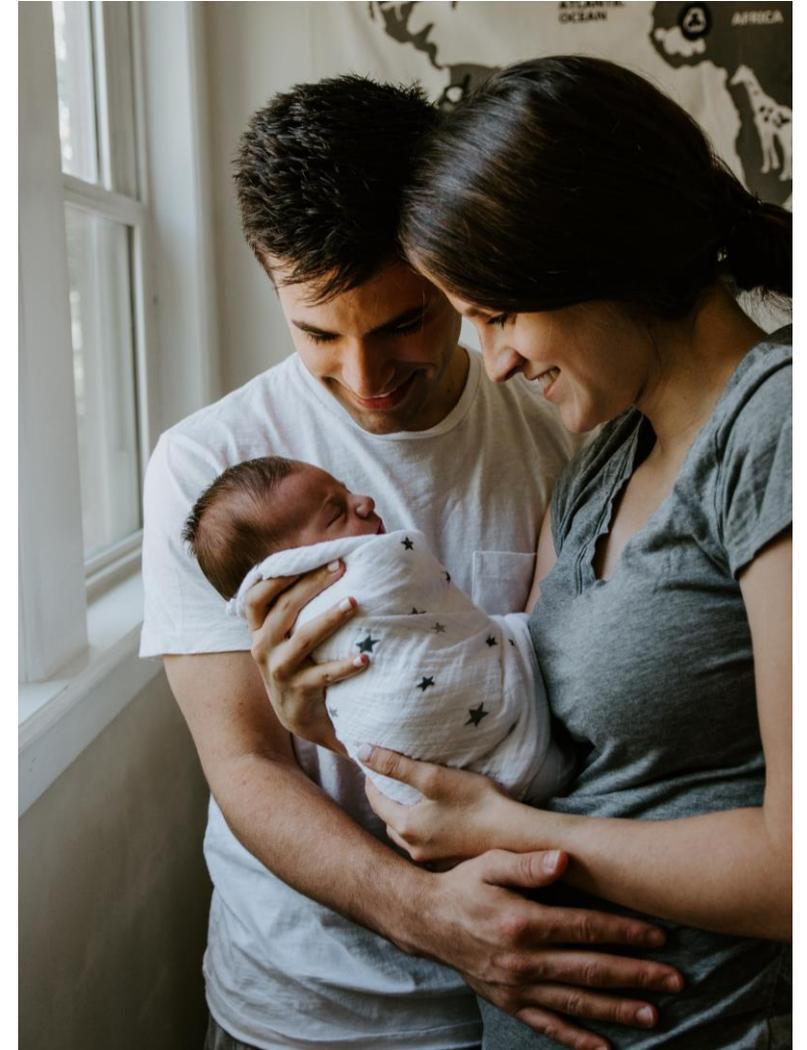
## The methods

- Leveraged longitudinal Fidelity data to identify positive deviants
- Conducted 34 semi-structured interviews across seven communities
  - Explored relevance of factors related to the model, the inner and outer context, individuals, and process

# Installation: Positive Deviance Study

## The Next Steps

- Inform our work with nascent Help Me Grow efforts (e.g. resources, leadership, partners that are critical to have in place at baseline) as well as existing Help Me Grow systems (e.g. best practices in promoting collaboration, data-informed community change, messaging, and utility of the Centralized Access Point)
- Create communities of practice among longstanding Help Me Grow communities to drive our thinking about policy and practice, and cascade learnings across the National Affiliate Network
- Add to the established evidence base for Help Me Grow



# Installation: Strategic Growth Planning for Accelerated Impact

- 1 **What is “full potential” within a HMG system** (including penetration, fidelity, and standards of practice), and what is the gap between the current Network and full potential?
- 2 What are HMG’s **goals for growth and impact** for the next five years? How should HMG prioritize growth to new states/systems vs. deepening penetration?
- 3 What will it take to **proactively fuel demand** for adopting and implementing the HMG system model?
- 4 What is the **agenda for building HMG’s evidence base**, recognizing that: 1) HMG is a system, not an intervention; and 2) there are multiple audiences for the evidence base, including new and existing affiliates, funders, and the HMG National Center?

# Installation: Strategic Growth Planning for Accelerated Impact

- **Defined “full potential” of the Network** in terms of fidelity, growth/presence, outcomes, and other standards
  - **Analyzed current state of the Network and evidence base** relative to that definition of full potential, using available quantitative (e.g., Fidelity Assessments) and qualitative data (e.g., interviews, focus groups)
  - Used current state and full potential to **identify gaps and opportunities** to close them
  - Worked with HMG team to understand **strengths and challenges of financials and organizational model**
  - Used network analysis and working sessions with the HMG team to **define options to achieve growth and impact** and name a set of **criteria to assess options**
- 
- Use criteria to **assess impact and feasibility of options**
  - Use assessment to **define strategic priorities** from among the current options. This is likely to include:
    - Mapping out **segments of the Network** on which to focus
    - Identifying **potential geographic targets for expansion**
    - Identifying actions to **drive demand for HMG**
    - Naming specific measures/metrics for HMG’s **evidence-building agenda** (including system-level outcomes)
  - **Draft a strategic direction for HMG NC** that includes:
    - Growth goals, impact goals, and strategic priorities
    - High-level financial and organizational resources needed at national level; degree of difficulty for Network
    - Evidence-building agenda
    - Hypothesis for future funding model of the National Center

# Installation: Strategic Growth Planning for Accelerated Impact

## Key activities

- Operate Centralized Access Point (CAP) call center (i.e., receive calls from families, connect families with information or referrals)
- Conduct outreach to families, communities, physicians, providers, etc.
- Collect and track data and use it to create community change

Local  
HMG  
systems

State-level “backbone”  
organizations

- Plan/coordinate expansion for HMG within the state
- Build relationships with state-level partners/funding agencies
- Plan/conduct policy activities (e.g., legislative asks, cross-sector collaborations, etc.)

HMG National Center

- Provide technical assistance (TA) and capacity building (e.g., training) to state backbones and systems
- Conduct/manage Fidelity Assessment
- Leverage private grants to support coordinated multi-affiliate TA (e.g., Communities of Practice)

## Defining Full Potential

im·ple·men·ta·tion  
impləmən'tāSH(ə)n  
*noun*

Def: Initial implementation is about trying out those new skills and practices, and getting better in implementation. In this stage, we are gathering data to check in on how implementation is going, and developing improvement strategies based on the data.

- The National Implementation Research Network



## Implementation: Defining Full Potential

- **Fidelity:** State affiliates and systems should be fully implementing the Model, with a statewide agenda for robust funding and policies to support the Model
- **Outcomes:** Systems should be meeting family needs, and HMG's presence should be helping communities and states improve ultimate child/family outcomes, particularly those that families/parents name as most important
- **Equity:** Systems and states should be serving demographically representative populations and collecting data so that outcomes can be disaggregated by race/ethnicity
- **Diffusion:** Systems and states should be engaging in continuous system improvement with the HMG National Center and implementing best practices from the National Affiliate Network
- **Growth/presence:** State affiliates should have a plan for statewide coverage, and systems should be conducting outreach in 100% of their defined geographic area, ensuring that service is equitable/accessible across demographic groups

# Implementation: Defining Full Potential

## Inputs:

- Fidelity trend data
- Network survey
- Network focus groups
- Implementation Experts' engagement
- National Centralized Access Point work group engagement
- National field leaders/key stakeholders interviews



Engaging the HMG National Center staff, affiliates, systems, funders, and national systems-building leaders, HMG identified the gaps relative to full potential, and a handful of eleven potential strategies were identified. These eleven were then evaluated in terms of their importance and their feasibility for the HMG National Center, affiliates, and systems.

This resulted in **five strategic priorities, which reinforce each other.**

# Implementation: Help Me Grow Strategic Priorities to Accelerate Growth

1. **Further validate HMG's impact model** and measure Network performance towards equitable outcomes (including those defined by communities)
2. **Accelerate the network's ability to use data to achieve community change** at the state and system-levels (including investment in services that are culturally appropriate)
3. **Clearly define how the HMG Model can be used to advance racial equity** (through the components of targeted universalism)
4. **Secure robust funding for early childhood systems infrastructure** in several key states to build momentum for a parallel national policy and advocacy agenda
5. **Pursue ~3x growth, emphasizing equitable growth within existing states** to serve populations that mirror racial/ethnic demographics of communities

## Impact

- **Strategic Priority 1:** Further validate HMG's impact model towards equitable outcomes
- **Strategic Priority 2:** Accelerate network's ability to use data to achieve community change at the system and state level
- **Strategic Priority 3:** Clearly define how the HMG model should be used to advance racial equity (through targeted universalism)

## Funding and buy-in

- **Strategic Priority 4:** Secure robust funding for early childhood systems infrastructure in several key states; build momentum for a parallel national policy and advocacy agenda

## Growth

- **Strategic Priority 5:** Pursue ~3x growth, with an emphasis on growing equitable penetration and coverage in existing HMG states

# Implementation: Help Me Grow Strategic Priorities to Accelerate Growth

## Further validate HMG's impact model

Activities	Outputs	Intermediate system-level outcomes	Ultimate system-level outcomes	Individual-level outcomes
<ul style="list-style-type: none"> <li>★ % of systems implementing each core component with fidelity</li> <li>★ % of children in catchment area interacting with CAP</li> <li>• % of families with children in catchment area aware of HMG</li> <li>• # annual interactions with key state leaders</li> </ul>	<ul style="list-style-type: none"> <li>★ % of CAP callers referred to services, linked to services, and followed up with</li> <li>★ % of CAP callers with their needs met by HMG</li> <li>☆ % of CAP callers reporting an increased understanding of services and ability to access services (<i>Hughes 2016 study</i>)</li> <li>☆ % of CAP callers attending preventative health and primary care visits consistently (<i>Alameda study</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• % of key informants in different sectors reporting there is a strong mechanism for sharing data within and across sectors</li> <li>• % of key informants in different sectors reporting they have shared goals</li> <li>• % of key informants in different sectors reporting they would know if a family is receiving multiple services</li> </ul>	<ul style="list-style-type: none"> <li>• % of children with identified concerns connected to appropriate services</li> <li>• % of children receiving a standardized developmental screening</li> <li>• % of children with emotional, behavioral, or developmental concern identified before appropriate age</li> <li>• % of families satisfied with system services overall</li> </ul>	<ul style="list-style-type: none"> <li>• Kindergarten readiness</li> <li>• Reported cases of abuse and neglect</li> <li>• "Optimism" about future</li> </ul> <p><b>Population-level outcomes</b></p> <ul style="list-style-type: none"> <li>• % of children kindergarten ready</li> <li>• % of children with reported cases of abuse and neglect</li> <li>• % of families "optimistic" about their child's future</li> </ul>

Community-specific metrics refined through parent engagement, and disaggregated across race, income, sex, immigration status, and language, if possible and applicable

★ = HMG currently tracking across whole network ☆ = HMG-specific information available for select sites, but not whole network

# Accelerate the Network's Ability to Leverage Data for Community Change

Interviews with affiliates and national leaders of systems-building initiatives have reinforced the long-held notion that *HMG's unique ability to collect data on gaps in services and barriers to access* (such as transportation, distance, eligibility, cultural fit, etc.) is a key part of its value proposition.



# Clearly Define How the HMG Model Can be Used to Advance Racial Equity

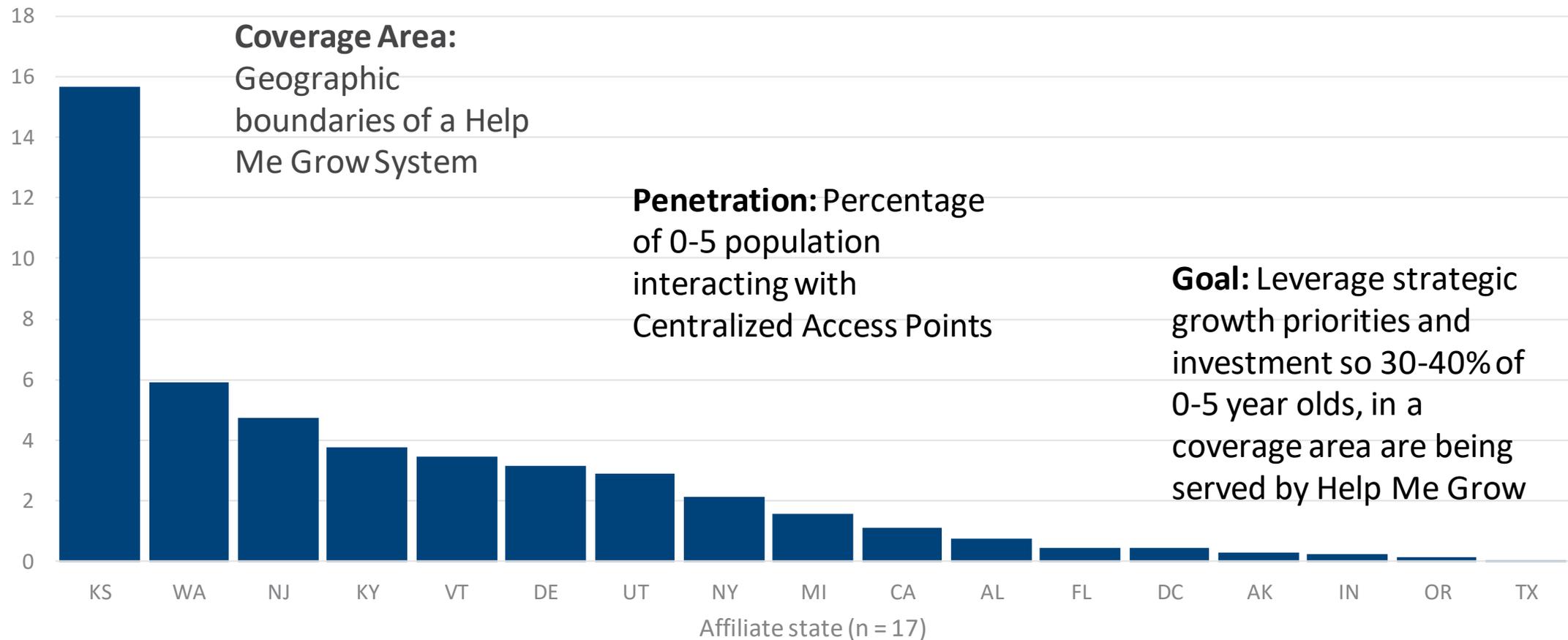
HMG applies a “targeted universalism” approach, that is, **while HMG is available universally to all families** in a community, HMG should be documenting gaps in the grid of supports and barriers to accessing existing resources, and to leverage those data to **develop targeted strategies aimed to reduce barriers in order to advance racial equity in access and benefits.**

- Standardize the collection of HMG outcomes disaggregated by race and ethnicity
- Analyze HMG system access data, and implement targeted strategies to overcome barriers



# Pursue ~ 3x Growth Equitable Growth Within Existing States and Systems

Percentage of 0-5 population in existing coverage area directly interacting with the Centralized Access Point (as of 2019)



# Secure Robust Funding for Early Childhood Systems Infrastructure to Build Momentum for a Parallel National Policy and Advocacy Agenda

## ECCS: Health Integration Prenatal-to-Three Program (2021-2026)

To build integrated maternal and early childhood systems of care that are equitable, sustainable, comprehensive, and inclusive of the health system, and that promote early developmental health and family well-being and increase family-centered access to care and engagement of the prenatal-to-3 (P-3) population.

### **The goals for the ECCS program are to increase:**

- State-level infrastructure to develop and/or strengthen statewide maternal and early childhood systems of care
- Coordination and alignment between maternal and child health and other statewide systems
- Capacity of health systems to deliver and effectively connect families to a continuum of services
- State-level capacity to advance equitable access to services for underserved P-3 populations
- And to implement policy and financing strategies that support multigenerational, preventive services



# Secure Robust Funding for Early Childhood Systems Infrastructure to Build Momentum for a Parallel National Policy and Advocacy Agenda

## HMG

### Strategic Growth Priorities

Further validate HMG’s impact model and measure network performance towards equitable outcomes (including those defined by communities)



## MCHB

### Early Childhood Comprehensive System

Set specific and measurable P–3 health equity goals in the statewide early childhood strategic plan

### *Shared Performance and Outcome Indicators*

- Timing of entry into prevention or early intervention services
- Strength of relationships, based on a network analysis, between P-3 healthy system partners and other P-3 serving agencies
- Presence/impact of family and community representatives on advisory groups
- Data collection and outcomes enables identification of disparities in core outcomes
- Health provider knowledge of, interest and participation in CIRS

# Secure Robust Funding for Early Childhood Systems Infrastructure to Build Momentum for a Parallel National Policy and Advocacy Agenda

## HMG

### Strategic Growth Priorities

Accelerate the network’s ability to use data to achieve community change at the state and system level (including investment in services that are culturally appropriate)



## MCHB

### Early Childhood Comprehensive System

Set specific and measurable P–3 health equity goals in the statewide early childhood strategic plan

<p><i>Shared Performance and Outcome Indicators</i></p> <ul style="list-style-type: none"> <li>• Degree to which early childhood system stakeholders use data for improved service coordination at case level</li> <li>• Degree to which early childhood system stakeholders use data to support planning and QI at system level</li> <li>• Training and TA provided to support the development and implementation of data sharing agreements</li> <li>• Establishment of MOUs or data sharing agreements between critical partners</li> <li>• Development or use of common or coordinated data systems that support case-level service coordination</li> <li>• Development or use of common or coordinated data systems that support system-level quality improvement and training</li> </ul>
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# Help Me Grow-ECCS Community of Practice (CoP)

## Opportunity:

- **HMG National Center will support state affiliate leads and their collaborative partners in creating compelling state-level applications for the HRSA Early Childhood Comprehensive Systems (ECCS) Health Integration Prenatal-to-Three Program funding opportunity (HRSA-21-078) due 3/15/21.**
- Five (5) weekly CoP sessions will be held before the application deadline of 3/15/21.

## Goals:

- Promote the HMG Model as a builder of state-level maternal and early childhood systems of care that are: equitable, sustainable, comprehensive, inclusive of the health system, and family-centric in engaging the prenatal-to-3 population.
- Strengthen state-level growth strategies and sustainability for HMG states and affiliates.

# Help Me Grow-ECCS Community of Practice (CoP)

## Request for Applications (RFA):

- Released by 1/22/21
- Affiliate responses by 1/29/21
- CoP confirmation by 2/1/21

## HMG-ECCS Crosswalk Webinar: 1/28/21

- Interested HMG affiliates are invited to explore the synergies and alignment between the HMG Strategic Growth Plan, the HMG model, and the intent of the ECCS Health Integration P-3 opportunity.
- Initial session will precede CoP weekly sessions.





# THE HELP ME GROW DIFFERENCE

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A better future starts with Help Me Grow. By supporting our young children today, we promote healthier and more prosperous communities tomorrow.



## An Opportunity to Maximize Children's Potential

The early years present incredible opportunity to build a strong foundation as the brain rapidly develops during the first five years of life. All children benefit from an organized system of community resources to help them thrive, like health care, quality early learning experiences, healthy nutrition, and parent support. However, when the system is not well organized, it can be difficult for families to access resources for their children and challenging for service providers to connect families to needed supports. This can have long-lasting consequences on children's health and well-being.

## A Solution to Help Young Children Shine

A network of community resources works like a power grid. When the grid functions well, families can plug in to an organized flow of resources and easily access the ones they need. Help Me Grow strengthens the grid by maintaining a current directory of available services and connecting service providers to each other to create an interconnected system. Families benefit as Help Me Grow listens to them, links them to services, and provides ongoing support. Help Me Grow is available to all children, including those whose families may have concerns or simply want to learn more about their child's development.



## A Vision for a Brighter Future

Thriving communities depend on the well-being of all members. By providing families with equitable access to the resources they need when they need them, Help Me Grow works to ensure we all enjoy more vibrant years ahead.

# Discussion

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