

Help Me Grow National Network Relations Assessment Report

Prepared for: Help Me Grow National
Prepared by: Hopeward Consulting
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Network Assessment Overview

Hopeward Consulting (Hopeward) conducted a comprehensive assessment on Help Me Grow Network Relations for the Help Me Grow National Center (The National Center, HMG National, National) to evaluate engagement, communication, and collaboration within the HMG affiliate network. This assessment aimed to identify successes, challenges, opportunities, and affiliate preferences related to network relations specifically focusing on opportunities to enhance meaningful connection, participation, engagement, and communication within the network.

This report outlines the processes, analyses, observations, and key findings from the HMG network relations assessment. The assessment provided valuable insights into the dynamics of the affiliate network. The comprehensive data analyses offer a nuanced understanding of the current state of network collaboration, communication, and engagement including barriers and identified opportunities for enhancements.

The assessment process was comprised of two stages:

1. Data Gathering - Hopeward gathered input and feedback from HMG National staff and HMG affiliates (state & local leads) through document review, one-on-one interviews, facilitated listening sessions, and surveys to holistically understand the needs, barriers, and opportunities related to engagement, communication, and feelings of connectedness within the HMG network.

2. Analysis and Recommendations - the qualitative and quantitative data gathered through the data collection processes was then analyzed by Hopeward Consulting. Major themes, observations, and key takeaways were identified and then used to inform network relations recommendations and guidelines.

Stakeholder Engagement

Stakeholders are the different people or groups that care about (have stake in) your network's success. Asking these different groups to share their experiences, insights, and feedback leads to a more collaborative and holistic understanding of the networks' internal and external strengths and weaknesses. It generates different ideas, encourages thinking out of the box, and spots trends that may be internally and externally impacting your network. Additionally, stakeholder engagement supports building relationships; increasing participation and investment in your network, its mission, and its success.

The following stakeholders provided their feedback, perspectives, and experiences on HMG network relations:

- Help Me Grow Affiliates (State and Local Leads)
- HMG National Staff

Hopeward Consulting worked with HMG National to thoughtfully and intentionally engage and gather feedback from identified stakeholder groups. To meet the capacity and participation preferences of the broad HMG network, a variety of engagement opportunities were made available to affiliates (state and local leads) and HMG National staff. Outreach to affiliates and National staff, was coordinated and distributed across multiple communication platforms to increase awareness of the opportunity to all affiliates.

Participation from the HMG affiliate network was notable, with a large majority (87% or 27 out of 31 affiliates) of affiliate states sharing their insights and experiences during the assessment. At the time of the assessment the HMG affiliate network consisted of 31 states. Engagement in the assessment process from HMG affiliates included 100% participation from multi-system states (7 of 7 multi-system affiliates), and 83% participation from single system states (20 of 24 single system affiliates). Additional information on affiliate engagement and participation can be found in the HMG Affiliate data analysis and findings section of this report.

HMG National staff were also highly engaged in providing feedback on HMG network relations. At the time of the assessment HMG National had nine staff members. Four staff members were identified by HMG National to participate in individual interviews. 100% of those team members participated in individual interviews. Additionally, a survey was sent to all nine HMG National team members. Six HMG National staff members completed the survey (67% or 6 out of 9 staff members). Please note that the four identified HMG National staff were also offered the opportunity to engage in individual interviews and may not have participated in the survey due to alternative participation in the interview process.

Exploratory Questions

Exploratory questions are specific questions, concepts, or prompts that are designed to guide the assessment process. Exploratory questions provide a framework for gathering data and information that can then be analyzed and reported on.

Hopeward Consulting worked with HMG National to identify the relevant exploratory questions (listed below) to assess HMG network relations. Findings from the network assessment will be used by HMG National to inform decision-making, improve practices, and serve as a baseline understanding of the HMG network.

- What conditions promote optimal affiliate engagement within the network and with the National Center?
- What is HMG National network relations?
- What can the National Center do internally (policies, protocols, practices, approaches) to enhance and better support HMG network relations?
- To what extent after affiliates-to-affiliate connections desired by the network?
- How can National best facilitate affiliate-to-affiliate connections?
- To what extent do affiliates feel the HMG National makes decisions with them versus for them?

Access

- To what extent do leads want access to HMG National, communications, information, and each other?
- To what extent do leads feel they have access to HMG National staff?
- To what extent do leads feel they have access to HMG National news, resources, opportunities, and information?
- To what extent do leads feel they have access to other affiliates?

Connection

- To what extent do leads want connection to HMG National, communications, information, and each other?
- To what extent do leads feel connected to other affiliates?
- To what extent do leads feel connected as a member of the HMG community?
- To what extent do leads feel connected to HMG National?

Belonging

- To what extent do leads want to feel a sense of belonging within the HMG network?
- To what extent do leads feel a sense of belonging within the HMG network?
 - How does this correlate to:
 - Time in the HMG community?
 - Perceived grasp on the Model?
 - Perceived National Center expectations?

Ownership

- To what extent do leads want to be a co-owner over HMG vs. having HMG National Center lead?
- To what extent do leads feel they are a co-owner/ leader of the HMG trajectory at the National level?

Barriers

- What are the barriers leads currently face regarding access, connection, belonging, and ownership?

Data Collection & Analysis

The network assessment was conducted through a meticulous blend of quantitative and qualitative data collection methods, designed to provide a comprehensive understanding of the HMG network infrastructure and function. Data collection tools included individual surveys, listening sessions, document review, and electronic surveys.

Following the data collection process, Hopeward Consulting conducted quantitative and qualitative analysis on the data. This report is structured into distinct sections by audience, HMG National staff and HMG affiliates. Each section combines data analysis and stakeholder input to provide a holistic perspective on the current state of the network.

HMG National Staff

The following data collection tools and processes were identified and developed by Hopeward Consulting in partnership with HMG National.

Survey
Individual Interviews
Document Review

HMG National Participation

At the time of the assessment HMG National had nine staff members. Four staff members were identified by HMG National to participate in individual interviews. 100% of staff offered the opportunity to engage in an individual interview participated. Additionally, a survey was sent to all nine HMG National staff. Six staff members completed the survey (67% or 6/9). Please note that four identified HMG National staff were also offered the opportunity to engage in individual interviews and may not have participated in the survey because of alternative participation in the interview process.

HMG National Staff Survey

As part of the Network Assessment, Hopeward Consulting gathered input and feedback from HMG National staff through a document review, one-on-one interviews and the distribution of an electronic survey.

Survey Methods

The survey for HMG National staff was an iterative development process in partnership with HMG National Staff. The survey utilized a variety of question types including drop-down selection, Likert scale, multiple choice, and open-ended responses. Upon final approval by HMG National, the survey was made available electronically (utilizing Qualtrics).

Direct indicators such as name and staff position were not collected, however indirect indicators such as length of time at HMG National, and responses to open-ended questions were collected. In alignment with established anonymity parameters discussed prior to survey distribution to HMG National staff, individual survey data will not be provided to HMG National. Below are the de-identified aggregated data findings.

Survey Participation

The survey distribution and collection period were from February 23rd 2023 – March 10th 2023. The survey was made available to all HMG National staff, there were 9 HMG National staff members at time of survey distribution and collection. 6 HMG National staff completed the survey electronically. Please note that 4 identified HMG National staff were also offered the opportunity to engage in individual interviews and may not have participated in the survey because of alternative participation in the interview process.

Survey Questions

1. How long have you worked at HMG National?
 - Less than 1 year
 - 1 to 2 years
 - 2 to 3 years
 - 3 to 4 years
 - 5 or more years

2. Generally, how much time do you spend a week communicating with HMG affiliates (ex: direct conversations, email/ phone, development of materials/ publications for affiliates, facilitation of trainings, webinars)?
 - Less than 5 hours
 - 5 to 10 hours
 - 10 to 20 hours
 - 20 to 30 hours
 - 30 or more hours
3. Do you receive emails from affiliates looking to learn from other affiliates?
 - Yes
 - No
 - Don't know/ unsure
4. When you receive emails from affiliates looking to learn from other affiliates, how do you handle it?
5. Do you keep a contact list for affiliates for your personal organization outside of Smartsheets?
 - Yes
 - No
 - Don't know/ unsure
6. What tools do you utilize regularly as part of your role at HMG National? Please select all that apply.

<ul style="list-style-type: none"> ● Asana ● MailChimp ● Smartsheet ● SharePoint ● Outlook ● Survey Monkey ● Adobe 	<ul style="list-style-type: none"> ● Zoom ● HMG National Website ● Phone ● Google Drive ● Vimeo 	<ul style="list-style-type: none"> ● CVENT ● Affiliate Connections Directory ● Other, please specify
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7. Please indicate the value of each tool to you, as it relates to your role.

<ul style="list-style-type: none"> ● Asana ● MailChimp ● Smartsheet ● SharePoint ● Outlook ● Survey Monkey 	<ul style="list-style-type: none"> ● Adobe ● Zoom ● HMG National Website ● Phone 	<ul style="list-style-type: none"> ● Google Drive ● Vimeo ● CVENT ● Affiliate Connections Directory
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8. How would you describe HMG network relations?
9. How is network relations part of your role, if at all.
10. What would be most helpful in supporting you in your role, related to network relations?

11. Respondents rated the statements below using the following scale; I do this a lot, I do this sometimes, I could be doing better at this, and unsure (n/a):
- I actively look for opportunities to engage with and learn from others at HMG National
 - I actively look for opportunities to engage with and learn from affiliates.
 - I support the initiatives of others with encouragement and/ or helping out when needed.
 - I build in time to reflect and learn from the work and experiences of others.
 - I work proactively to understand privilege, dismantle structural inequalities and have open conversations about power.
 - I am open minded and try new technologies and processes to improve communication.
 - I practice transparency in my work and share freely with others.
 - I take time to make connections between people who think I would benefit from knowing each other.
 - I frequently take risks and try new things; I know might not work.
 - I am comfortable with the uncertainty that comes with looking for emerging opportunities, rather than planning for all possibilities.
 - I am comfortable letting go of control to make room for the ideas and actions of others.
 - I am able to adapt as necessary to situations as they unfold.
 - I am able to communicate effectively with others.
 - I model collaborative behavior.
12. Respondents rated questions 12-23 on a scale of strongly disagree, disagree, neither agree nor disagree, agree, strongly agree, unsure/ I don't know:
- HMG National has good relationships with HMG affiliates.
 - HMG affiliates seem to have a good relationship with each other.
 - HMG National spends time building relationships with HMG affiliates (i.e., getting to know their team, goals, problems, limitations, interests, etc.).
 - HMG affiliates see HMG National as a trusted partner.
 - HMG National has established and clear ways to communicate with affiliates.
 - HMG affiliates have clear pathways to communicate with HMG National.
 - HMG affiliates have clear pathways to communicate with each other.
 - HMG National makes every effort to engage and include affiliates at every stage of a collaborative project.
 - HMG National has an established process to gather information, innovations, and ideas and share them back with HMG affiliates.
 - HMG National notices what affiliates are doing and appreciates or elevates it publicly.
 - The HMG network is set up in such a way that affiliates can engage as much as they wish/can.

- HMG National has a system for affiliates to share what they are doing with each other.
- Is there any additional information of feedback you would like to share related to HMG network relations?

HMG National Staff Individual Interviews

Individual Interview Methods

Individual interviews were semi-structured and conducted with selected HMG National staff via zoom. Individual interviews were transcribed and analyzed using qualitative research methodologies (with consent of participating individuals) to look for common themes. Aggregated analyzed themes and concepts from individual interviews are included in *Table 1: Key Themes and Concepts: HMG National Staff* below. In alignment with established anonymity parameters discussed prior to HMG staff engagement, transcripts from individual interviews will not be provided to HMG National. Below are the de-identified aggregated data findings.

Individual Interview Participation

Individual interviews were conducted between February 21st 2023 – March 8th 2023 and lasted 60 minutes. 4 out of the 4 (100%) identified HMG National staff participated in individual interviews.

Interview Questions

1. How long have you worked at HMG National?
2. Please describe your role.
3. How would you describe HMG network relations as it exists now?
 - a. Do you feel like there is a common understanding and/or shared practices for HMG network relations?
4. Is network relations part of your role at HMG National?
 - a. What would be most helpful in supporting you in your role, related to network relations?
 - b. As a supervisor do you feel like you have what you need to coach, model, and support others at the National Center as it relates to network relations?
5. How would you describe The National Center’s current relationship with affiliates?
 - a. What are you most proud of when you think about the relationships HMG National has with affiliates?
 - b. In what ways do you build relationships, collaborate, and connect with affiliates?
 - c. What improvement opportunities do you see, specifically with affiliates?
6. How would you describe affiliate engagement with HMG National?
 - a. What successes have you experienced engaging with affiliates?
 - b. What barriers do you face when trying to engage with affiliates?
 - c. What do you see as potential barriers for affiliates?

- d. What do you see as opportunities to support more robust engagement between HMG National and affiliates?
- 7. How would you describe affiliate connection, communication, and collaboration?
 - a. In what ways do affiliates share and discuss information with each other? What improvement opportunities do you see?
 - b. How do affiliates learn about and share ideas and innovations between each other? What improvement opportunities do you see?
 - c. Does HMG National keep track of affiliate-to-affiliate network relations (connecting with one another, sharing of information, etc.). What improvement opportunities do you see?
- 8. If you could pick one thing you would like to see improved related to network relations, what would it be? Why?
- 9. Is there any additional information you would like to share or include that you haven't been able to touch on?

Key Themes, Concepts & Observations: HMG National Staff

Table 1: Key Themes and Concepts: HMG National Staff

Themes	Associated Concepts
"The HMG Way"	HMG National staff vocalized a general understanding of what was commonly referred to as "the HMG way"; staff who have been at the National Center longer were more clearly able to articulate this concept and how it crosscuts the work of the National Center; HMG National staff believe on the whole that they are not the experts, but partners, working with different organizations, fostering connection, and making informed decisions with affiliate feedback

"[HMG National's role is] building, maintaining, and strengthening an authentic, open, affiliate network"

"[HMG National] is a partner, convener, facilitator- we are not the experts in implementation nor the context in which it is being implemented, rather we identify and support affiliates needs"

"[We] never advance on new initiatives or approaches without feedback from the network"

“We do everything we can to make informed decisions with affiliates, to bring the affiliate network along in our work”

“HMG National has a great relationship with the affiliate network which is a differentiating factor from other affiliate/membership networks”

“Person-centered is how we connect with affiliates person-to-person”

HMG National Relationships with Affiliates	HMG National staff share an understanding that the HMG Network is relationship-based and focuses on quality- relationships; HMG National staff identified state leads as the primary point of contact for affiliates; generally, HMG National staff view relationships with affiliates are relatively strong, with many staff noting that relationships with some affiliates is stronger than others or that relationships differ depending on different circumstances; HMG National staff identified a need for additional, continual feedback and data to make informed and timely decisions
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“We stive to be responsive to affiliate-expressed needs and priorities”

“It would be helpful to have additional data on what types of issues or interest continue to be priority for affiliates (and to which type of affiliates) so that we can most effectively respond and allocate effort and resources to what matters most”

“There are some relationships with affiliates that are stronger, some that are sporadic, and some that we don’t have much of a relationship with at all”

“Some affiliates we click with more than others – the language, the strategies and tools used, and other affiliates that feel like we are talking different languages”

“There has been a change over time in what relationships look like with National, those who came on originally see the National Center as a partner and tend to work through things with us, while newer affiliates tend to behave more like National is a regulating body or funder”

“Some of the affiliates leverage the national center as a partner, but I don’t think there is a natural inclination to do so as part of the network”

“In my experience HMG National has really strong relationships with about a quarter of affiliates; there are others that we don’t even know how they can be supported or that I haven’t interacted with yet”

<p>HMG National Processes</p>	<p>HMG National is going through a time of significant transitions; HMG National staff expressed that there is a lack of shared internal practices, cultural norms, and language around HMG network relations; HMG National staff expressed a desire for an increased clarity of roles and responsibilities at the National as well as training and onboarding related to network relations; many staff identified the need for clearer pathways to elevate and connect affiliates and a need to reduce gatekeeping</p>
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“I don’t feel like there is a common understanding of HMG network relations yet”

“[HMG network relations] is mostly shared cultural norms – not formal policies or protocols... because there are not formal practices or policies there are a lot of instances where everyone just handles things on their own”

“HMG Nationals network relations is much more intentional that is ever has been”

“Our network relations at times feels clumsy because the networks growth is so rapid, we are always forgetting someone or something – no matter how hard we try”

“[Network relations is an] evolving process, lots of lessons learned, building on what has worked and what hasn’t, I think this processes has made our relationships stronger with the network”

“There is currently not clear and easy processes and systems internally, so things fall through the cracks”

“Need for further role clarity, something we have been working on, and hope we do more of...clear internal communication and collaborations is needed... because all of our work is related and needs to move forward in a collaborative way”

“We want to be sure we have a clear message and goal for each project to guide us, [to support] bringing the network along, and act as a check-back point for new work”

<p>HMG National Internal Tools</p>	<p>HMG National staff expressed opportunities for increased efficiency in tool utilization to reduce manual components and reduce chances of error, as well as consolidation of tools internally for clearer communication and management that supports asynchronous work, clarity of initiatives, roles, and standard communication</p>
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“Using systems that don’t easily interface with one another detracts from efforts to accurately and appropriately message select groups”

“I feel like we have too many [internal platforms] it is hard to keep track of where things live, and hard to find a response. Shared versus individual conversations – things get lost a lot in one off conversations”

“[We need] clear processes and procedures to maximize internal and external communication, coordination, and collaboration”

HMG Staff Tool Utilization & Value

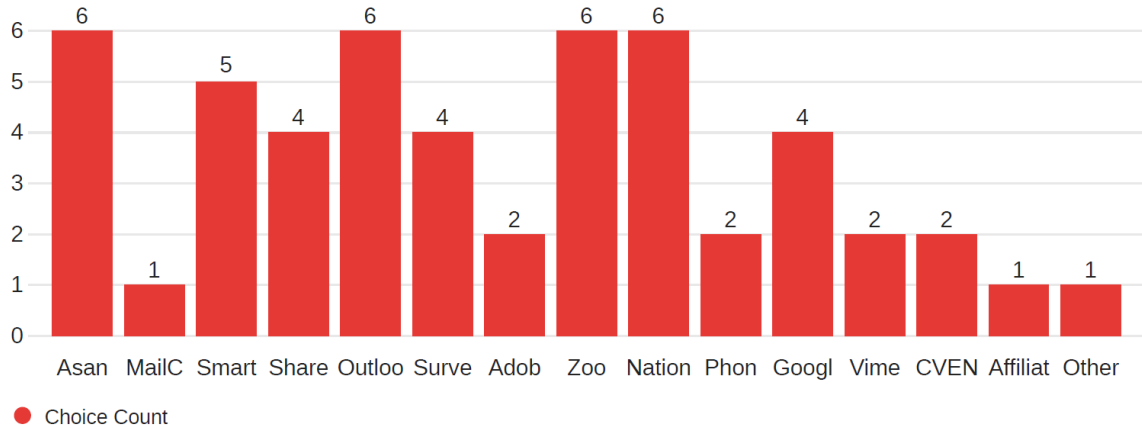
Observations: Outlook, Zoom, and the HMG National Website are the most utilized and valued tools by HMG National Staff (100%). Asana is highly utilized (100%) and valued by most 83% of HMG National staff.

While only 16% of HMG National staff utilize the Affiliate Directory, 83% of HMG National Staff value the tool. Similarly, with CVENT and Vimeo while utilization by staff is lower, but 33%, and 50% of HMG National staff see value in each tool, respectively. Google drive is utilized by 67% of HMG National staff and 66% see the value in the tool.

Additionally, while 83% of HMG staff utilize Smartsheets, 50% of HMG National staff feel like it is valuable to them, while 50% feel neutral on its value. 67% of staff utilize SharePoint with 50% of staff finding the tool valuable, 33% feel neutral and 16% don’t value the tool. The phone was seen as the least valuable tool (33% not valuable and 50% neutral) and one of the lesser utilized tools (33%).

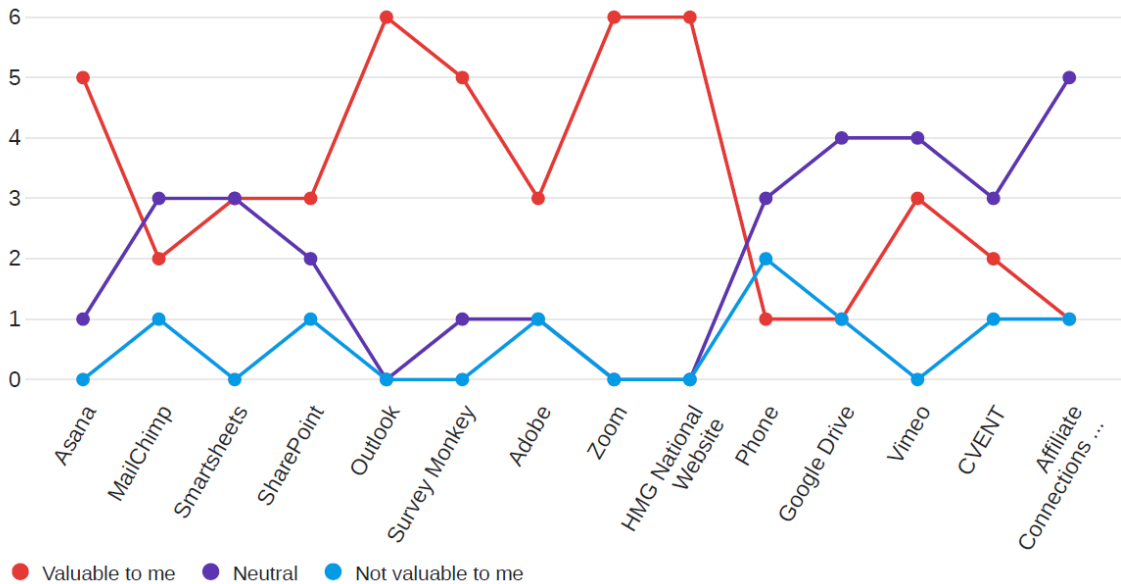
What tools do you utilize regularly as part of your role at HMG National?
Please select all that apply. - Selected Choice

6 Responses



Please indicate the value of each tool to you, as it relates to your role.

6 Responses



HMG National Staff – Self-Identified Practices

Observations: HMG National Staff self-identified their level of practice on the following scale; I do this a lot, I do this sometimes, I don't do this, and unsure. Overall, strengths were identified in collaborative support and communication, active engagement of the HMG National team, adaptation, and transparency as well as internal knowledge sharing. Opportunities lie in deepening reflective learning, addressing equity and power dynamics, expanding network efforts, embracing uncertainty, and fostering greater interaction with HMG affiliates.

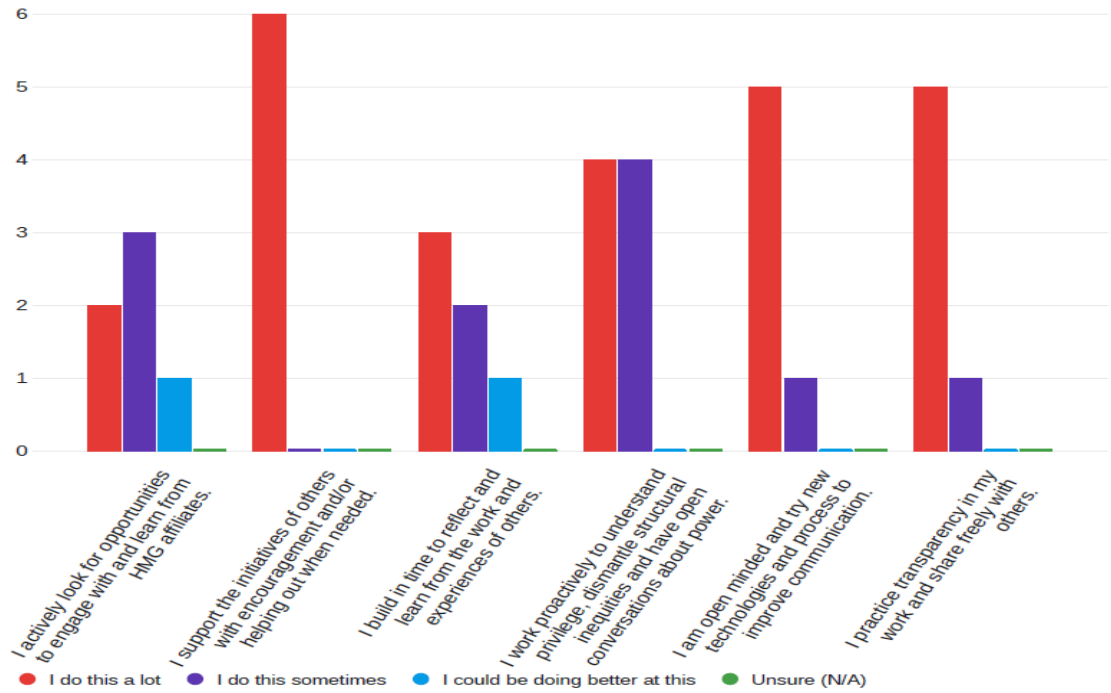
Strength Areas:

1. **Supportive Collaboration and Communication:** HMG National staff identify strengths in supporting the initiatives of colleagues by providing encouragement and assistance when needed and communicating effectively.
2. **Peer-to-Peer Learning:** Respondents show a dedication to seeking out opportunities to engage with fellow HMG National members.
3. **Adaptation:** HMG National staff demonstrate an openness to embracing new technologies and processes to enhance communication.
4. **Transparency and Knowledge Sharing:** HMG National staff identify strongly with a culture of transparency and a willingness to freely share insights and information.

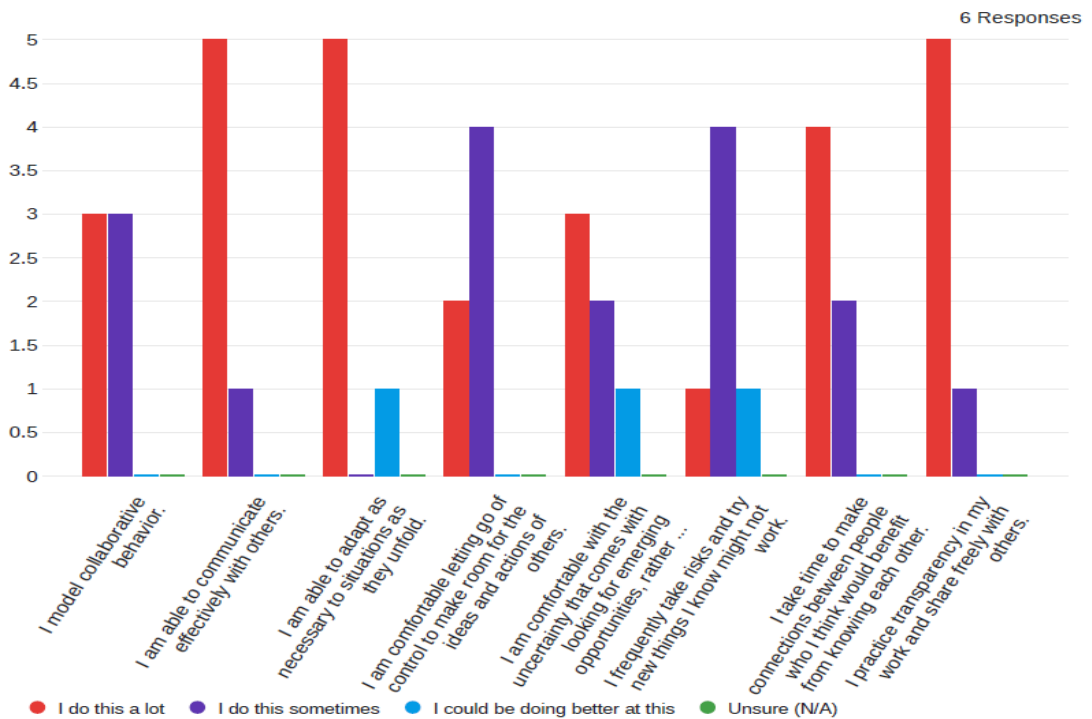
Opportunities for Improvement:

1. **Wider Engagement & Learning from Affiliates:** There is an opportunity for HMG National staff members to more actively seek opportunities for engagement and learning from HMG affiliates, potentially broadening the diversity of perspectives and expanding the knowledge base.
2. **Embracing Risk, Uncertainty, and Innovation:** A moderate level of comfort with uncertainty was identified, embracing this skill further could lead to more agile and adaptable strategies within the organization. Encouraging a higher frequency of experimentation, even when outcomes may be uncertain could lead to more innovative solutions and greater growth potential.
3. **Networking and Relationship Building:** While the willingness to connect individual for mutual benefit is evident, a more proactive effort could be made to create meaningful connections, fostering a more robust network.
4. **Equity and Power Discussions:** Staff members express a moderate inclination towards understanding privilege, addressing structural inequities, and engaging in open conversations about power dynamics. Further emphasis on these discussions could contribute to a more inclusive and diverse network.
5. **Collaborative Leadership -** Staff members demonstrate a willingness to relinquish control to encourage the contribution of diverse ideas and actions, continued modeling of collaborative behavior could promote a culture of shared leadership.

Please respond to each question below as it relates to your role at HMG Nat...



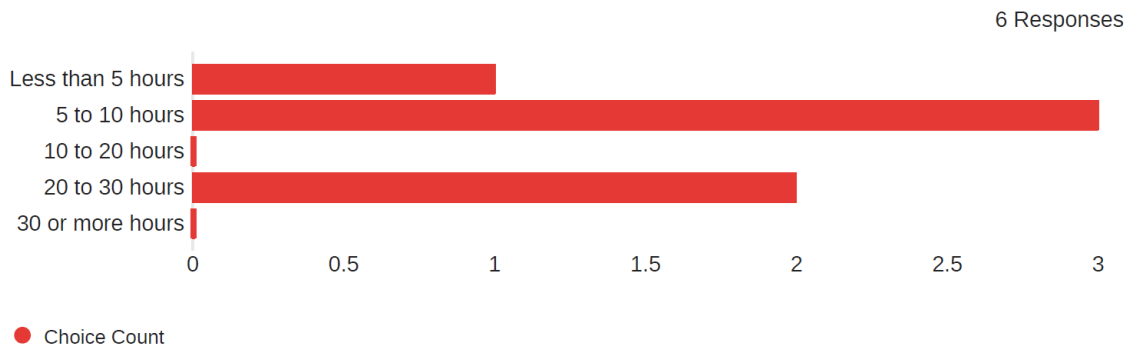
Please respond to each question below as it relates to your role at HMG Nat...



HMG National Staff Contact with Affiliates

Observations: 50% of HMG National staff spend an average of 5-10 hours a week communicating with affiliates, while 33% spend 20-30 hours and 16% spend less than 5 hours. The majority of HMG National staff (67%) receive emails from affiliates hoping to learn from other affiliates and 33% of HMG Staff keep an affiliate list for your personal organization outside of Smartsheets.

Generally, how much time do you spend a week communicating with HMG affiliates (ex: direct conversations, email/phone, development of materials/ publications for affiliates, facilitation of trainings, webinars)?



Do you receive emails from affiliates looking to learn from other affiliates?



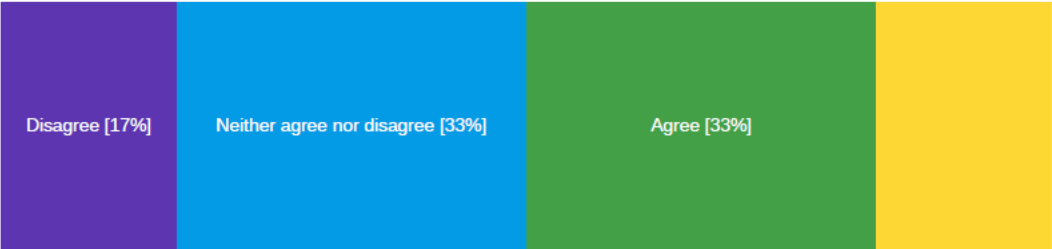
Do you keep a contact list for affiliates for your personal organization outside of Smartsheet?



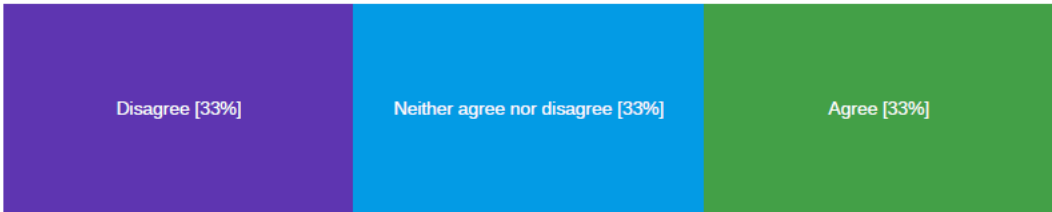
HMG National Staff - Communication

Observations: 50% of HMG National staff somewhat agree or strongly agree that HMG National has clear ways to communicate with affiliates, while 50% neither agree or disagree or somewhat disagree. 33% of HMG National somewhat agree, neither agree nor disagree, and somewhat disagree, respectively that HMG National has a system for affiliates to share what they are doing with each other. The majority (83%) of HMG National Staff somewhat agree that there is an established process to gather information, innovation and ideas and share them back with affiliates and that HMG National notices what affiliates are doing and shares it publicly.

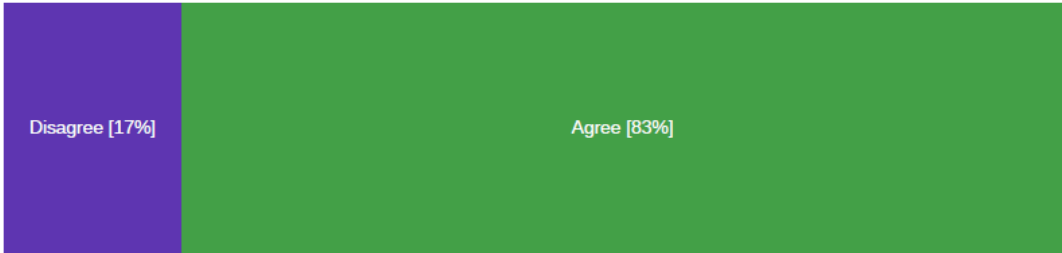
HMG National has established and clear ways to communicate with affiliates.



HMG National has a system for affiliates to share what they are doing with each other.



HMG National has an established process to gather information, innovations, and ideas and share them back with HMG affiliates.



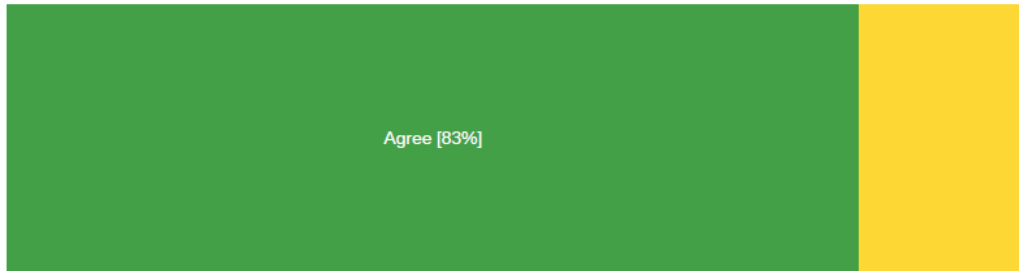
HMG National notices what affiliates are doing and appreciates or elevates it publicly.



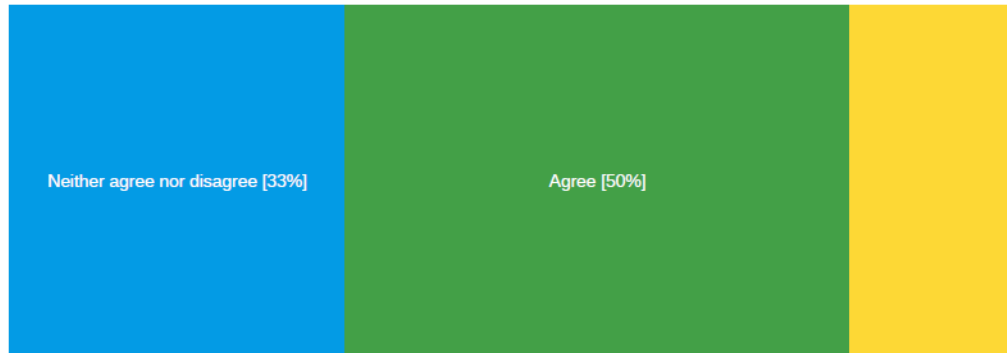
HMG National Staff Perspective: Relationships within the HMG Network

Observations: 100% of HMG National staff somewhat agree or strongly agree that HMG National has a strong relationship with affiliates while 67% somewhat agree or strongly agree that affiliates seem to have good relationships with each other, with 33% neither agreeing nor disagreeing. Additionally, 100% of HMG National staff somewhat agree or strongly agree that HMG Affiliates see HMG National as a trusted partner and that HMG National spends time building relationships with HMG Affiliates.

HMG National has good relationships with HMG affiliates



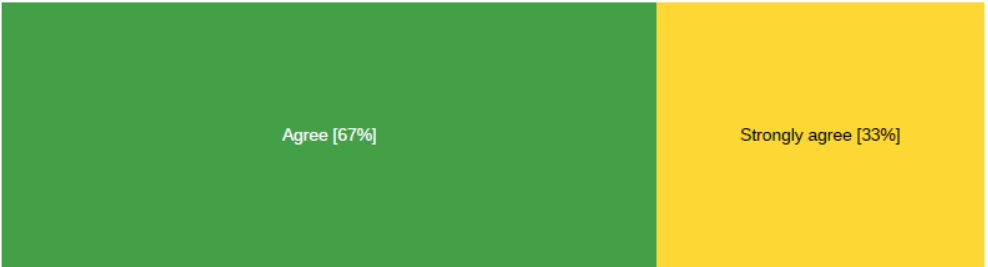
HMG affiliates seem to have a good relationship with each other.



HMG National spends time building relationships with HMG affiliates (i.e., getting to know their team, goals, problems, limitations, interests, etc.).



HMG affiliates see HMG National as a trusted partner.



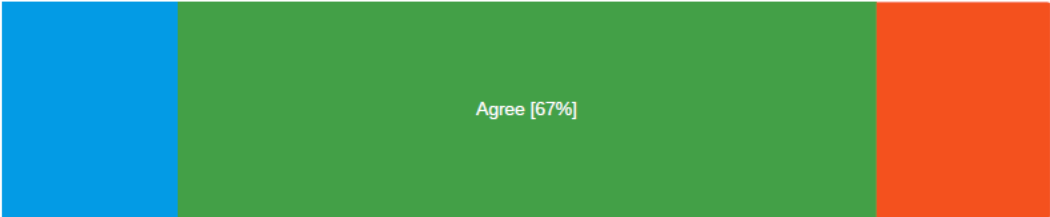
Help Me Grow National Staff Perspective- Engagement

Observations: 50% of HMG National staff somewhat agree or strongly agree that the HMG Network is set up in such a way that affiliates can engage as much as they wish/ can, while 50% neither agree nor disagree. 67% of HMG National staff somewhat agree that HMG National makes every effort to engage and include affiliates at every stage of a collaborative project while 33% of HMG National staff neither agree or disagree or are unsure/ don't know.

The HMG network is set up in such a way that affiliates can engage as much as they wish/can.



HMG National makes every effort to engage and include affiliates at every stage of a collaborative project.



- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
- Unsure/ I don't know

Key Findings - HMG National Staff

HMG National maintains committed to partnership, collaboration, and relationship building within the HMG network. While several strengths in internal (within the HMG National Center) communication, engagement, and transparency are evident, there are opportunities to improve internal processes, as well as an identified need for clearer and more inclusive processes for affiliate engagement and communication. Addressing these areas of improvement will contribute to a stronger, more connected, and effective HMG Network, fostering enhanced collaboration and support among affiliates. The key findings below combine data analysis and stakeholder input to provide an overview of the observations and insights gathered from HMG National staff regarding HMG network relations.

Common Understanding and Approach

HMG National staff expressed a general understanding of what was often referred to as “the HMG way,” which emphasizes collaboration and partnership with affiliates. Generally, the National Center staff see themselves as partners rather than experts, fostering connections and making informed decisions for the network based on affiliate feedback. HMG staff with longer tenure were more easily able to articulate how this concept is cross-cutting across HMG National’s portfolio of work and partnerships, while newer staff expressed a need for clearer expectations, processes, and practices.

HMG National Processes & Tools

While HMG National staff identify strengths in supporting initiatives of colleagues by providing encouragement and assistance, staff also indicate a lack of shared internal practices and cultural norms around HMG network relations. The National Center’s ongoing transition and growth highlight the need for clearer pathways, reduced gatekeeping, defined roles, and comprehensive onboarding and support for staff related to network relations. HMG National’s staff demonstrate an openness to embracing new technologies and process to enhance communication that will aid in the successful implementation of processes changes within the Center.

In alignment with clearer internal processes, HMG National staff expressed a need for increased efficiencies in tool utilization to reduce manual processes and reduce chances of error. Many staff highlighted the opportunity to consolidate internal tools for clearer communication and management that supports asynchronous work, clarity of projects, and establishes a standard of communication and collaboration practices within HMG National.

HMG National Staff Identified Skills & Opportunities

HMG National staff self-identified strengths in internal (within the National Center) collaborative support, communication, active engagement, adaptation, transparency, and knowledge sharing. Additionally, HMG National staff identified opportunities for improvement in reflective learning, addressing equity and power dynamics, expanding network efforts, embracing uncertainty, and fostering greater interaction with HMG affiliates.

Strength Areas:

- Supportive Collaboration and Communication: HMG National staff identify strengths in supporting the initiatives of colleagues by providing encouragement and assistance when needed and communicating effectively.
- Peer-to-Peer Learning: Respondents show a dedication to seeking out opportunities to engage with fellow HMG National members.
- Adaptation: HMG National staff demonstrate an openness to embracing new technologies and processes to enhance communication.
- Transparency and Knowledge Sharing: HMG National staff identify strongly with a culture of transparency and a willingness to freely share insights and information.

Opportunities for Improvement:

- Wider Engagement & Learning from Affiliates: There is an opportunity for HMG National staff members to more actively seek opportunities for engagement and learning from HMG affiliates, potentially broadening the diversity of perspectives and expanding the knowledge base.
- Embracing Risk, Uncertainty, and Innovation: A moderate level of comfort with uncertainty was identified, embracing this skill further could lead to more agile and adaptable strategies within the organization. Encouraging a higher frequency of experimentation, even when outcomes may be uncertain could lead to more innovative solutions and greater growth potential.
- Networking and Relationship Building: While the willingness to connect individual for mutual benefit is evident, a more proactive effort could be made to create meaningful connections, fostering a more robust network.
- Equity and Power Discussions: Staff members express a moderate inclination towards understanding privilege, addressing structural inequities, and engaging in open conversations about power dynamics. Further emphasis on these discussions could contribute to a more inclusive and diverse network.
- Collaborative Leadership - Staff members demonstrate a willingness to relinquish control to encourage the contribution of diverse ideas and actions, continued modeling of collaborative behavior could promote a culture of shared leadership.

HMG National's Relationship with Affiliates

All HMG staff indicate that they have some level of communication with HMG affiliates on a weekly bases, although the among of communication varies based on role. The HMG Network's relationship-based focus was widely understood by HMG National staff. While relationships with affiliates were generally viewed as strong by HMG National staff, variations and differences in the strength and consistency of these relationships varied from affiliate to affiliate.

Observations indicate that the HMG National staff believe the HMG network is set up to allow affiliates to engage to their desired extent, but that efforts could be made to establish clearer communication processes and pathways. While some HMG National staff see efforts to engage and include affiliates in collaborative projects, there are differing perceptions regarding the consistency and comprehensiveness of these efforts. HMG staff identified a need for additional, continual feedback and data from affiliates to support informed and timely decision making and the opportunity for HMG National staff to actively engage with HMG affiliates.

HMG Affiliates

The following data collection tools and processes were identified and developed by Hopeward Consulting in partnership with HMG National.

- Survey Individual Interviews
- Listening Sessions
- Individual Interviews
- Document Review

Affiliate Participation

As part of the Network Assessment, Hopeward Consulting gathered input and feedback from HMG affiliates (state and local leads) through a document review, one-on-one interviews, listening sessions, and the distribution of an electronic survey. All HMG state and local leads were invited to participate and share their experiences, preferences, and feedback on HMG network relations.

Please note: 1. Some affiliates participated in multiple engagement opportunities, the number of surveys, individual interviews, and listening sessions do not represent non-duplicated engagement. However, engagement numbers and percentage by affiliation presented below, do represent unduplicated participation. 2. The affiliate participation numbers *do not* include 9 unknown survey participants, 3 unknowns from the state leads survey and 6 unknowns from the local leads survey. Some of these are incomplete surveys and some are completed, these have been left out of the participation percentages below due to being unable to confirm that they are unduplicated.

Total Number of Affiliate States:

At the time of this assessment, there were 31 affiliated states. Engagement below includes percentage of engagement from affiliate states by either a state or local lead.

- 87% (27/31) of affiliated states participated in providing feedback
 - 83% (20/24) of single system state participated
 - 100% (7/7) of multi-system states participated
 - 42% (3/7) of multi-system states that include both state and local leads had participation from only local leads (state leads from these states did not participate)
 - 29% (2/7) of multi-system states that include both state and local leads had only state leads participate (local leads from these states did not participate)
 - 29% (2/7) of multi-system states that include both state and local leads had both local leads and state leads participate

Total Number of Affiliates: 120

At the time of this assessment, there were 120 individual affiliates including 89 local leads and 31 state leads).

- 41% (50/120) of all state and local affiliates participated
- 29% (26/89) of local leads participated
- 77% (24/31) of state leads participated

Survey Methods

The survey for HMG affiliates was an iterative development process in partnership with HMG National Staff. The survey utilized a variety of question types including drop-down selection, Likert scale, multiple choice, and open-ended responses. Upon final approval by HMG National, the survey was made available electronically (utilizing Qualtrics) to HMG local and state leads. Surveys were distributed and collection took place from June 1st 2023 – July 14th, 2023. 52 individuals (24 from state leads and 28 from local leads) participated in the survey.

Direct indicators such as state, name, and contact information were not collected, however indirect indicators such as length of time as an affiliate, and responses to open-ended questions were collected. In alignment with established anonymity parameters discussed prior to survey distribution and collection, individual survey data will not be provided to HMG National. Below are the de-identified aggregate data findings.

Survey Questions

1. How long have you (personally) been a part of the HMG community?
 - Less than a year
 - 1 to 3 years
 - 3 to 5 years
 - 5 to 7 years
 - 7 or more years
2. How engaged do you feel as a member of the HMG network?
 - Strongly engaged
 - Somewhat engaged
 - Neutral
 - Somewhat disengaged
 - Strongly disengaged
3. How engaged do you feel with HMG National staff?
 - Strongly engaged
 - Somewhat engaged
 - Neutral
 - Somewhat disengaged
 - Strongly disengaged
4. Respondents rated the statements below using the following scale; extremely dissatisfied, somewhat dissatisfied, neutral neither satisfied nor dissatisfied, somewhat satisfied, extremely satisfied, and unsure:
 - HMG National's relationship with your HMG system
 - HMG National's understanding of your HMG system's unique needs, goals, problems, limitations, and interests
 - How HMG National communicates new information and resources with affiliates

- How HMG National collaborates with affiliates
 - HMG National's processes for gathering information, innovations, and ideas and sharing them back with the HMG network
 - How HMG National elevates affiliates work publicly
 - HMG National's ability to support your system
 - How HMG National connects affiliates with one another to network, share ideas, and innovate
5. On a scale of 1-5, please rate your level of agreement with the following statement:
HMG National is a trusted partner to my HMG system
- Strongly agree
 - Somewhat agree
 - Neither agree nor disagree
 - Somewhat disagree
 - Strongly disagree
6. Respondents rated the statements below using the following scale; Extremely difficult, somewhat difficult, neutral, neither difficult nor easy, somewhat easy, extremely easy, and unsure
- Engage with HMG National at the level that you want to
 - Engage with other HMG affiliates at the level that you want to
 - Learn what other affiliates are doing
 - Share what you are doing with other affiliates
 - Share what you are doing with HMG National
 - Access resources from HMG National website
 - Access learning opportunities from HMG National
 - Stay up to date on relevant information shared by HMG National
 - Communicate about the HMG model with others
 - Get what you need from the network to support you HMG system
7. On a scale of 1-5, please rate your level of agreement with the following statement: I understand what the HMG model is.
- Strongly agree
 - Somewhat agree
 - Neither agree nor disagree
 - Somewhat disagree
 - Strongly disagree
8. Respondents rated the statements below using the following scale; describes the HMG network very well, describes the HMG network somewhat well, does not describe the HMG Network, and unsure:
- People listen to each other and are open to new perspectives
 - People feel empowered to take initiative and start projects
 - People feel comfortable experimenting with new and different approaches to issues and problems

- People feel comfortable experimenting with new and different approaches to issues and problems
 - Action in the network is well coordinated and connected
 - People in the network value openness and transparency
 - People in the network are flexible, open to change and comfortable with uncertainty
 - The network has a clear purpose
 - Network convenings and calls have space and time to build relationships
 - Network convenings and calls include time for group reflections and learning from experience
 - The network is aligned and working on a common use, problem, or opportunity
 - The network is coordinating and communicating intentionally about actions and strategies
 - The network has participative processes for input, feedback, and decision-making
 - Network activities develop diverse leadership
9. Where do you have the biggest collaboration needs? Please select all that apply.
- Between my HMG system and local external partners
 - Between my HMG system and HMG National
 - Between my HMG system and other National Partners
 - Between my HMG system and other affiliates
 - Other, please specify
10. Respondents rated the statements below using the following scale; extremely valuable, very valuable, moderately valuable, slightly valuable, not valuable at all, unsure:
- HMG National Website – Affiliate Resources
 - HMG Annual Forum
 - HMG Building Impact Annual Report
 - Topic Specific Webinars hosted by HMG National
 - Funding opportunities shared by HMG National
 - Policy briefs shared by HMG National
 - HMG Newsletter
 - Connecting with other affiliates
 - Learning from other affiliates
 - Opportunities for innovation
 - Learning Communities
11. In what ways can you be better supported in your HMG work?
12. Where do you find the information, resources, and support you need? Please select all that apply.
- Ask colleagues within my system
 - Ask someone at HMG National
 - Ask another affiliate
 - Network communities led by HMG National (Outreach Network, State Lead Network, Learning Communities)

- Network communities/ opportunities established with other affiliates
 - HMG National Website
 - HMG Affiliate Directory
 - The network does not have any way developed to find others
 - Other, please specify
13. What is your preferred online medium to receive and share information from HMG National? Please select all that apply.
- Email
 - HMG National website
 - Network communities facilitated by HMG National
 - Slack
 - List-servs
 - Social Media (Facebook, Instagram, Twitter)
 - Webinars
 - Other, please specify
14. What other methods of communication would you like to see HMG National utilize?
15. What additional feedback would you like to share to improve HMG network relations?

Listening Sessions

Listening sessions were semi-structured and conducted via zoom with HMG local and state leads. Listening sessions were available June 13th 2023, June 15th 2023, June 19th 2023, June 21st 2023, and June 23st 2023 and lasted 45 minutes. 5 individuals (state and local leads) engaged in listening sessions.

Listening sessions were transcribed and analyzed using qualitative research methodologies (with consent of participating individuals) to look for common themes. Aggregated analyzed themes and concepts from individual interviews are included in *Table 2: Key Themes and Concepts: HMG Affiliates*. In alignment with established anonymity parameters discussed prior to affiliate engagement, transcripts from listening sessions will not be provided to HMG National. Below are the de-identified aggregate data findings.

Listening Session Questions

1. Introductions, please provide your name, HMG system, and how long you have been a part of the HMG community.
2. What do you find most useful or valuable as part of your HMG affiliation, if anything?
3. When you have a HMG question or challenge, who do you turn to for help?
4. Are you able to access the information and resources from HMG National when you need them?
5. Do you feel a sense of community or belonging with the HMG Network?
6. Do you feel connected to HMG National at the level that you want?
7. Do you feel connected to HMG affiliates at the level that you want?

8. What opportunities do you see for better connection and community for the HMG Network?
9. Do you feel that HMG National makes decisions with affiliates or for affiliates?
10. Do you feel like you are able to co-own and lead the trajectory of HMG at the national level?
11. Are there additional barriers you face regarding access, connection, belonging, and ownership?
12. Who would you like to see benefiting from HMG within your community/ system?
13. If you could create a HMG National to most optimally support your system, what would that look like?
14. Do you feel like the time and capacity expectations from HMG National are reasonable for affiliates?
15. Any additional thoughts you want to be sure are included that we haven't already discussed?

Individual Interviews

Individual interviews were semi-structured and conducted via zoom with HMG local and state leads. Individual interviews were available between June 1st 2023 and July 14th 2023. Individual interviews were 30 minutes. 8 individuals (state and local leads) engaged in individual interviews.

Individual interviews were transcribed and analyzed using qualitative research methodologies (with consent of participating individuals) to look for common themes. Aggregated analyzed themes and concepts from individual interviews are included in *Table 2: Key Themes and Concepts: HMG Affiliates*. In alignment with established anonymity parameters discussed prior to affiliate engagement, transcripts from individual interviews will not be provided to HMG National. Below are the de-identified aggregate data findings.

Individual Interview Questions

1. How long have you been a part of the HMG community? Why did your state/ community join HMG?
2. What do you find most useful or valuable as part of your HMG affiliation, if anything.
3. When you have a HMG question or challenge, who do you turn to for help?
4. Are you able to access the information and resources from HMG National when you need them?
5. Do you feel a sense of community or belonging with the HMG Network?
6. Do you feel connected to HMG National at the level that you want?
7. Do you feel connected to HMG affiliates at the level that you want?
8. What opportunities do you see for better connection and community for the HMG Network?
9. Do you feel that HMG National makes decisions with affiliates or for affiliates?

10. Do you feel like you are able to co-own and lead the trajectory of HMG at the national level?
11. Are there additional barriers you face regarding access, connection, belonging, and ownership?
12. Who would you like to see benefiting from HMG within your community/ system?
13. If you could create a HMG National to most optimally support your system, what would that look like?
14. Do you feel like the time and capacity expectations from HMG National are reasonable for affiliates?
15. Any additional thoughts you want to be sure are included that we haven't already discussed?

Key Themes, Concepts & Observations: HMG Affiliates Survey Responses, Listening Sessions and Individual Interview Responses

Table 2: Key Themes and Concepts: HMG Affiliates

Themes	Associated Concepts
HMG Value	<p>Affiliates expressed valuing that the HMG Model is a fidelity-based model with local flexibility, although many affiliates also vocalized that the wide variation in implementation sometimes feel in conflict with fidelity requirements and can create confusion and frustrations; many affiliates mentioned the value of brand recognition nationwide, and a desire for HMG National to market and elevate the network more broadly to expand the recognition and increase value, particularly for affiliates to be able to have more meaningful conversations with their state agencies and legislature; affiliates identified a high value in a nationwide network of diverse affiliates</p>
<p><i>“We joined HMG because of the fidelity-based model, we really liked that it had local flexibility to meet our needs”</i></p>	
<p><i>“People come and go from our state often, we wanted them to be able to recognize HMG from another state in an effort to support our highly transient population”</i></p>	
<p><i>“When we first launched and started implanting activities, we were unclear how much variation there was... it added additional complexities and challenges to figuring out HMG and what was right for us”</i></p>	

“I think there is a great value in a nationwide network, it provides for more diversity and ability to support a wide range of differences”

“Sometimes it feels like we are at odds with multiple competing priorities, meeting the needs of the families in our state, and/or meeting the needs of what the system is asking, and/or then fitting that within the parameters of HMG National requirements”

“I think being affiliates with HMG opens the door to talk with other affiliates, share ideas, learn about what they are doing – that is what is most beneficial and useful”

Collaboration & Relationship Building

HMG affiliates emphasized the importance and value of building strong relations with HMG National and other affiliates; affiliates elevated the need for improved opportunities for interaction and engagement within the affiliate network, with a majority expressing a desire for more organic and informal ways to connect and problem solve with other affiliates; HMG affiliates expressed a desire for stronger sense of community within the HMG network; affiliates reported a desire for more one-on-one engagement and targeted support from HMG National; some affiliates expressed challenges in communicating openly with HMG National; a majority of affiliates expressed a strong desire to be a part of decision-making processes within the network; most affiliates expressed not feeling like they co-create with National; multi-system states expressed a desire for increased representation for local leads in network conversations and decision making

[I wish] HMG National had a deeper understanding of the complexities of our system, that they took the time to get to know us, so that their responses, resources, and connections were more helpful”

“We have a great relationship with National... they go above and beyond or us”

“Sometimes I feel like we are arguing with HMG National, that we will get in trouble for saying or doing something wrong, which then leads to not talking about what we need to”

“I don’t have relationships with any other affiliates”

“Affiliate to affiliate everyone is so supportive, there is no judgment, the dynamics between affiliates are the best part”

“HMG National picks a couple of affiliates and uses them as proxies to make decisions for

everyone – it doesn't work well"

"More connection one-on-one would be so helpful"

"Having regular standing opportunities to connect and problem-solve with each other [other affiliates] would be great"

"[We want] continued exposure to the ways other affiliates are partnering and implementing in their systems"

"More opportunities to connect with other states, sharing ideas, and experiences, and learning from each other"

"We need support from National to be more useful, applicable, and timely"

"I wouldn't reach out to National for anything urgent or time sensitive, it doesn't feel like they have the capacity to respond"

"I would really like more proactive and ongoing conversations with HMG National, rather than just reactive – asking us for feedback or fidelity ... it would be helpful to have someone who checks in more regularly"

"I would like to see more local leads included in network conversations, alongside the state lead, we have the same reporting requirements and are affiliated separately, but it doesn't feel like we have an equal opportunity to provide feedback and be heard"

Communication	Affiliates expressed varying degrees of satisfaction with communication methods of the HMG network; many affiliates voiced challenges associated with the language the National Center utilizes including instances where communication caused confusion and decreased feelings of belonging, specifically with local leads or partners implementing at the local level; affiliates highlighted the need for more targeted and clear communication from National
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"We need things to be in layman's terms so that everyone can easily understand"

"HMG National sends everything out to everyone, it is hard to know what you should attend and what you should ignore"

"Communication is challenging, I get the same email 3 times, at the same time, and then have to forward to relevant people on my team, it feels unorganized and unintentional"

“National has a tendency to use complex and technical verbiage that can be isolating to some”

“I have found that the language National uses is intimidating and unapproachable, it is very academic and jargony, and has a tendency to be alienating - I find myself having to spend time I don't have - to send follow up emails or translating an email from them [HMG National] before passing it along”

“Emails are so wordy – I hardly read them”

“I don't feel like their [HMG National's] messages are very targeted”

“Sometimes I have no idea what they are saying [HMG National], I feel like I leave meetings more confused”

“There never seems to be much conversation in webinars, I feel like I am afraid to speak up or say something because it might be wrong, so I assume others are too”

Coordination & Actionable Support	Affiliates expressed a need for more accessible resources and guidance to avoid unnecessary confusion and duplication of efforts; affiliates also voiced a desire for more coordination and actionable support from HMG National beyond just disseminating reports and information
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“Why are we reinventing the wheel, when the wheel is already supposed to be there?”

“[We felt like] we didn't know where to start, you become an affiliate because you think there are going to be guardrails, a clear path to follow... we had to coordinate and navigate tons of information and then later found other affiliates who did the same thing”

“There needs to be an onboarding process that includes training from HMG National for new leads”

“Sometimes I feel like we are out on our own, trying to figure it out by ourselves”

“Every year we do a fidelity assessment and get a report back – but no opportunity to hear where there maybe opportunities, it would be great to have some personalized recommendations, considerations, or connections... options of what to work on, expand upon...”

“More resources around how information and data could be utilized, there are all these resources and information distributed, but they [HMG National] doesn’t help you communicate or use it in anyway”

“There needs to be an onboarding process that includes training from HMG National for new leads”

“We spend all this time collecting data for fidelity, but don’t use it for anything else, some guidance here would be really helpful”

“It feels like HMG National doesn’t take into consideration the amount of time it takes for us to change or update something – they expect us to be able to make changes to a system whenever it works for them”

“ I don’t really understand the point of the fidelity assessment, I just get it done – don’t see the value”

“National has always been really good at reporting out the network, but sometimes it is hard to understand, how do we take this information and learn from it?... how do we apply it to our systems?... how do we communicate it and with who?”

A Centralized Space for Information & Communication (website/ hub)

HMG affiliates frequently use the existing HMG National website and many identified it as a preferred option to share and receive information. However, affiliates strongly elevated the need for additional refinement and revisions to the HMG website, particularly the affiliate side of the website, to increase ease of access and utilization. Affiliates had a strong desire for a space to easily see what other affiliates have developed, access the information and resources shared by national, as well as have conversations, innovate, and share in real time. Increased capacities in the websites ability to be more accessible, navigable and functional were repeatedly expressed as an opportunity to improve HMG network relations.

“[We need] communication capabilities without stretching resources, many HMG staff do not have the capacity to attend meetings, prep presentations, etc. Maybe some kind of platform to discuss topics/ innovation/ challenges with affiliates at the capacity and times that work best for us”

“In general, I think the affiliate side of the website could be easier to navigate and find documents”

“The website isn’t easy to navigate, but it has a lot of information”

“I wish we had access to a space to connect with other affiliates more organically, when needs arise, perhaps an online space where questions and support requests can be posted and answered by the full network”

“[I would like to see] more real time updates and feedback from other affiliates, the ability to communicate and share in real time”

“Things are hard to find, you can’t really search and find what you need. It [the HMG national website] isn’t super user friendly”

“An updated affiliate resource website, right now when you click on a link shared in email, you then have to log in to the website, and it doesn’t take you directly to the resource linked. You then have to go back to the original link and click it again to get what you wanted”

“Some of the links [on the HMG National website] seem outdated and a lot are broken”

“More pathways to share what is working more broadly, National doesn’t seem to have the capacity to filter everything and don’t necessarily need to”

“The website seems like a great idea, but it doesn’t do what it needs to... I can never find what I am looking for”

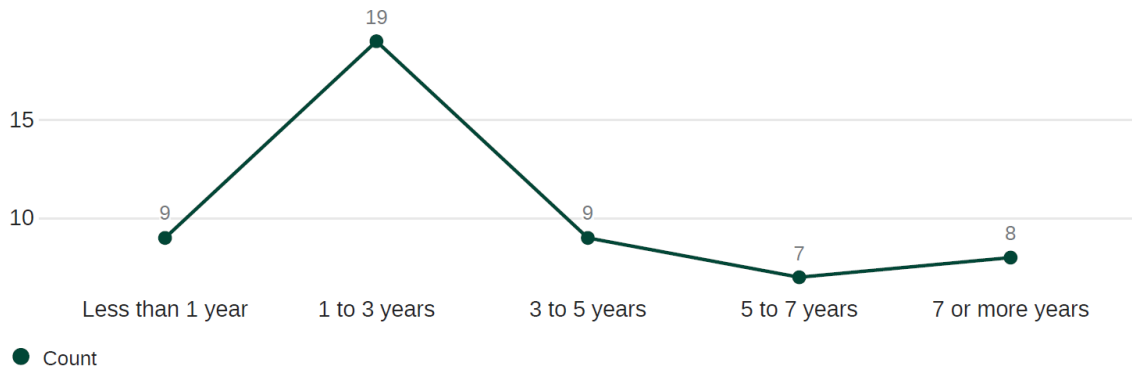
HMG Tenure

Observations: 54% of state and local leads have been a part of the HMG community for less than 3 years, with 37% of HMG leads (state and local) identifying as being a part of the HMG community for 1-3 years and 17% of state and local leads having joined in the last year. 29% of state and local leads have been a part of the HMG community for 5 or more years with 15% having been a part of HMG for 7 or more years. 60 % state leads have been a part of the HMG community for 5 or more years while 63% of local leads have been a part of the HMG community for 3 or less years.

Question Response - Aggregate: 52, State Leads: 25, Local Leads: 27

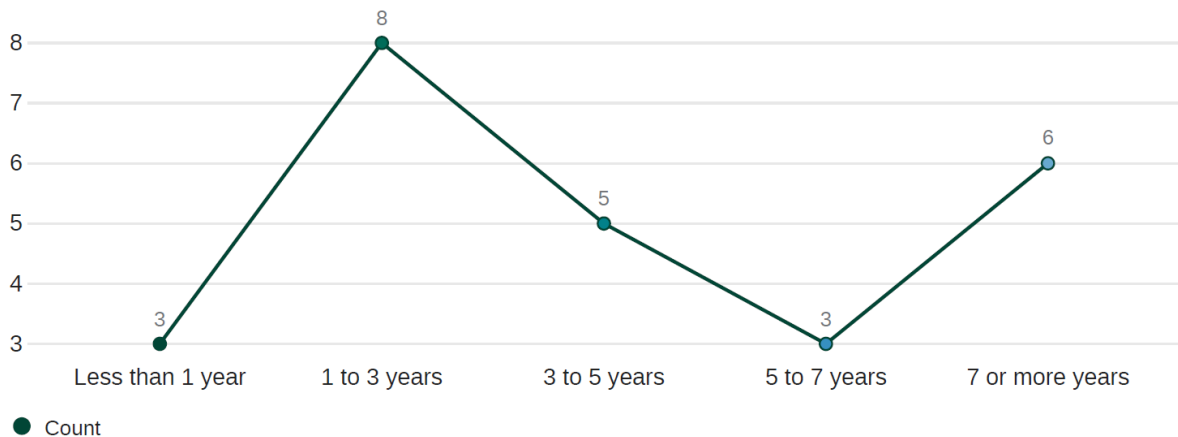
Aggregate

How long have you (personally) been a part of the HMG community?



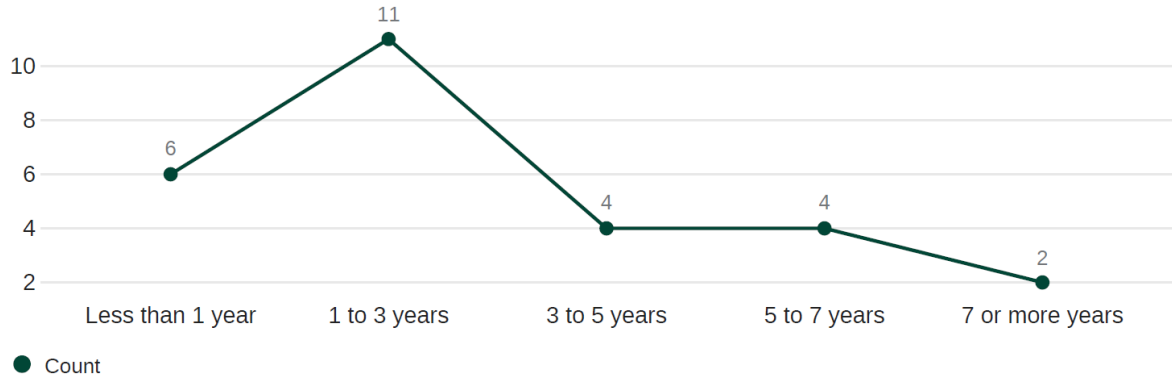
State Leads

How long have you (personally) been a part of the HMG community?



Local Leads

How long have you (personally) been a part of the HMG community?



HMG National is a Trusted Partner

Observations: 80% of state and local leads strongly or somewhat agree that HMG National is a trusted partner with 53% strongly agreeing and 27% somewhat agreeing. 14% of state and local leads neither agree nor disagree, while 6% strongly disagree.

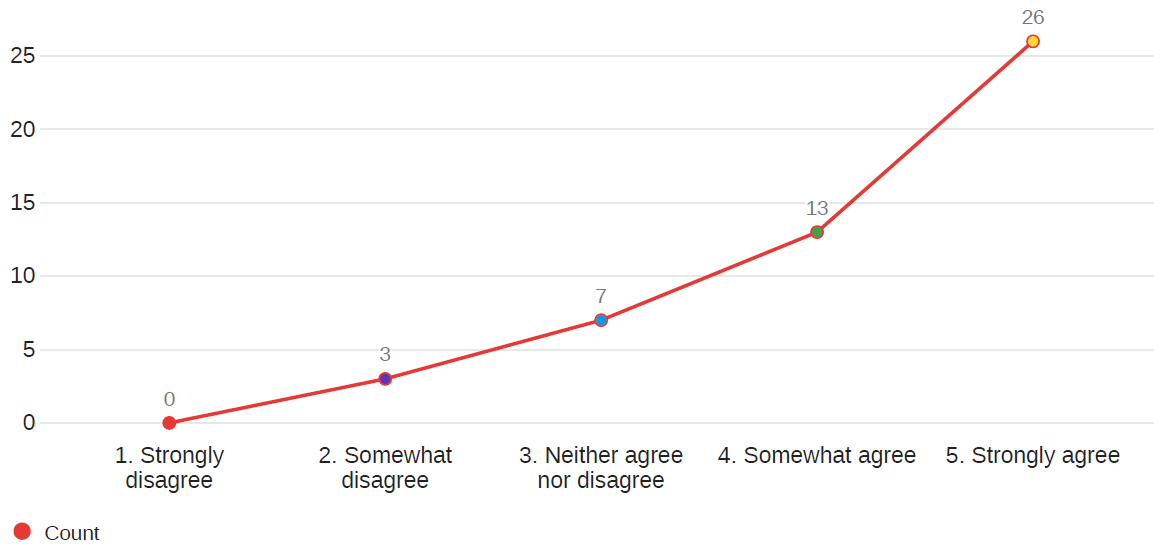
83% of state leads somewhat or strongly agree that HMG National is a trusted partner with 58% strongly agreeing and 25% somewhat agreeing. 13% of state leads neither agree or disagree, while 4% somewhat disagree.

76% of state leads somewhat or strongly agree that HMG National is a trusted partner with 48% strongly agreeing and 28% somewhat agreeing. 16% of state leads neither agree or disagree, while 8% somewhat disagree.

Question Response - Aggregate: 49, State Leads: 24, Local Leads: 25

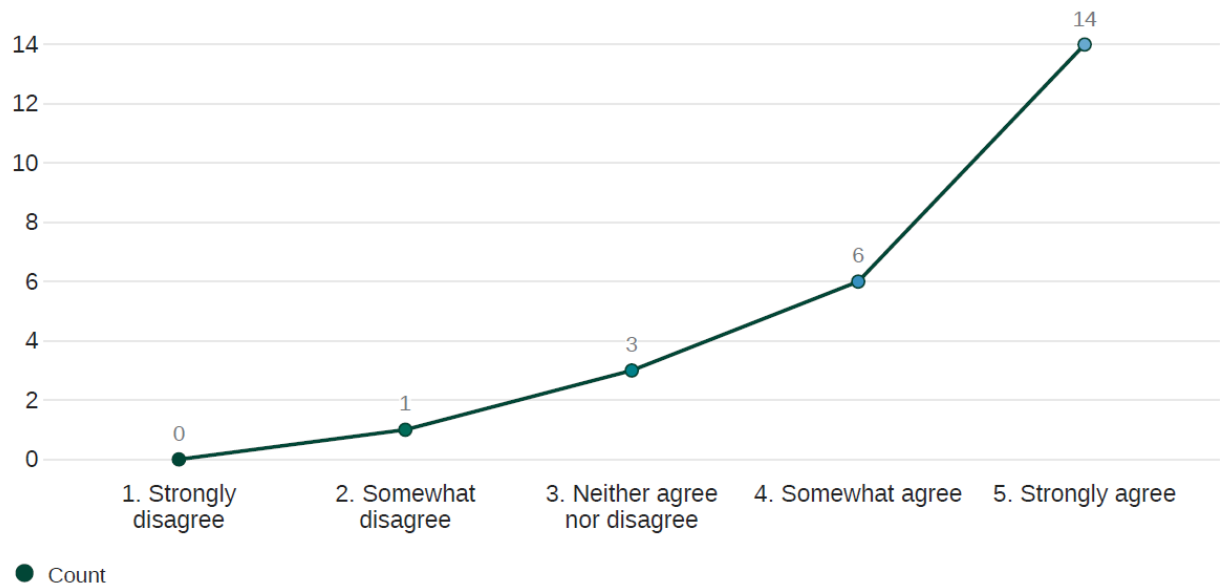
Aggregate

On a scale of 1-5, please rate your level of agreement with the following statement: HMG National is a trusted partner to my HMG system.



State Leads

On a scale of 1-5, please rate your level of agreement with the following statement: HMG National is a trusted partner to my HMG system.



Local Leads

On a scale of 1-5, please rate your level of agreement with the following statement: HMG National is a trusted partner to my HMG system.



Affiliates Understanding of the HMG Model

Observations: 94% of state and local leads strongly or somewhat agree that they understand what the HMG model is, with the majority (75%) strongly agreeing and 19% somewhat agreeing. 6% of local and state leads neither agree or disagree, somewhat disagree, or strongly disagree (2%, respectively).

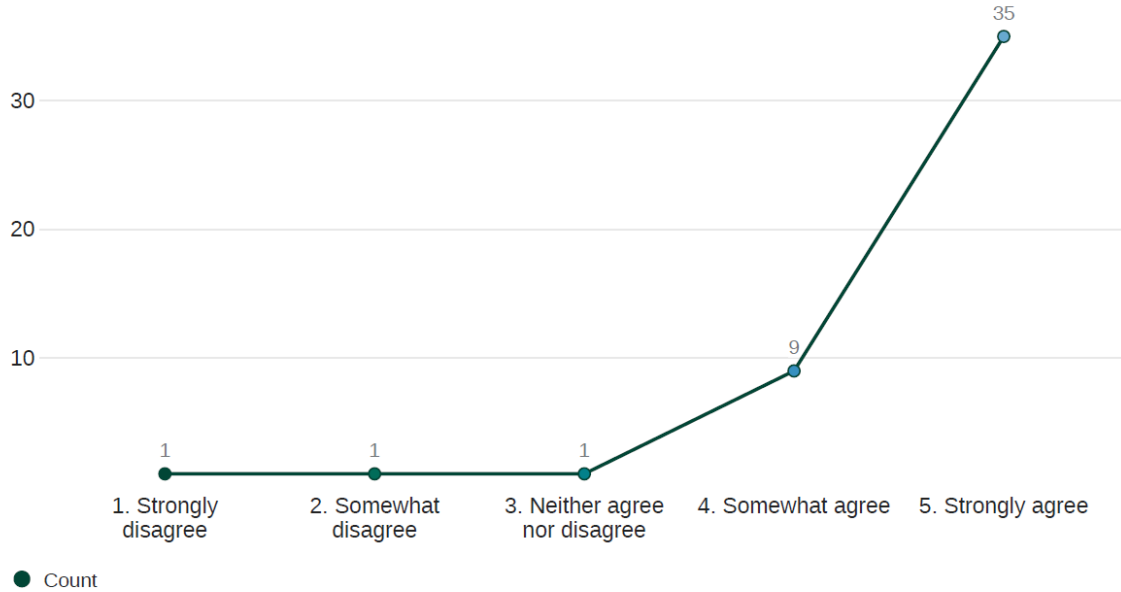
100% of state leads strongly or somewhat agree that they understand what the HMG model is, with the majority (78%) strongly agreeing and 22% somewhat agreeing.

88% of local leads strongly or somewhat agree that they understand what the HMG model is, with the majority (71%) strongly agreeing and 17% somewhat agreeing. 12% of local leads neither agree or disagree, somewhat disagree, or strongly disagree (4%, respectively).

Question Response - Aggregate: 47, State Leads: 23, Local Leads: 24

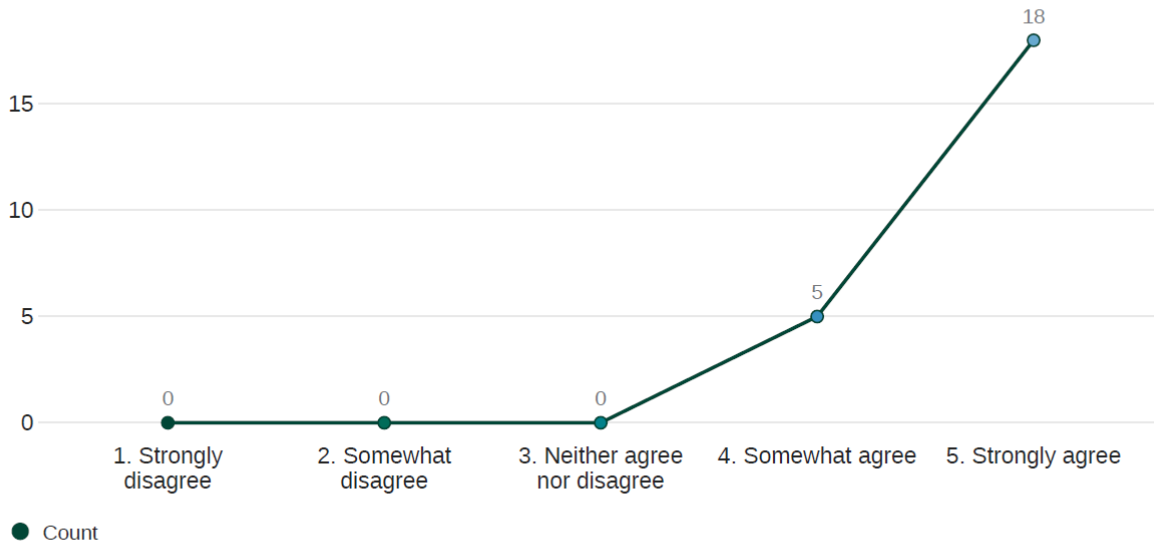
Aggregate

On a scale of 1-5, please rate your level of agreement with the following statement: I understand what the HMG model is.



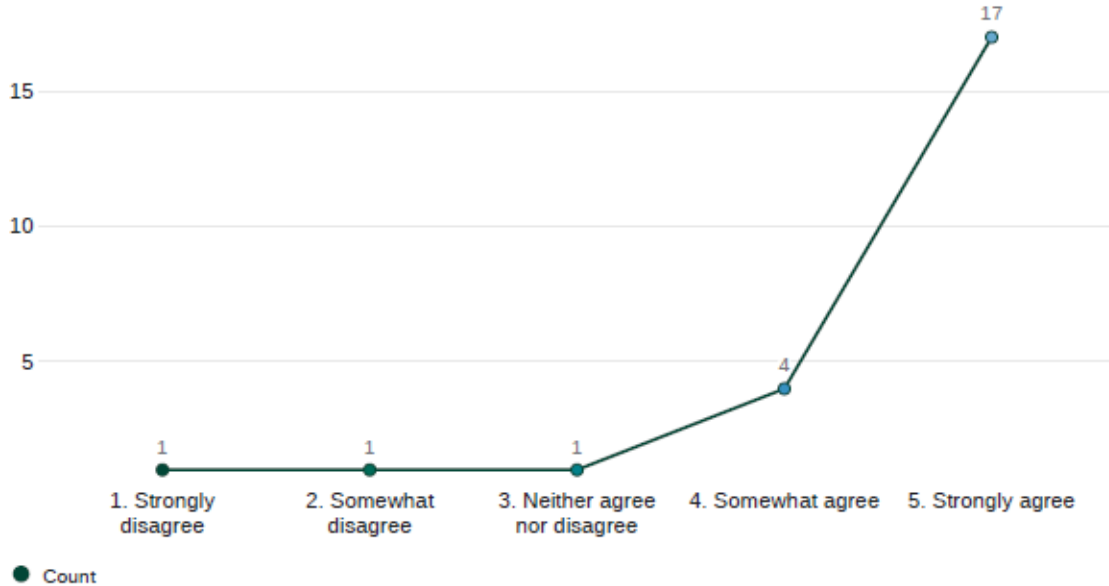
State Leads

On a scale of 1-5, please rate your level of agreement with the following statement: I understand what the HMG model is.



Local Leads

On a scale of 1-5, please rate your level of agreement with the following statement: I understand what the HMG model is.



Affiliate Engagement

Observations: 69% of state and local leads feel somewhat or highly engaged as a member of the HMG network with the majority (44%) feeling somewhat engaged. 15% of state and local leads feel somewhat or strongly disengaged with 2% feeling strongly disengaged.

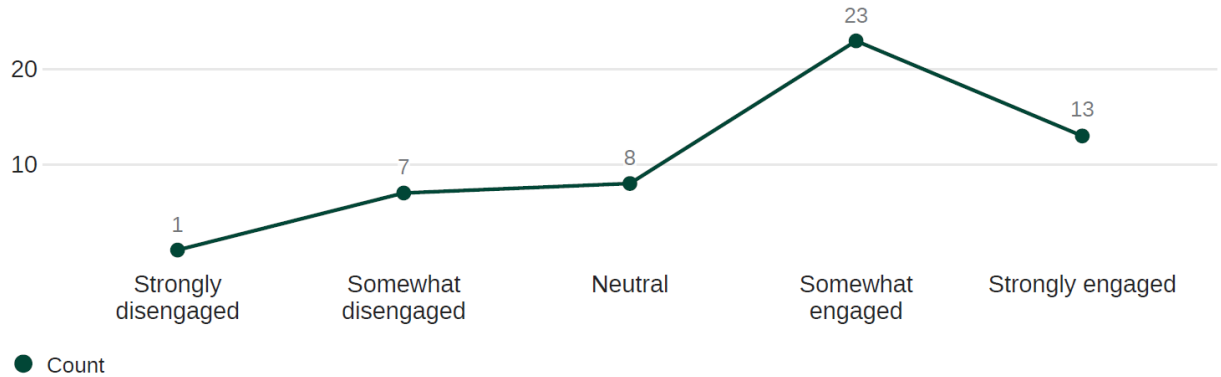
72% of state leads feel somewhat or highly engaged, with the majority 48% feeling somewhat engaged and 16% feeling somewhat disengaged

67% of local leads feel somewhat or strongly engaged with the majority 41% feeling somewhat engaged. A larger number (30%) of local leads feel somewhat or strongly disengaged with 4% of local leads feeling strongly disengaged.

Question Response - Aggregate: 52, State Leads: 25, Local Leads: 27

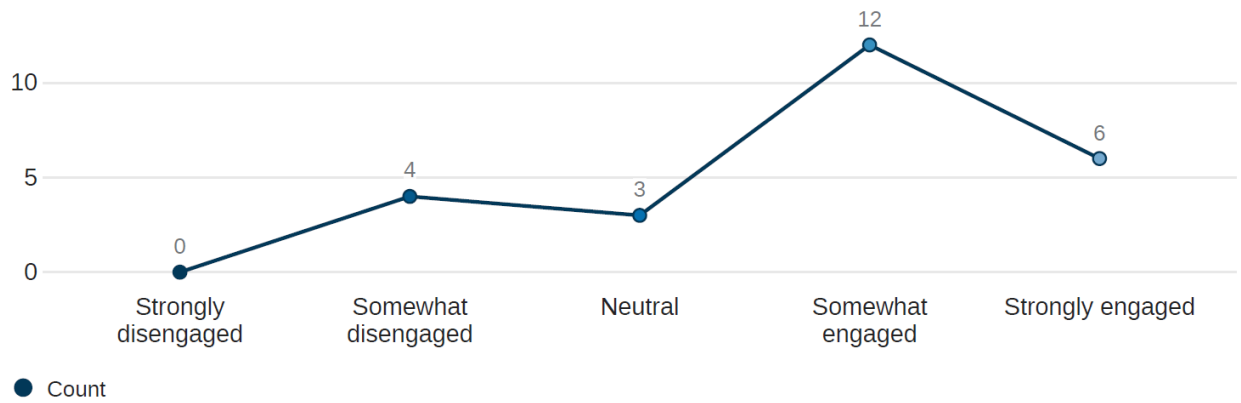
Aggregate

How engaged do you feel as a member of the HMG Network?



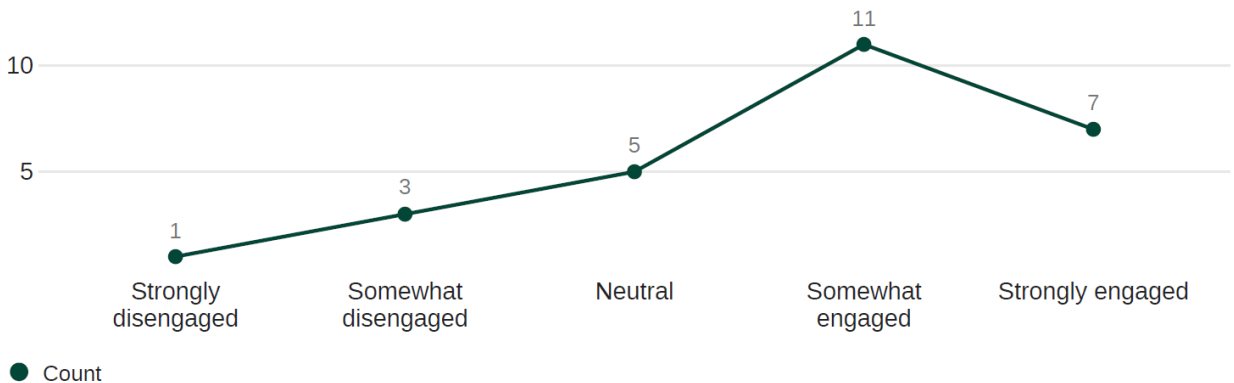
State Leads

How engaged do you feel as a member of the HMG Network?



Local Leads

How engaged do you feel as a member of the HMG Network?



Affiliate Engagement with HMG National Staff

Observations: 52% of local and state leads feel somewhat or strongly engaged with HMG National staff with the majority 31% feeling somewhat engaged. 29% of local and state leads feel neutral while 19% feel somewhat or strongly disengaged with HMG National staff.

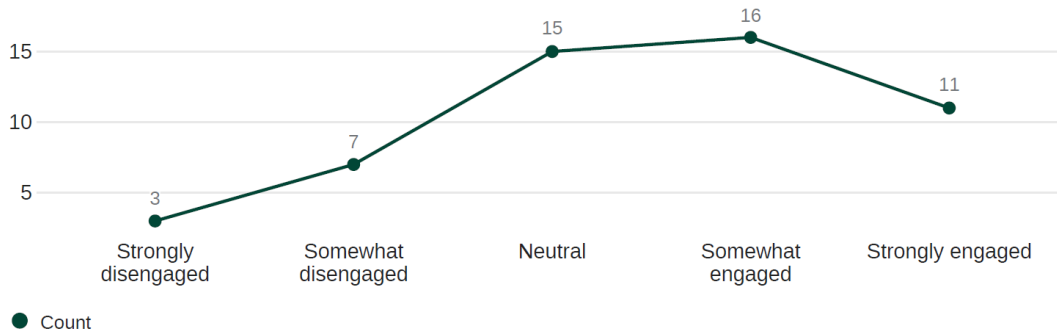
68% of state leads feel somewhat or strongly engaged, with the majority (40%) feeling somewhat engaged. 20% of state leads feel neutral on engagement with HMG National staff, while 12% feel somewhat disengaged.

63% of local leads feel neutral, somewhat disengaged or strongly disengaged with HMG National staff, with 37% feeling neutral, 15% feeling somewhat disengaged, 11% feeling strongly disengaged. 37% of local leads feel somewhat or strongly engaged with 22% feeling somewhat engaged and 15% feeling strongly engaged.

Question Response - Aggregate: 52, State Leads: 25, Local Leads: 27

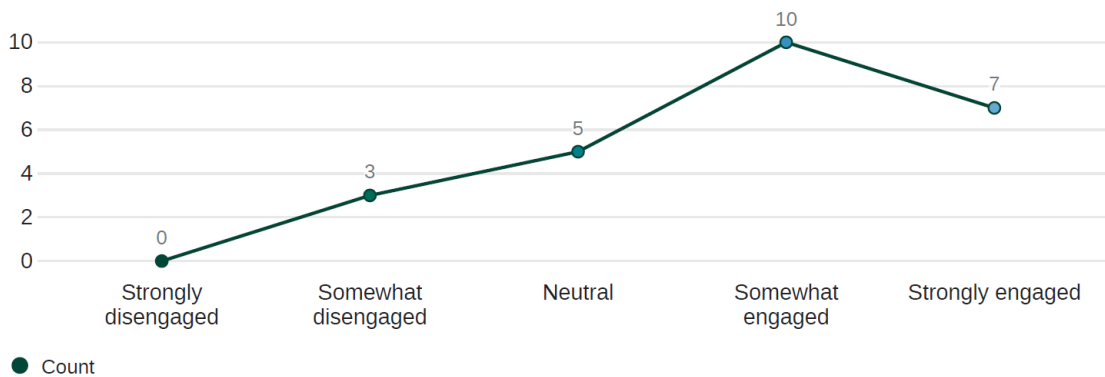
Aggregate

How engaged do you feel with HMG National staff?



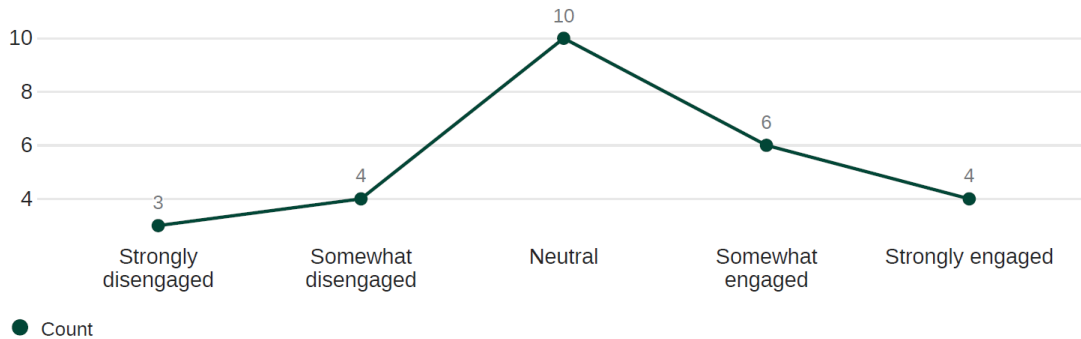
State Leads

How engaged do you feel with HMG National staff?



Local Leads

How engaged do you feel with HMG National staff?



Accessibility of Engagement Opportunities

Observations: Affiliates were asked to “rate the ease in which they were able to ...” using the following scale; extremely easy, somewhat easy, neutral, neither easy nor difficult, somewhat difficult, extremely difficult, and unsure. Below are the observations for each statement.

Affiliates Engagement with National: The majority (70%) of affiliates expressed that it was somewhat (25%) or extremely easy (45%) to engage with National at the level that they want, while 10% found it somewhat difficult, no affiliates found it extremely difficult. Notably, of the affiliates who reported that it was somewhat or extremely easy to engage with National, the majority of affiliates were state leads (54%).

Affiliates Learning from Other Affiliates: 68% of affiliates expressed that learning what other affiliates are doing was somewhat easy (36%) or extremely easy (32%). 15% of affiliates found this to be somewhat (11%) or extremely (4%) difficult. Notably, 57% of local leads found it easier (somewhat or extremely easy) to engage with other HMG affiliates at the level that they wanted compared to 43% of state leads. Similarly, while the number of affiliates who reported that it was difficult to engage with affiliates at the level that they wanted was relatively small, of the affiliates that did report that it was somewhat or extremely difficult, the majority of those were state leads.

Affiliates Sharing What They Are Doing with Each Other: Of all statements, affiliates expressed the highest feelings of neutrality, neither easy nor difficult (30%) to this statement. 53% of affiliates found it somewhat (30%) or extremely easy (23%) to share, while a small number of affiliates 11% found it to be extremely (2%) or somewhat difficult (9%). Notably, similar to learning from other affiliates, of the affiliates that reported that it was somewhat easy or

extremely easy to share what they were doing with each other, 60% were local leads, while only 40% were state leads. Local leads expressed no feelings that it was hard (somewhat or extremely) to share what they were doing with other affiliates, the 11% of affiliates who reported it was hard (extremely or somewhat) to share with other affiliates were all state leads.

Affiliates Sharing What They Are Doing with National: 51% of affiliates expressed that it was somewhat easy or extremely easy to share what they are doing with National, with 13% finding it somewhat hard, no affiliates expressed that it was extremely hard to share what they were doing with National. State leads had slightly higher responses to this being somewhat or extremely easy, with 54% of affiliates who stated it being somewhat or extremely easy to share what they were doing with National being state leads.

Accessing Resources from HMG National Website: 68% of affiliates found it somewhat (23%) or extremely (45%) easy access resources from the HMG National website. Notably, this statement had the highest number (23%) of affiliates who found the statement difficult, somewhat (21%) or extremely (2%) difficult.

Access Learning Opportunities: A large majority (76%) of affiliates found it somewhat (30%) or extremely easy (46%) to access learning opportunities from HMG National with the affiliates reporting it to be somewhat or extremely easy a 50/50 split between local and state leads. 13% of affiliates did find it somewhat 11% or extremely difficult (2%) to access learning opportunities.

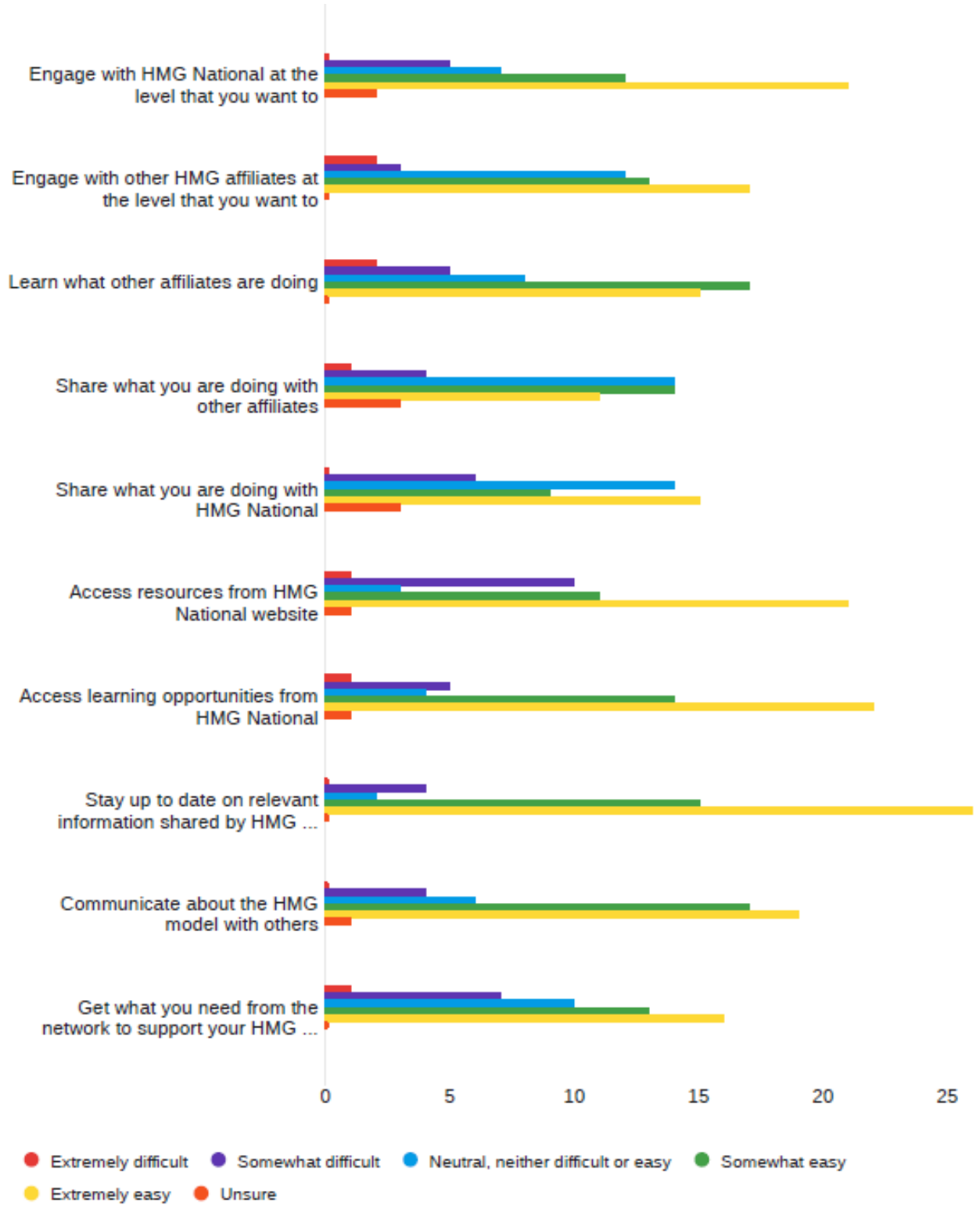
Stay Up to Date: The largest majority (87%) of affiliates found it extremely easy (55%) or (32%) somewhat easy to stay up to date on relevant information shared by HMG National. Of the affiliates who reported it was somewhat or extremely easy, it was a fairly even split between local and state leads. Additionally, no affiliates expressed finding it extremely difficult to stay up to date on relevant information shared by National, however 9% expressed it to be somewhat difficult.

Communicate About HMG Model: No affiliates expressed that it was extremely difficult to communicate about the HMG model with others. The large majority (77%) of affiliate found it to be somewhat (36%) or extremely easy (41%) to communicate about the HMG model with the affiliate expressing that it was somewhat or extremely easy being a 50/50 split between state and local leads.

Get What You Need to Support You HMG System: Notably the second highest responses from affiliates for being both somewhat difficult and neutral. With 38% of affiliates feeling neutral, neither easy nor difficult (21%), and 15% expressing it is somewhat difficult (15%). 61% of affiliates expressed it being easier somewhat (36%) or extremely (25%) easy.

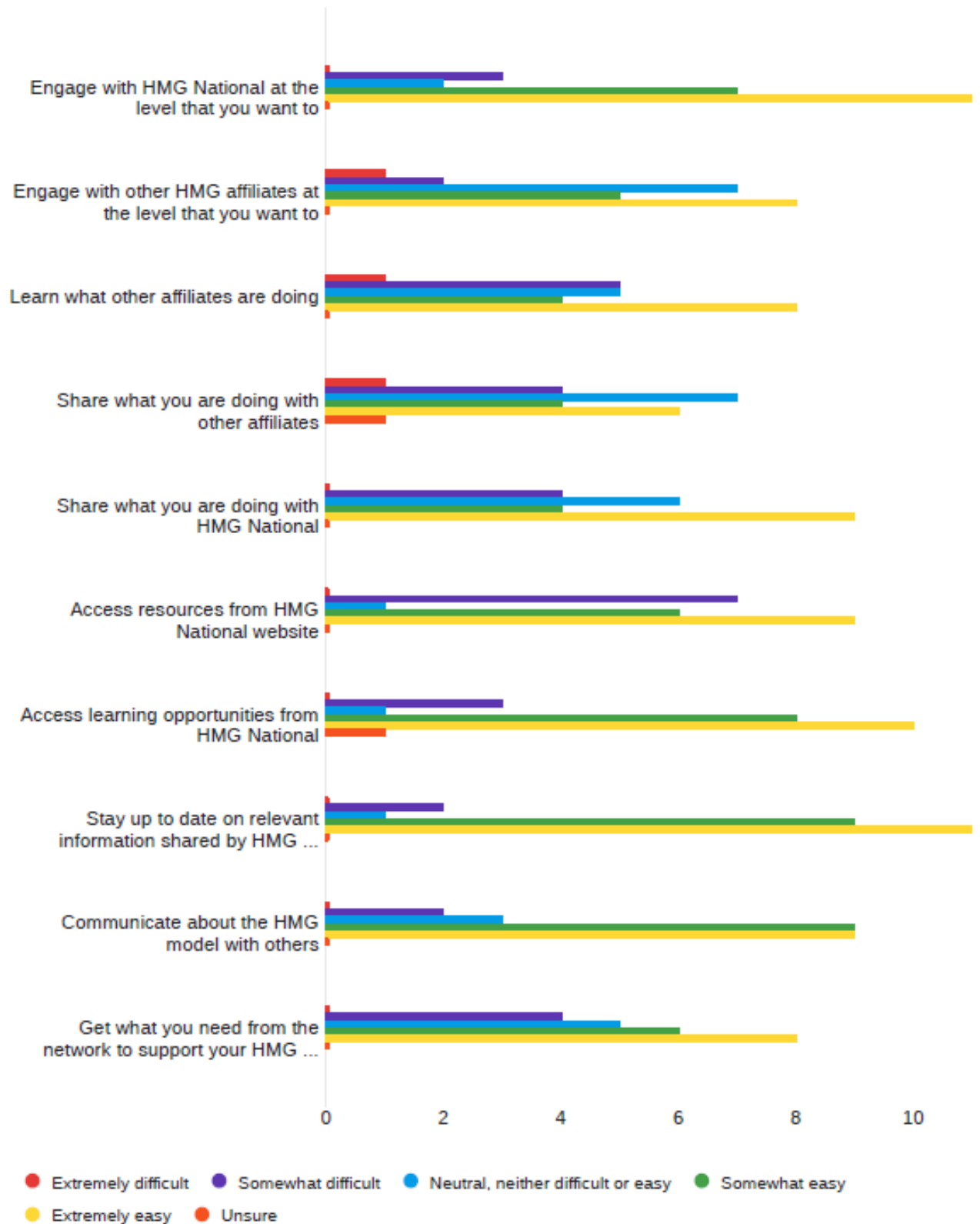
Question Response - Aggregate: 47, State Leads: 23, Local Leads: 24

Aggregate



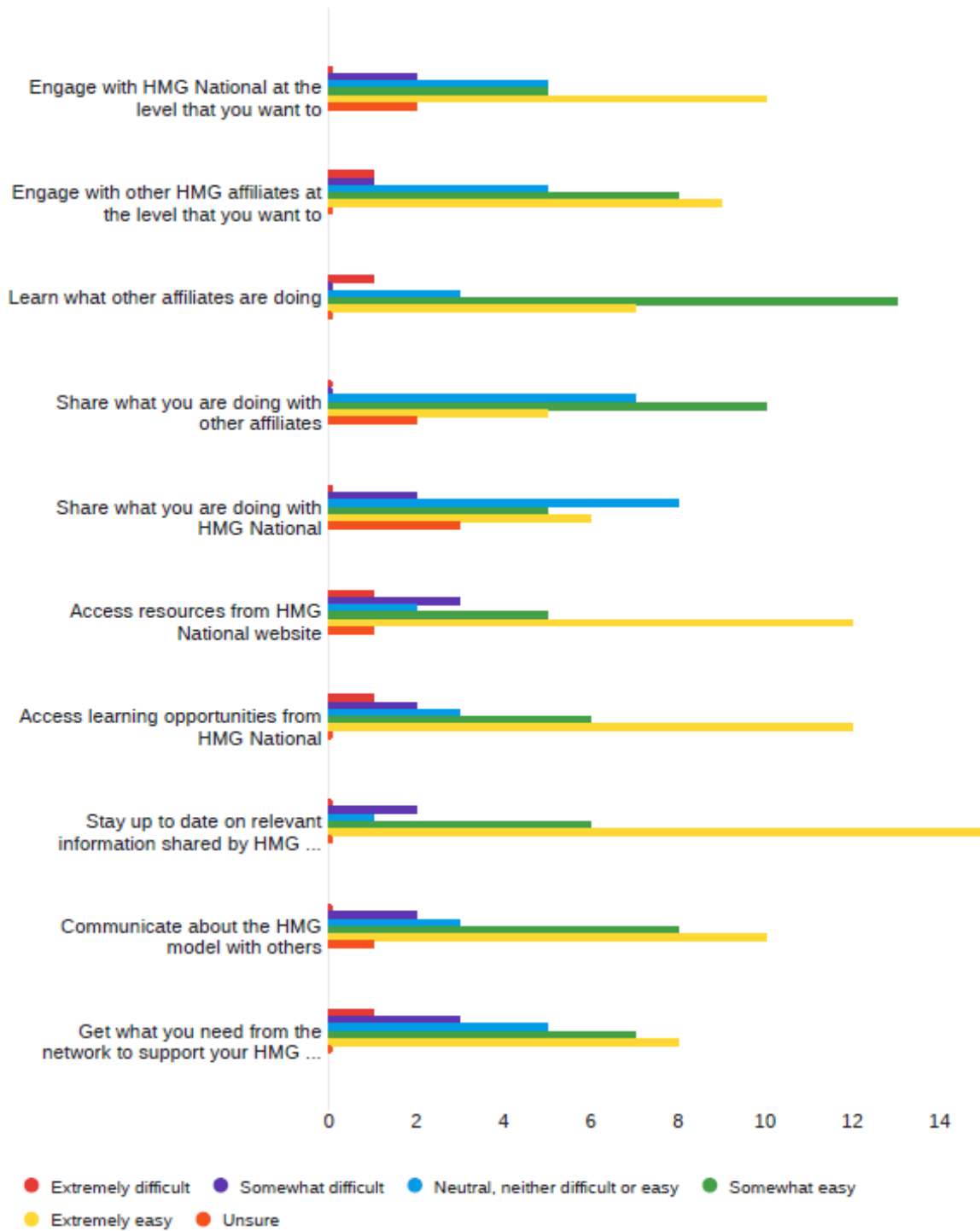
State Leads

As a HMG affiliate, please rate the ease in which you are able to:



Local Leads

As a HMG affiliate, please rate the ease in which you are able to:



A = all affiliates S = state leads L = local leads	Extremely Difficult	Somewhat Difficult	Neutral	Somewhat Easy	Extremely Easy	Unsure
Engage with HMG National at the level that you want to	A: 0	A: 5	A: 7	A: 12	A: 21	A: 2
	S: 0	S: 3 (60%)	S: 2 (29%)	S: 7 (58%)	S: 11 (52%)	S: 0
	L: 0	L: 2 (40%)	L: 5 (71%)	L: 5 (42%)	L: 10 (48%)	L: 2 (100%)
Engage with other HMG affiliates at the level that you want to	A: 2	A: 3	A: 12	A: 13	A: 17	A: 0
	S: 1 (50%)	S: 2 (67%)	S: 7 (58%)	S: 5 (39%)	S: 8 (47%)	S: 0
	L: 1 (50%)	L: 1 (33%)	L: 5 (42%)	L: 8 (61%)	L: 9 (53%)	L: 0
Learn what other affiliates are doing	A: 2	A: 5	A: 8	A: 17	A: 15	A: 0
	S: 1 (50%)	S: 5 (100%)	S: 5 (63%)	S: 4 (23%)	S: 8 (53%)	S: 0
	L: 1 (50%)	L: 0	L: 3 (37%)	L: 13 (77%)	L: 7 (47%)	L: 0
Share what you are doing with other affiliates	A: 1	A: 4	A: 14	A: 14	A: 11	A: 3
	S: 1 (100%)	S: 4 (100%)	S: 7 (50%)	S: 4 (29%)	S: 6 (55%)	S: 1 (33%)
	L: 0	L: 0	L: 7 (50%)	L: 10 (71%)	L: 5 (45%)	L: 2 (67%)
Share what you are doing with HMG National	A: 0	A: 6	A: 14	A: 9	A: 15	A: 3
	S: 0	S: 4 (67%)	S: 6 (43%)	S: 4 (44%)	S: 9 (60%)	S: 0
	L: 0	L: 2 (33%)	L: 8 (57%)	L: 5 (56%)	L: 6 (40%)	L: 3 (100%)
Access resources from HMG National website	A: 1	A: 10	A: 3	A: 11	A: 21	A: 1
	S: 0	S: 7 (70%)	S: 1 (33%)	S: 6 (55%)	S: 9 (43%)	S: 0
	L: 1(100%)	L: 3 (30%)	L: 2 (67%)	L: 5 (45%)	L: 12(57%)	L: (100%)
Access learning opportunities from HMG National	A: 1	A: 5	A: 4	A: 14	A: 22	A: 1
	S: 0	S: 3 (60%)	S: 1 (25%)	S: 8 (57%)	S: 10 (45%)	S: 1 (100%)
	L: 1 (100%)	L: 2 (40%)	L: 3 (75%)	L: 6 (43%)	L: 12 (55%)	L: 0
Stay up to date on relevant information shared by HMG National	A: 0	A: 4	A: 2	A: 15	A: 26	A: 0
	S: 0	S: 2 (50%)	S: 1 (50%)	S: 9 (60%)	S: 11 (42%)	S: 0
	L: 0	L: 2 (50%)	L: 1 (50%)	L: 6 (40%)	L: 15 (58%)	L: 0
Communicate about HMG model with others	A: 0	A: 4	A: 6	A: 17	A: 19	A: 1
	S: 0	S: 2 (50%)	S: 3 (50%)	S: 9 (53%)	S: 9 (47%)	S: 0
	L: 0	L: 2 (50%)	L: 3 (50%)	L: 8 (47%)	L: 10 (53%)	L: 1 (100%)
Get what you need from the network to support you HMG system	A: 1	A: 7	A: 10	A: 13	A: 16	A: 0
	S: 0	S: 4 (57%)	S: 5 (50%)	S: 6 (46%)	S: 8 (50%)	S: 0
	L: 1 (100%)	L: 3 (43%)	L: 5 (50%_	L: 7 (54%)	L: 8 (50%)	L: 0

Affiliate Perceptions HMG Network

Observations: Affiliates were asked to indicate how well each statement described the HMG Network using the following scale; does not describe the HMG Network, describes the HMG Network somewhat well, describes the HMG Network very well, and unsure. Below are the observations for each statement.

People listen to each other and are open to new perspectives: 70% of affiliates expressed that this describes the HMG network very well, while 21% feel like it describes the HMG network somewhat well. Notably, affiliates expressed that this statement described the HMG network very well, more than any other statement.

People feel empowered to take initiatives and start projects: 55% of affiliates expressed that this describes the HMG Network very well, with 23% of affiliates feeling like it describes the network somewhat well. A higher number (19%) of affiliates responded as unsure to this statement.

People feel comfortable experimenting with new and different approaches to issues and problems: 47% of affiliates feel like this describes the HMG network very well and 30% expressed that it describes the HMG network somewhat well. A higher number (21%) of affiliates responded as unsure to this statement.

Action in the network is well coordinated and connected: 45% of affiliates felt like this statement described the HMG somewhat well, while a smaller number of affiliates (28%) felt like this described the HMG Network very well. Of the affiliates that felt like it described the network well, the majority (61%) were local leads. Notably this statement – action in the network is well coordinated and connected had the highest response rates for both “this describes the HMG network somewhat well” (45%) and the second highest response rate for “this does not describe the HMG network” (9%). Of the affiliates that responded “this does not describe the network well”, 75% were state leads. The statement also received the lowest number of “this describes the network very well” from affiliates (28%) across all statements.

People in the network value openness and transparency: 60% of affiliates expressed that this described the HMG very well, and 30% felt like it described the network somewhat well.

People in the network are flexible, open to change, and comfortable with uncertainty: 40% of affiliates felt like this described the HMG network somewhat well, while 34% expressed that it described the HMG network very well. State leads responded that this statement described the HMG very well at a higher rate (57%) than local leads, while local leads expressed that this statement described the HMG somewhat well at a higher rate (58%) than state leads.

The network has clear purpose: A majority of affiliates (64%) expressed that this described the HMG network very well, and 26% felt like it described the HMG network somewhat well. Notably, local leads responded that this statement described the HMG network very well at a

higher level (57%) than state leads, while state leads responded at a higher rate (67%) that this statement described the HMG network somewhat well.

Network convenings and calls have space and time to build relationships: 55% of affiliates expressed that they felt like this described the network very well, while 30% felt like it described the HMG network somewhat well. While a smaller number (6%) of affiliates felt like this did not describe the affiliate network. Of the affiliates who expressed that this statement did not describe the HMG network, 100% were state leads.

Network convenings and calls include time for group reflection and learning from experience: 49% of affiliates expressed that they felt like this described the network very well, while 30% felt like it described the HMG network somewhat well. While a smaller number (6%) of affiliates felt like this did not describe the affiliate network. Of the affiliates who expressed that this statement did not describe the HMG network, 100% were state leads.

The network is aligned and working on a common issue, problem, or opportunity: 40% of affiliates expressed that this described the HMG network very well, while 36% responded that it described the HMG network somewhat well. 6% of affiliates reported that this statement did not describe the HMG network, 100% of the affiliates who responded that this statement did not describe the HMG network were state leads.

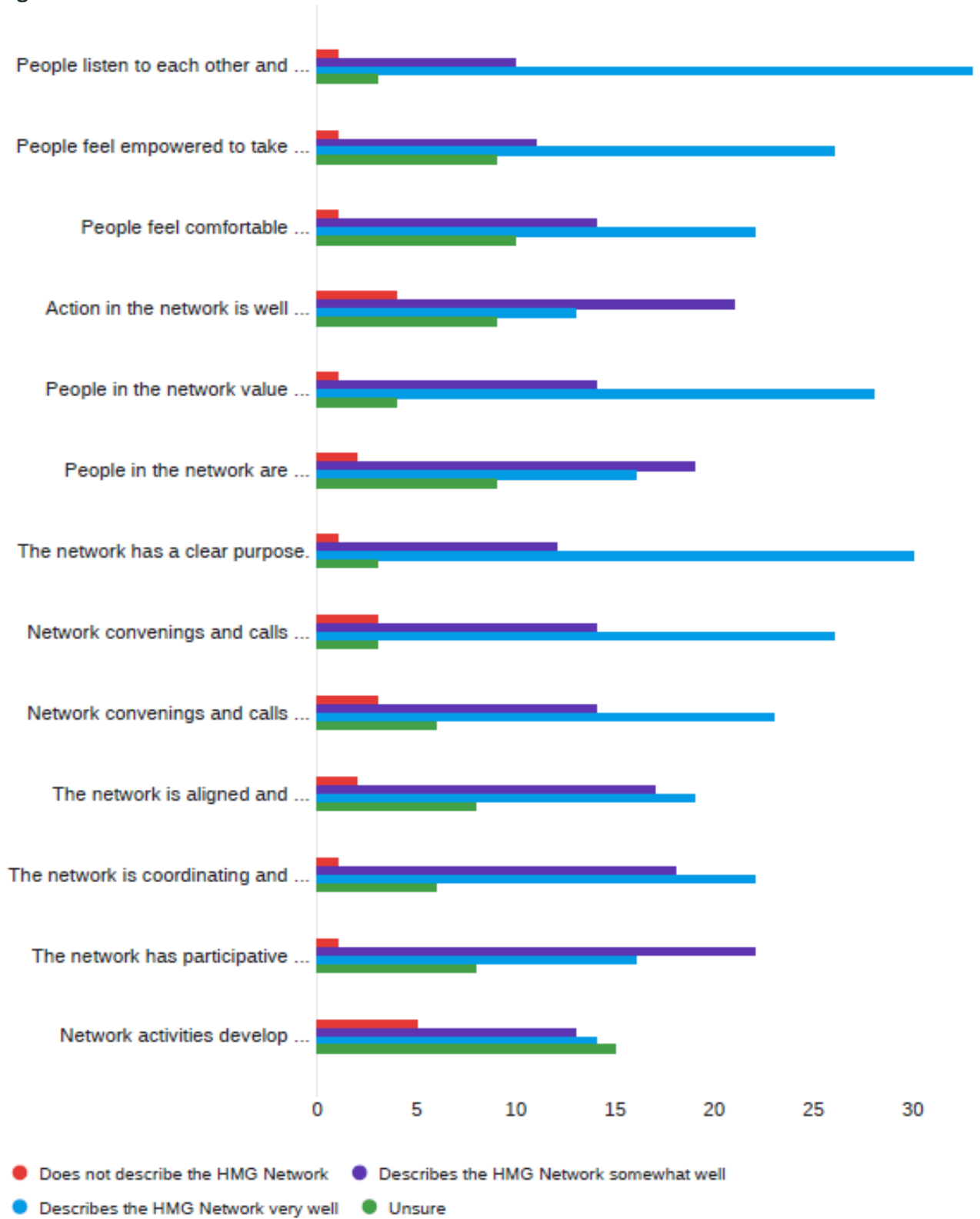
The network is coordinating and communicating intentionally about actions and strategies: 47% of affiliates expressed that they felt like this described the network very well, while 36% expressed that it described the network somewhat well. Local leads reported that this statement described the HMG network very well at a higher level (64%) than state leads (36%).

The network has participative processes for input, feedback, and decision-making: 47% of affiliates responded that this statement described the HMG network somewhat well, while 34% of affiliates expressed that this described the HMG network very well.

Network activities develop diverse leadership: 47% of affiliates responded that this described the HMG network somewhat well, with 34% expressing that it represents the HMG very well. Notably, this statement had the highest response rate from affiliates that this does not describe the HMG network (11%).

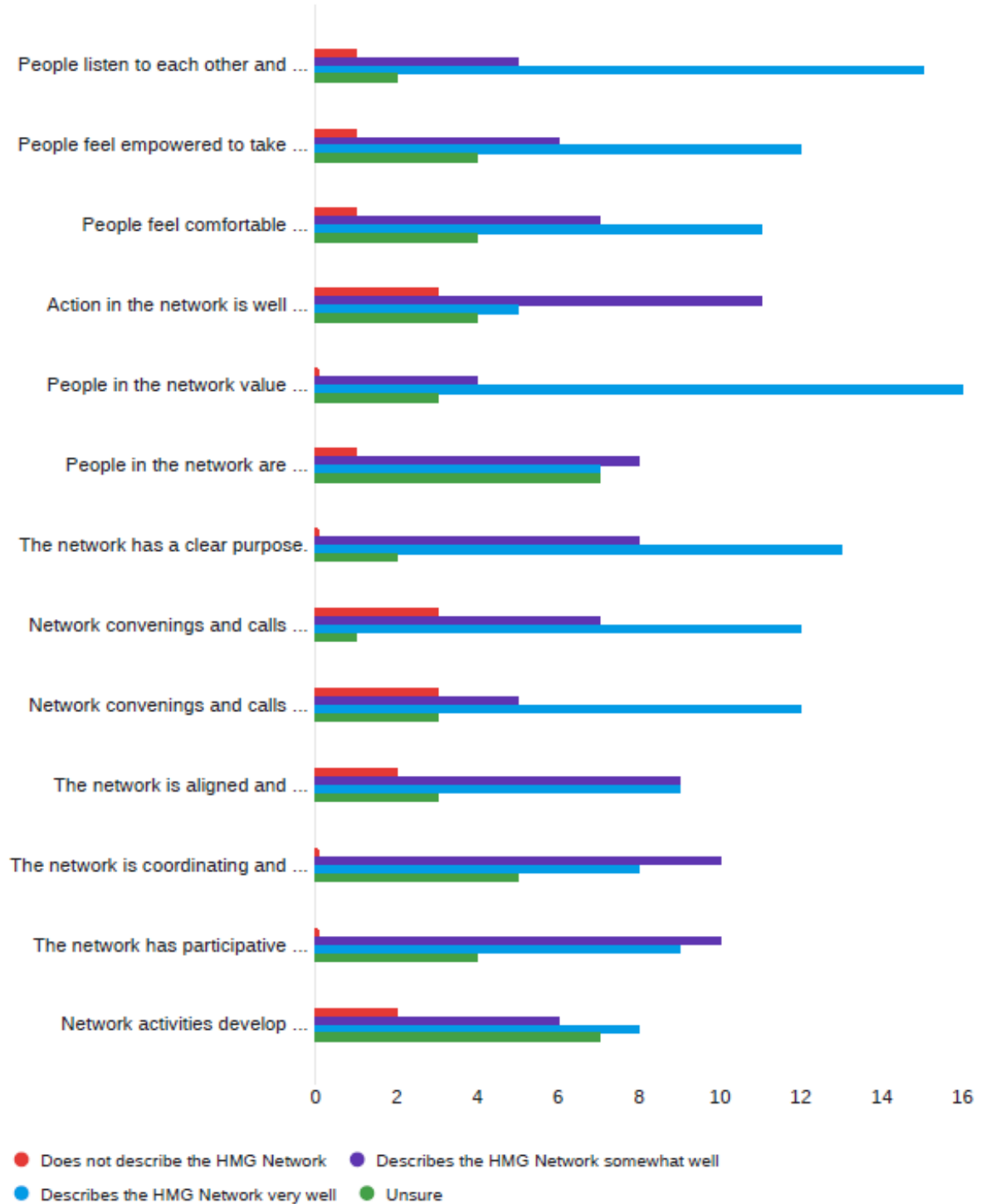
Question Response - Aggregate: 47, State Leads: 23, Local Leads: 24

Aggregate



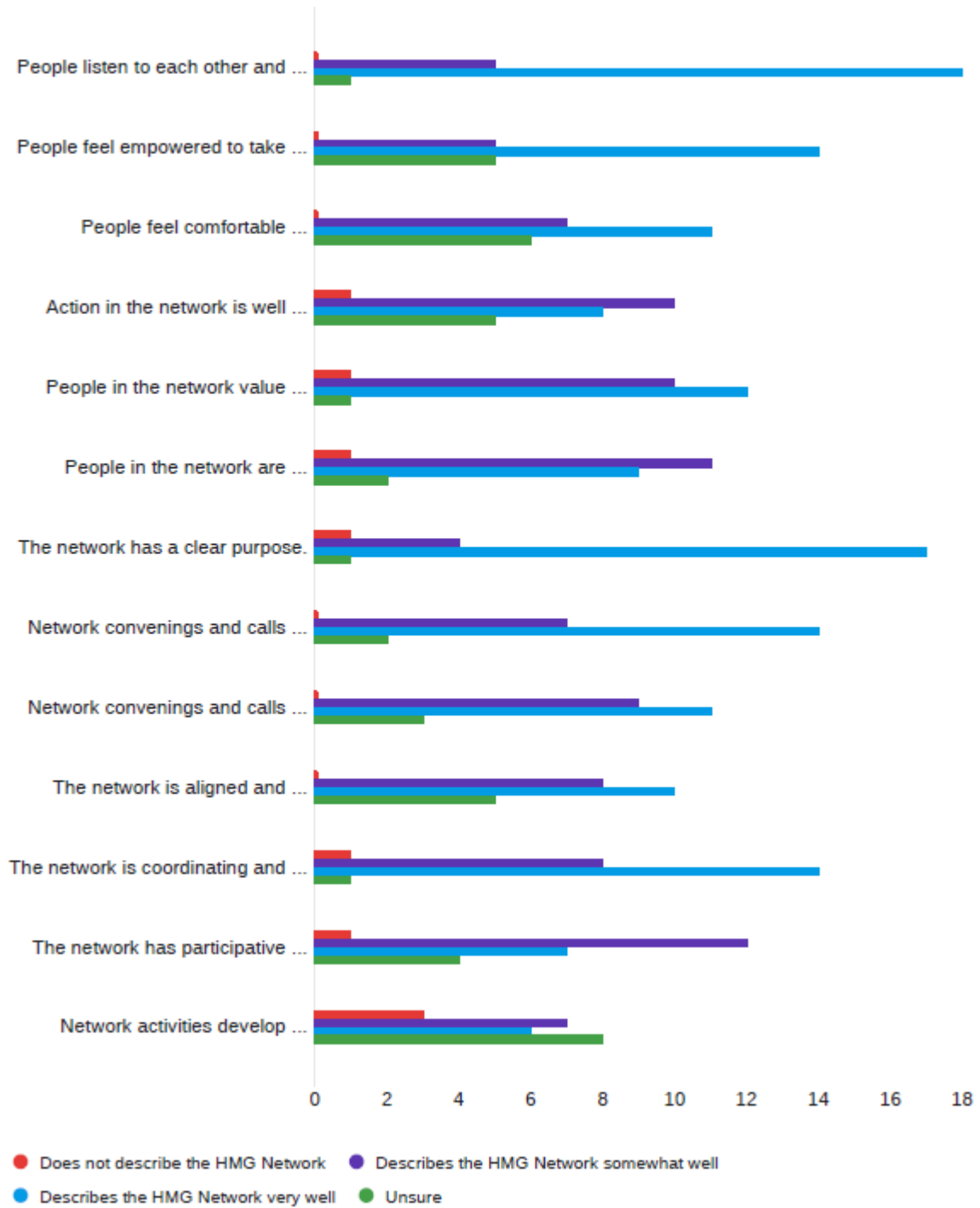
State Leads

Please indicate how well each statement below describes the HMG network, as...



Local Leads

Please indicate how well each statement below describes the HMG network, as...



A = all affiliates S = state leads L = local leads	Does not describe the HMG Network	Describes the HMG Network somewhat well	Describes the HMG Network very well	Unsure
People listen to each other and are open to new perspectives	A: 1	A: 10	A: 33	A: 3
	S: 1 (100%)	S: 5 (50%)	S: 15 (45%)	S: 2 (67%)
	L: 0	L: 5 (50%)	L: 18 (55%)	L: 1 (33%)
People feel empowered to take initiative and start projects	A: 1	A: 11	A: 26	A: 9
	S: 1 (100%)	S: 6 (55%)	S: 12 (46%)	S: 4 (44%)
	L: 0	L: 5 (45%)	L: 14 (54%)	L: 5 (56%)
People feel comfortable experimenting with new and different approaches to issues and problems	A: 1	A: 14	A: 22	A: 10
	S: 1 (100%)	S: 7 (50%)	S: 11 (50%)	S: 4 (40%)
	L: 0	L: 7 (50%)	L: 11 (50%)	L: 6 (60%)
Action in the network is well coordinated and connected	A: 4	A: 21	A: 13	A: 9
	S: 3 (75%)	S: 11 (52%)	S: 5 (39%)	S: 4 (45%)
	L: 1 (25%)	L: 10 (48%)	L: 8 (61%)	L: 5 (55%)
People in the network value openness and transparency	A: 1	A: 14	A: 28	A: 4
	S: 0	S: 4 (29%)	S: 16 (57%)	S: 3 (75%)
	L: 1 (100%)	L: 10 (71%)	L: 12 (43%)	L: 1 (25%)
People in the network are flexible, open to change, and comfortable with uncertainty	A: 2	A: 19	A: 16	A: 9
	S: 1 (50%)	S: 8 (42%)	S: 7 (44%)	S: 7 (78%)
	L: 1 (50%)	L: 11 (58%)	L: 9 (56%)	L: 2 (22%)
The network has clear purpose	A: 1	A: 12	A: 30	A: 3
	S: 0	S: 8 (67%)	S: 13 (43%)	S: 2 (67%)
	L: 1 (100%)	L: 4 (33%)	L: 17 (57%)	L: 1 (33%)
Network convenings and calls have space and time to build relationships	A: 3	A: 14	A: 26	A: 3
	S: 3 (100%)	S: 7 (50%)	S: 12 (46%)	S: 1 (33%)
	L: 0	L: 7 (50%)	L: 14 (54%)	L: 2 (67%)
Network convenings and calls include time for group reflection and learning from experience	A: 3	A: 14	A: 23	A: 6
	S: 3 (100%)	S: 5 (36%)	S: 12 (52%)	S: 3 (50%)
	L: 0	L: 9 (64%)	L: 11 (48%)	L: 3 (50%)
The network is aligned and working on a common issue, problem, or opportunity	A: 2	A: 17	A: 19	A: 8
	S: 2 (100%)	S: 9 (53%)	S: 9 (47%)	S: 3 (37%)
	L: 0	L: 8 (47%)	L: 10 (53%)	L: 5 (63%)
The network is coordinating and communicating intentionally about actions and strategies	A: 1	A: 18	A: 22	A: 6
	S: 0	S: 10 (55%)	S: 8 (36%)	S: 5 (83%)
	L: 1 (100%)	L: 8 (45%)	L: 14 (64%)	L: 1 (17%)

The network has participative processes for input, feedback, and decision-making	A: 1	A: 22	A: 16	A: 8
	S: 0	S: 10 (45%)	S: 9 (56%)	S: 4 (50%)
	L: 1 (100%)	L: 12 (55%)	L: 7 (44%)	L: 4 (50%)
Network activities develop diverse leadership	A: 5	A: 13	A: 14	A: 15
	S: 2 (40%)	S: 6 (46%)	S: 8 (57%)	S: 7 (47%)
	L: 3 (60%)	L: 7 (54%)	L: 6 (43%)	L: 8 (53%)

Affiliate Satisfaction

Observations: Affiliates were asked to rate their satisfaction using the following scale; extremely satisfied, somewhat satisfied, neutral, neither satisfied nor dissatisfied, somewhat dissatisfied, extremely dissatisfied, and unsure.

Across all statements state leads exhibited higher levels of satisfaction, with “somewhat satisfied” or “extremely satisfied” responses being more prominent the majority of the time. Notably, two instances displayed equal levels of extreme satisfaction between state and local leads: how HMG communicates new information and resources with affiliates, and how HMG national elevates affiliates’ work publicly. The large majority of somewhat dissatisfied, extremely dissatisfied, and unsure responses are from local leads, this makes sense given the current interaction structure for multi-system states and the nature of the statements being their interactions and perceptions of HMG National.

HMG National’s Relationship with Affiliates: The majority of affiliates (61%) expressed satisfaction with HMG National’s relationship with their system, with 37% of affiliates being extremely satisfied. The highest number of neutral, neither satisfied or dissatisfied (32%) responses from affiliates were to this statement. While 2% of affiliates were extremely dissatisfied, and 4% were unsure.

HMG National’s Understanding of Unique Systems: Approximately 54% of affiliates were either somewhat or extremely satisfied with HMG National’s understanding of their HMG system, with a clear split of 27% being somewhat satisfied and 27% being extremely satisfied. Notably, the highest number of affiliates (12%) expressed dissatisfaction (somewhat or extremely) and 31% of affiliates were neutral, neither satisfied or dissatisfied.

HMG National’s Communication of Information & Resources: Affiliates had the highest levels (86%) of satisfaction with how HMG National communicates new information and resources, with the majority being extremely satisfied (61%). A small percentage (6%) reported being somewhat dissatisfied, while no affiliates expressed extreme dissatisfaction.

HMG National’s Collaboration with Affiliates: Approximately 61% of affiliates expressed they were either somewhat (29%) or extremely (32%) satisfied with how HMG National collaborates

with affiliates, 27% were neutral, neither satisfied nor dissatisfied, while 4% were either somewhat (2%) or extremely (2%) dissatisfied, and 8% were unsure.

HMG National's Ability to Gather & Share Information: 63% of affiliates expressed they were either somewhat (32%) or extremely (31%) satisfied with HMG National's processes for gathering information, innovations, and ideas, and sharing them back with HMG network. 23% were neutral, neither satisfied nor dissatisfied. Dissatisfaction was relatively low with only 6% expressing dissatisfaction, either somewhat (4%) or extremely (2%) dissatisfied, and 8% were unsure.

HMG National Elevating Affiliate Work: 49% of affiliates were somewhat or extremely satisfied with how HMG National elevates affiliates work publicly. Notably, the lowest number of affiliates responding to extreme satisfaction (18%) to this statement and the number of affiliates who responded unsure to the statement, was the highest (16%). 27% of affiliates were neutral, neither satisfied nor dissatisfied

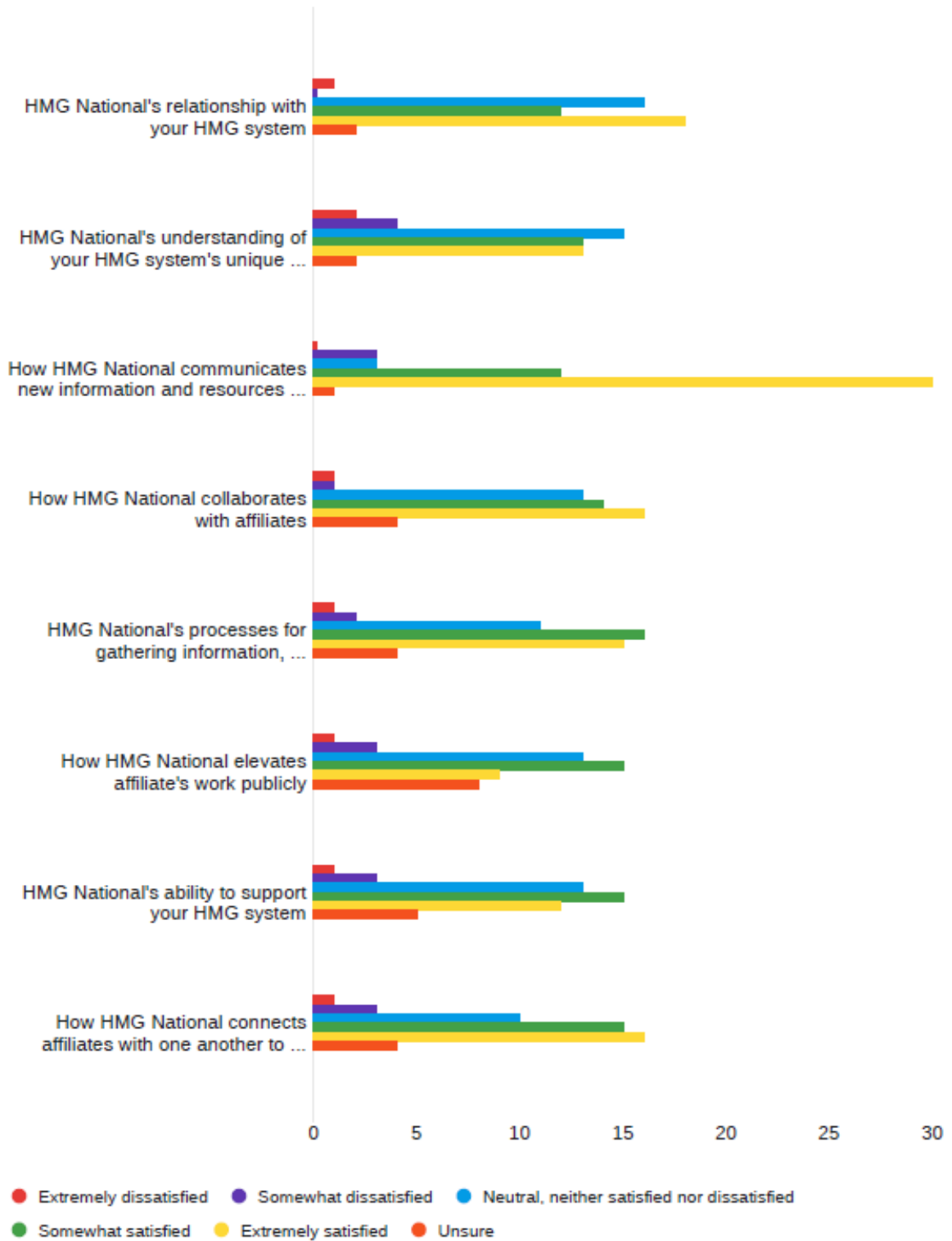
HMG National's Ability to Support HMG Systems: Affiliates expressed a moderate level of satisfaction (55%) with HMG National's ability to support their HMG system. 31% were somewhat satisfied and 25% were extremely satisfied. Dissatisfaction was relatively minimal with 8% indicating some level of dissatisfaction.

HMG National Connecting Affiliates with Each Other: 63% of affiliates were somewhat (31%) or extremely satisfied (32%) with how HMG National connects affiliates with one another to network, share ideas, and innovate, while 20% were neutral, neither satisfied nor dissatisfied, 8% were either somewhat (6%) or extremely (2%) dissatisfied and 8% were unsure.

Question Response - Aggregate: 49, State Leads: 24, Local Leads: 25

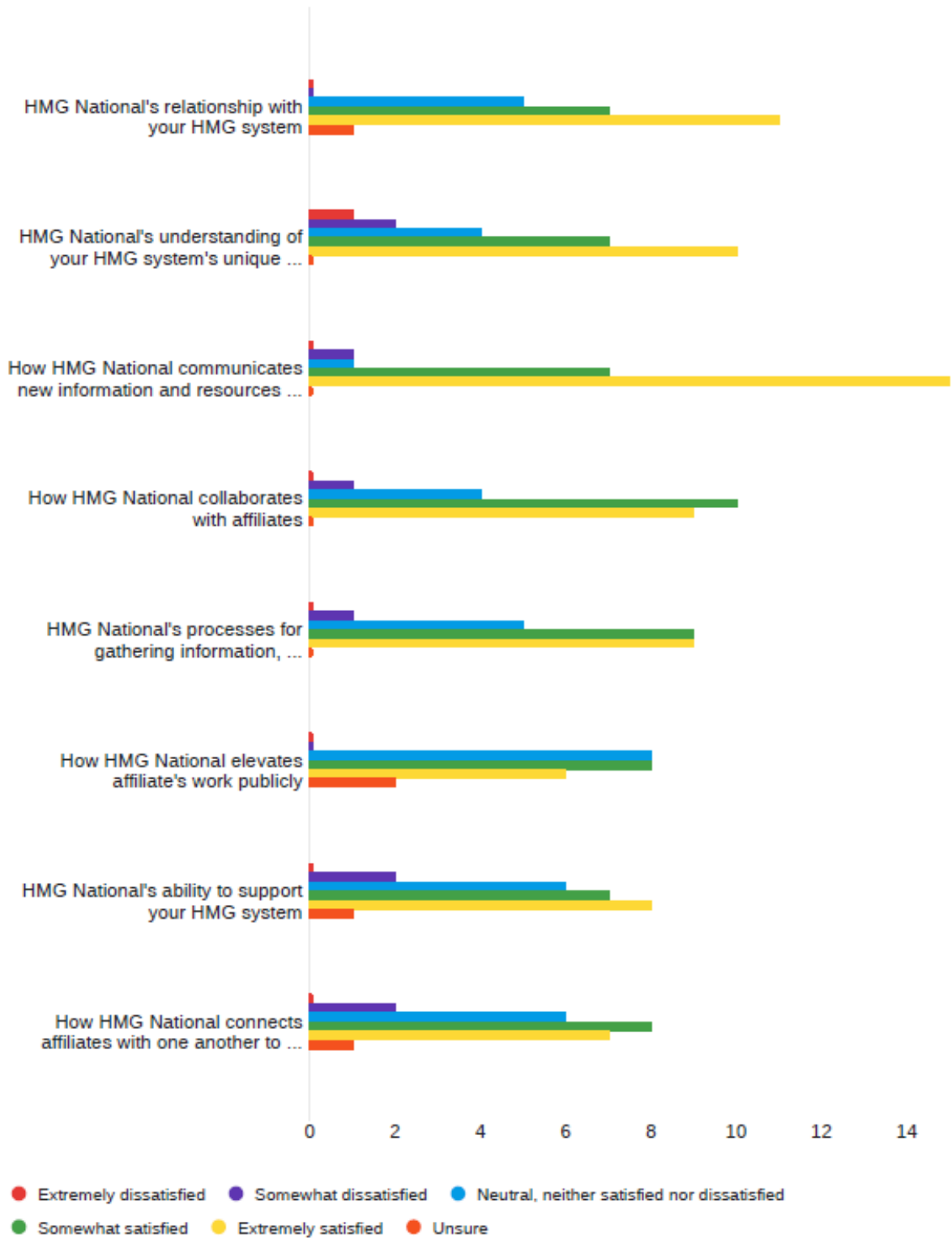
Aggregate

As a HMG affiliate, please rate your satisfaction with the following:



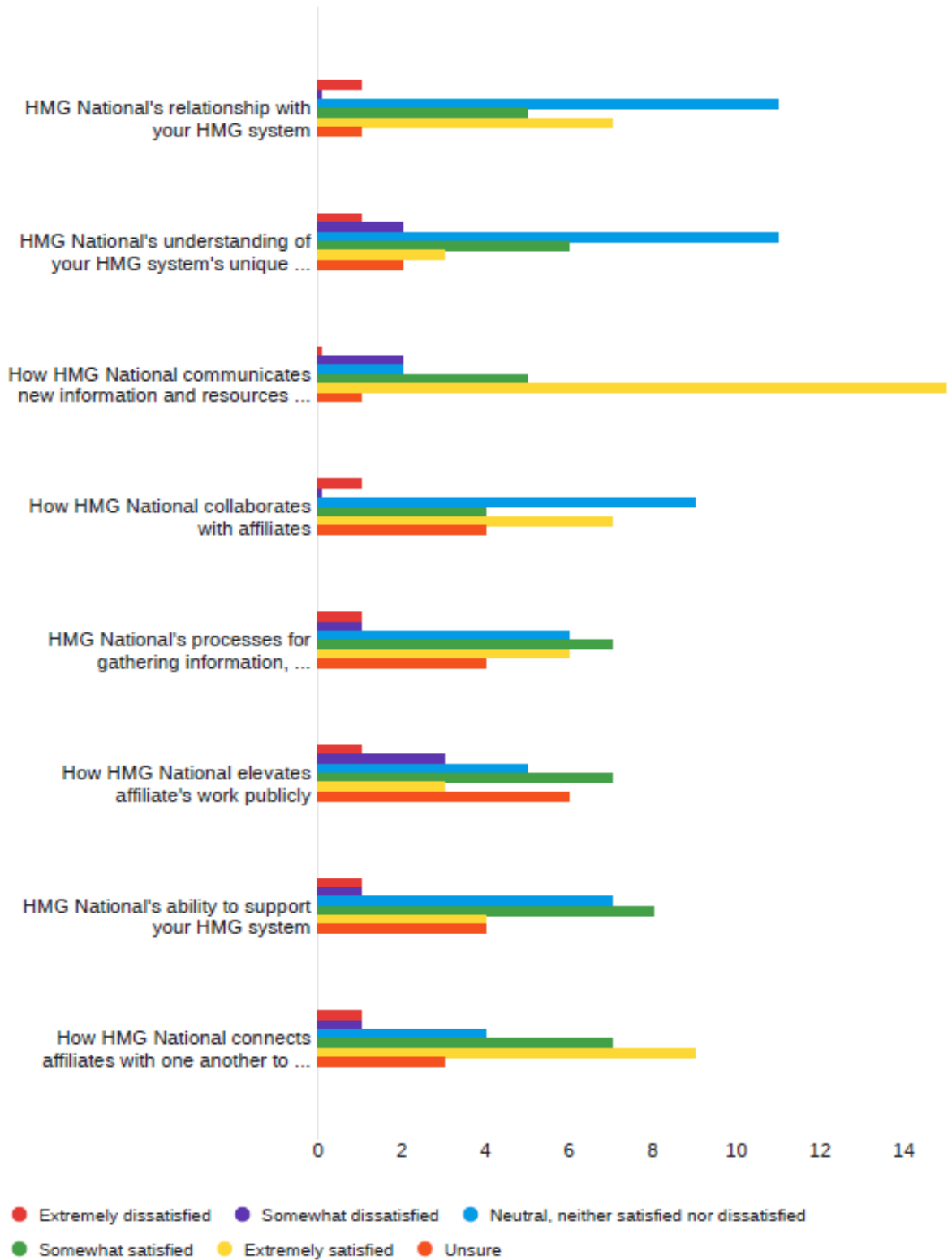
State Leads

As a HMG affiliate, please rate your satisfaction with the following:



Local Leads

As a HMG affiliate, please rate your satisfaction with the following:



A = all affiliates S = state leads L = local leads	Extremely Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Extremely Satisfied	Unsure
HMG National’s relationship with your HMG system	A: 1	A: 0	A: 16	A: 12	A: 18	A: 2
	S: 0	S: 0	S: 5 (31%)	S: 7 (58%)	S: 11 (61%)	S: 1 (50%)
	L: 1 (100%)	L: 0	L: 11 (69%)	L: 5 (42%)	L: 7 (39%)	L: 1 (50%)
HMG National’s understanding of your HMG system’s unique needs, goals, problems, limitations, and interests	A: 2	A: 4	A: 15	A: 13	A: 13	A: 2
	S: 1 (50%)	S: 2 (50%)	S: 4 (27%)	S: 7 (54%)	S: 10 (77%)	S: 0
	L: 1 (50%)	L: 2 (50%)	L: 11 (73%)	L: 6 (46%)	L: 3 (33%)	L: (100%)
How HMG National communicates new information and resources with affiliates	A: 0	A: 3	A: 3	A: 12	A: 30	A: 1
	S: 0	S: 1 (33%)	S: 1 (33%)	S: 7 (58%)	S: 15 (50%)	S: 0
	L: 0	S: 2 (67%)	S: 2 (67%)	L: 5 (41%)	L: 15 (50%)	L: 1 (100%)
How HMG National collaborates with affiliates	A: 1	A: 1	A: 13	A: 14	A: 16	A: 4
	S: 0	S: 1 (100%)	S: 4 (31%)	S: 10 (71%)	S: 9 (56%)	S: 0
	L: 1 (100%)	L: 0	L: 9 (69%)	L: 4 (29%)	L: 7 (43%)	L: 4 (100%)
HMG Nationals processes, for gathering information, innovations, and ideas and sharing them back with the HMG network	A: 1	A: 2	A: 11	A:16	A: 15	A: 4
	S: 0	S: 1 (50%)	S: 5 (46%)	S: 9 (56%)	S: 9 (60%)	S: 0
	L: 1 (100%)	L: 1 (50%)	L: 9 (54%)	L: 7 (44%)	L: 6 (40%)	L: 4 (100%)
How HMG National elevates affiliate work publicly	A: 1	A: 3	A: 13	A: 15	A: 12	A: 8
	S: 0	S: 0	S: 8 (62%)	S: 8 (53%)	S: 6 (50%)	S: 2 (25%)
	L: 1 (100%)	L: 3 (100%)	L: 5 (38%)	L: 7 (47%)	L: 6 (50%)	L: 6 (75%)
HMG Nationals ability to support your HMG system	A: 1	A: 3	A: 13	A: 15	A: 12	A: 5
	S: 0	S: 2 (67%)	S: 6 (46%)	S: 7 (47%)	S: 8 (67%)	S: 1 (20%)
	L: 1 (100%)	L: 1 (33%)	L: 7 (54%)	L: 8 (43%)	L: 4 (33%)	L: 4 (80%)
How HMG National connects affiliates with one another to network, share ideas, and innovate	A: 1	A: 3	A: 10	A: 15	A: 16	A: 4
	S: 0	S: 2 (67%)	S: 6 (60%)	S: 8 (53%)	S: (44%)	S: 1 (25%)
	L: 1 (100%)	L: 1 (33%)	L: 4 (40%)	L: 7 (47%)	L: 9 (56%)	L: 3 (75%)

Collaboration Needs

Observations: HMG state and local leads identified the following collaboration needs (selected all that applied) in order of priority 60% between my HMG system and local external system partners, 49% between my HMG system and other affiliates, 24% between my HMG system and HMG National, 18% between HMG system and other National partners.

Note aggregate chart below does not include aggregate of other, please specify.

State leads identified the following collaboration needs in order of priority 52% between my HMG system and local external system partners, 61% between my HMG system and other affiliates, 22% between my HMG system and HMG National, 30% between HMG system and other National partners.

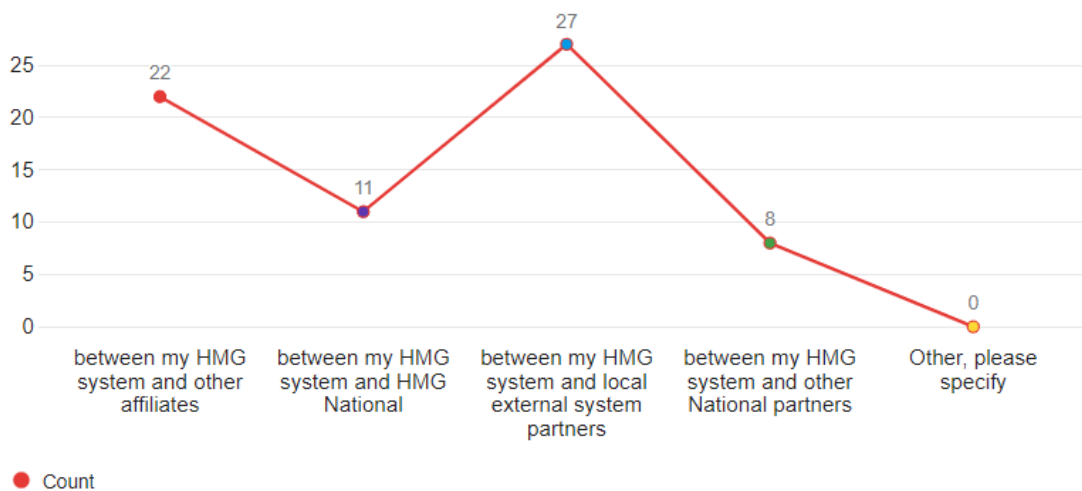
Note the 9% of state leads that responded other responses were specific examples of between HMG system and local external system partners this 9% has been added to the original 52% to make 61%.

Local leads identified the following collaboration needs in order of priority 63% between my HMG system and local external system partners, 46% between my HMG system and other affiliates, 25% between my HMG system and HMG National, 4% between HMG system and other National partners, 8% of local leads selected other, indicating collaboration needs with their state affiliate.

Total Responses - Aggregate: 47, State Leads: 23, Local Leads: 24

Aggregate

Where do you have the biggest collaboration needs? Please select all that apply. - Selected Choice



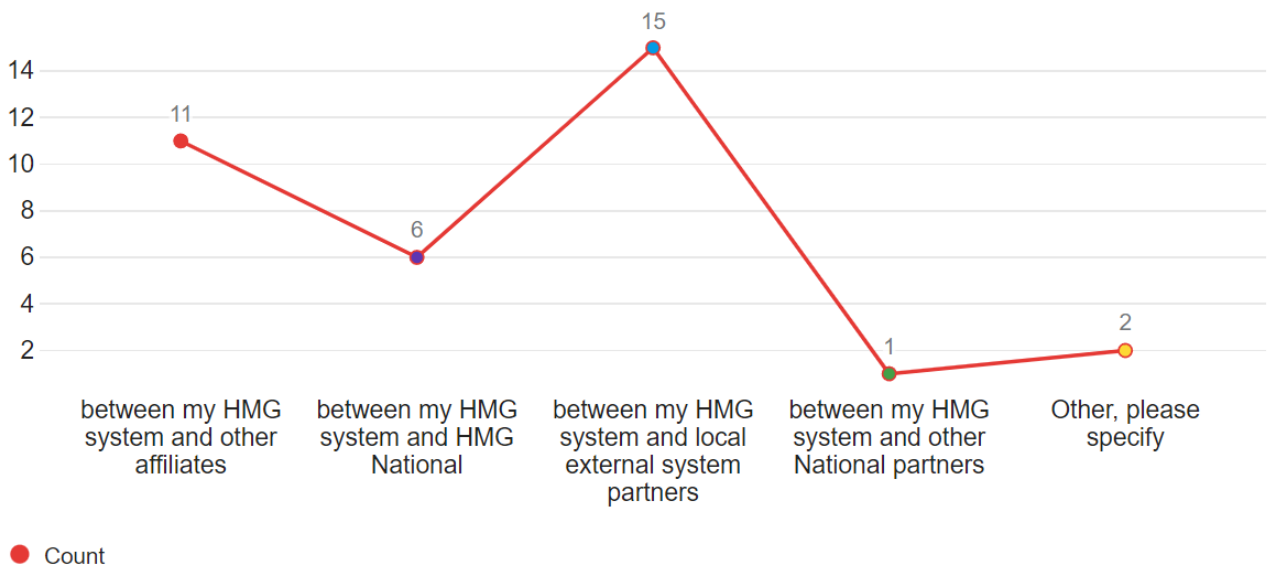
State Leads

Where do you have the biggest collaboration needs? Please select all that apply. - Selected Choice



Local Leads

Where do you have the biggest collaboration needs? Please select all that apply. - Selected Choice



Affiliate Identified Value of Resources and Tools

Observations: HMG Affiliates responded with their level of satisfaction (extremely dissatisfied, somewhat dissatisfied, neutral, neither satisfied nor dissatisfied, somewhat satisfied, extremely satisfied, or unsure to the resources listed below. Observations are provided for affiliate responses to each resource.

HMG National Website- Affiliate Resources: 75% of affiliates found the affiliate resources on the HMG National extremely (52%) or very valuable (23%). While 20% found the affiliate resources on the HMG website to be moderately valuable.

HMG Annual Forum: A large majority (75%) of affiliates expressed that the HMG Forum was extremely (41%) or very (34%) valuable.

HMG Building Impact Annual Report: (59%) of affiliates reported that the HMG Building Impact Annual Report was extremely (25%) or very (34%) valuable to them. Notably, the HMG Building Impact Annual Report was reported to be slightly valuable or not valuable at all, higher (14%) than any of the other resources. This resource also had the highest number of affiliates who responded unsure (16%), with the majority of affiliates responding unsure being local leads.

Topic Specific Webinars hosted by HMG National: Affiliates found topic specific webinars hosted by HMG National to be a highly valuable resource, with 86% finding the Topic Specific Webinars to be extremely (25%) or very valuable (34%).

Funding Opportunities Shared by HMG National: 64% of affiliates expressed that funding opportunities shared by HMG National to be extremely (43%) or very valuable (22%). Notably the majority of affiliates who responded that this resource was extremely helpful were state leads (68%), while the majority of affiliates who responded that this resource was very helpful were local leads (90%).

Policy Briefs Shared by HMG National: 57% of affiliates reported that the policy briefs shared by HMG National were valuable, with 32% finding them extremely valuable, and 25% finding them very valuable. 30% of affiliates reported that this resource was moderately valuable.

HMG Newsletter: A large majority of affiliates (68%) expressed that the HMG Newsletter was valuable to them, with 32% finding it extremely valuable and 36%. Notably, of the affiliates who reported the HMG Newsletter as extremely valuable, the majority (71%) were state leads. 30% of affiliates reported that this resource was moderately valuable.

Connecting with Other Affiliates:

Learning from Other Affiliates: Affiliates reported learning from other affiliates to be the most valuable resource, with 91% of affiliates expressing that it is extremely valuable (75%) and very valuable (16%). No affiliates reported that learning from other affiliates was slightly or not valuable to them.

Opportunities for Innovation: A large majority (77%) of affiliates reported that opportunities for innovation were extremely valuable (47%) or very valuable (30%).

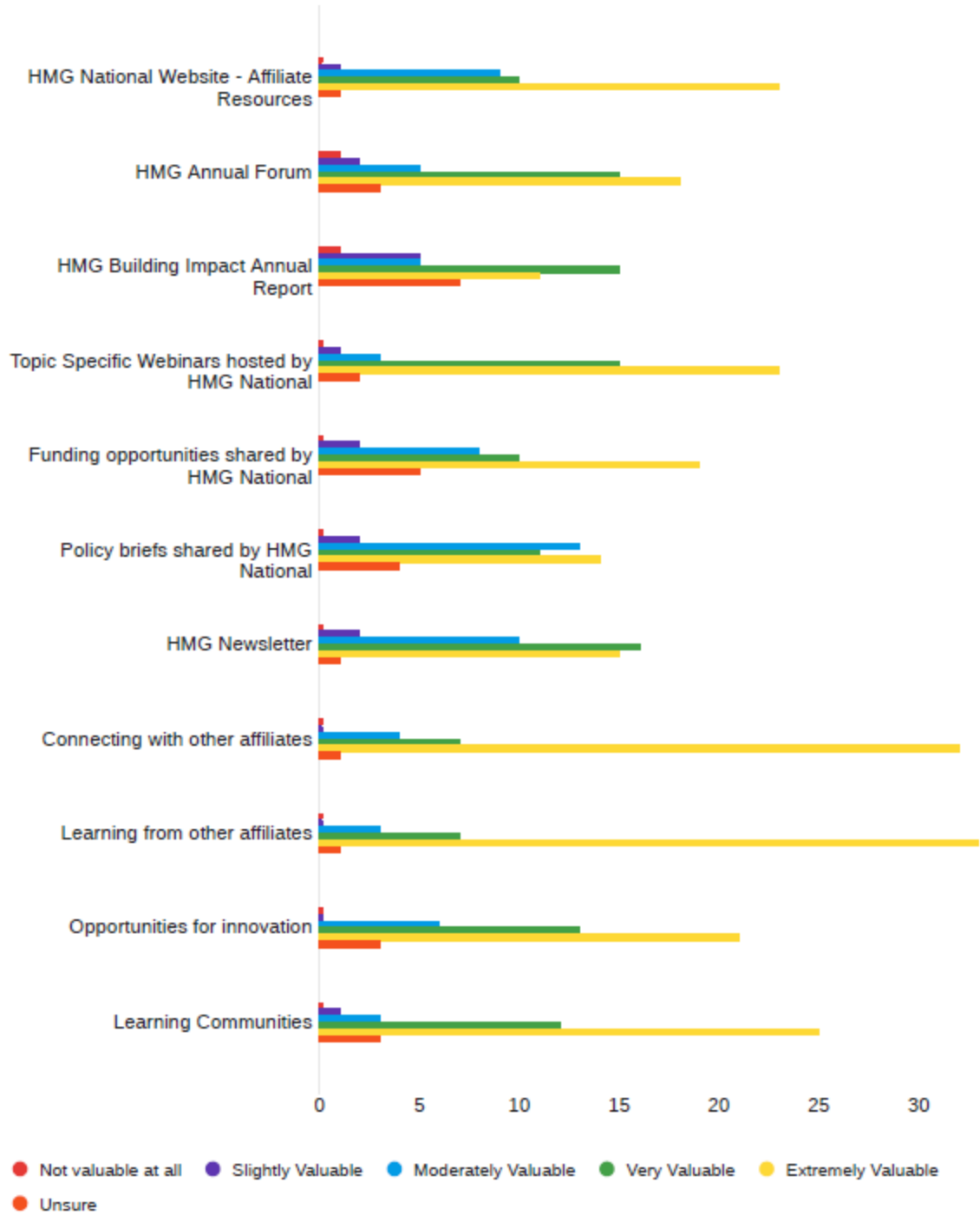
Learning Communities: 84% of affiliates reported that learning communities (57%) were extremely valuable or very valuable (27%).

Affiliates found value in some capacity with all of the following resources, with no affiliates reported that the following resources were not valuable; HMG National website – affiliate resources, topic specific webinars hosted by HMG National, funding opportunities shared by HMG National, policy briefs shared by HMG National, the HMG newsletter, connecting with other affiliates, learning from other affiliates, opportunities for innovation, and learning communities.

Total Responses - Aggregate: 44, State Leads: 22, Local Leads: 22

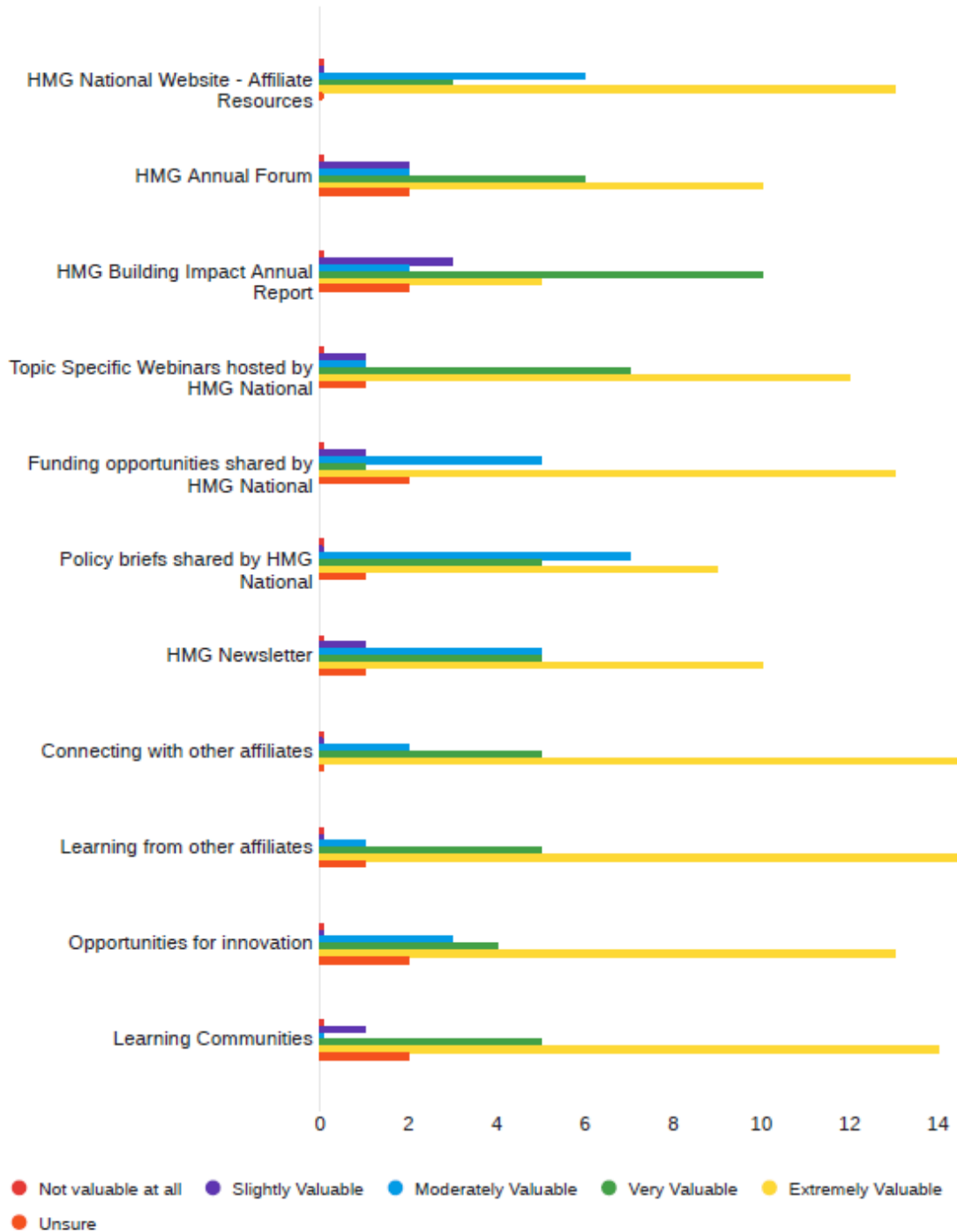
Aggregate

Please indicate how valuable the following items are in supporting your HMG...

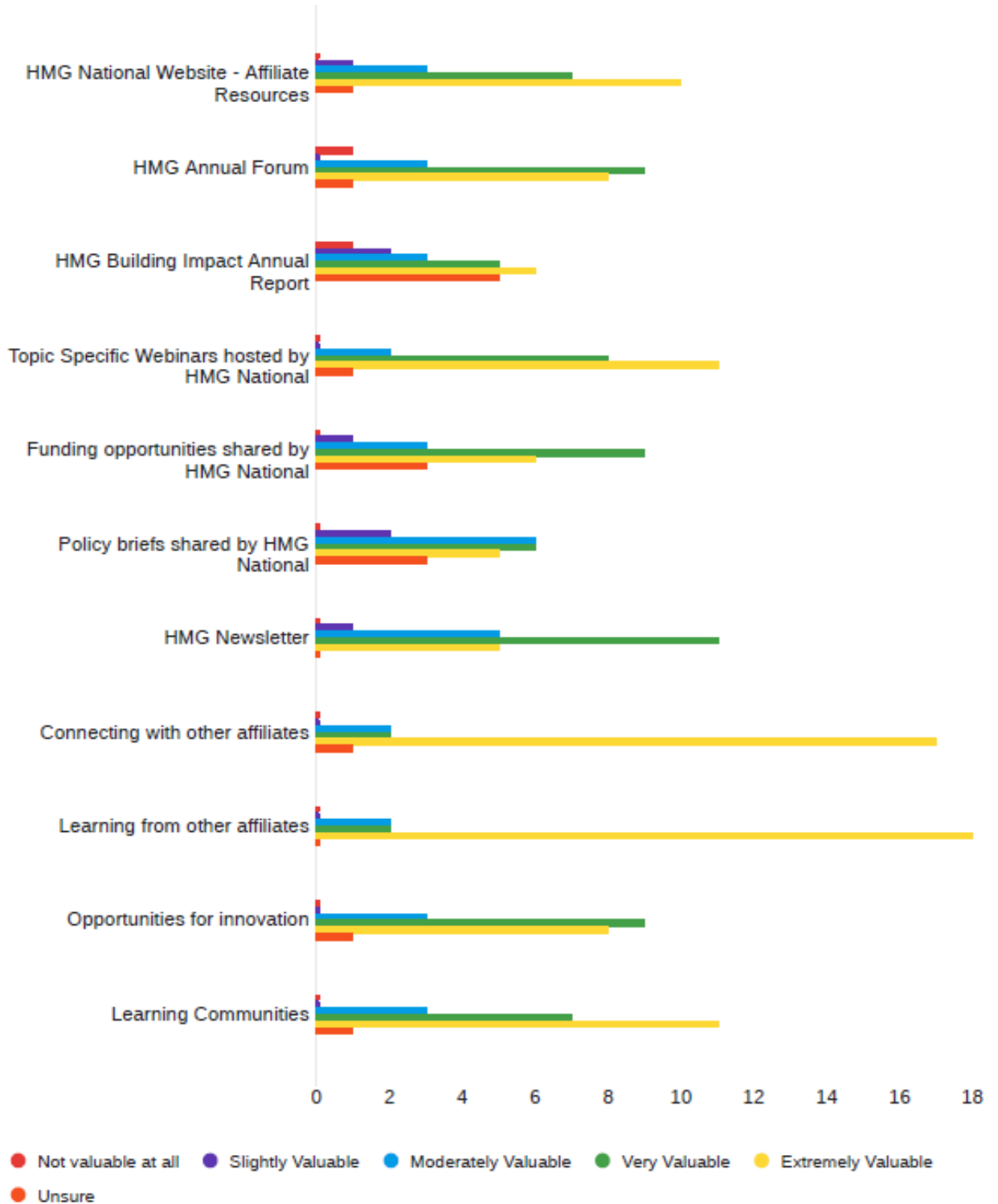


State Leads

Please indicate how valuable the following items are in supporting your HMG...



Local Leads



A = all affiliates S = state leads L = local leads	Not valuable at all	Slightly valuable	Moderately valuable	Very Valuable	Extremely Valuable	Unsure
HMG National Website – Affiliate Resources	A: 0	A: 1	A: 9	A: 10	A: 23	A: 1
	S: 0	S: 0	S: 6 (67%)	S: 3 (30%)	S: 13 (57%)	S: 0
	L: 0	L: 1 (100%)	L: 3 (33%)	L: 7 (70%)	L: 10 (43%)	L: 1 (100%)
HMG Annual Forum	A: 1	A: 2	A: 5	A: 15	A: 18	A: 3
	S: 0	S: 2 (100%)	S: 2 (40%)	S: 6 (40%)	S: 10 (55%)	S: 2 (67%)
	L: 1 (100%)	L: 0	L: 3 (60%)	L: 9 (60%)	L: 8 (45%)	L: 1 (33%)
HMG Building Impact Annual Report	A: 1	A: 5	A: 5	A: 15	A: 11	A: 7
	S: 0	S: 3 (60%)	S: 2 (40%)	S: 10 (67%)	S: 5 (45%)	S: 2 (29%)
	L: 1(100%)	L: 2 (40%)	L: 3 (60%)	L: 5 (33%)	L: 6 (55%)	L: 5 (71%)
Topic Specific Webinars hosted by HMG National	A: 0	A: 1	A: 3	A: 15	A: 23	A: 2
	S: 0	S: 1(100%)	S: 1 (33%)	S: 7 (47%)	S: 12 (52%)	S: 1 (50%)
	L: 0	L: 0	L: 2 (67%)	L: 8 (53%)	L: 11 (48%)	L: 1 (50%)
Funding Opportunities Shared by HMG National	A: 0	A: 2	A: 8	A: 10	A: 19	A: 5
	S: 0	S: 1 (50%)	S: 5 (63%)	S: 1 (10%)	S: 13 (68%)	S: 2 (40%)
	L: 0	L: 1 (50%)	L: 3 (37%)	L: 9 (90%)	L: 6 (32%)	L: 3 (60%)
Policy Briefs Shared by HMG National	A: 0	A: 2	A: 13	A: 11	A: 14	A: 4
	S: 0	S: 0	S: 7 (54%)	S: 5 (45%)	S: 9 (64%)	S: 1 (25%)
	L: 0	L: 2(100%)	L: 6 (46%)	L: 6 (55%)	L: 5 (36%)	L: 3 (75%)
HMG Newsletter	A: 0	A: 2	A: 13	A: 16	A: 14	A: 1
	S: 0	S: 1 (50%)	S: 5 (50%)	S: 5 (31%)	S: 10 (71%)	S: 1 (100%)
	L: 0	L: 1 (50%)	L: 5 (50%)	L: 11 (69%)	L: 5 (29%)	L: 0
Connecting with Other Affiliates	A: 0	A: 0	A: 4	A: 7	A: 32	A: 1
	S: 0	S: 0	S: 2 (50%)	S: 5 (71%)	S: 15 (47%)	S: 0
	L: 0	L: 0	L: 2 (50%)	L: 2 (29%)	L: 17 (53%)	L: 1 (100%)
Learning from Other Affiliates	A: 0	A: 0	A: 3	A: 7	A: 33	A: 1
	S: 0	S: 0	S: 1 (33%)	S: 5 (71%)	S: 15 (45%)	S: 1 (100%)
	L: 0	L: 0	L: 2 (67%)	L: 2 (29%)	L: 18 (55%)	L: 0
Opportunities for Innovation	A: 0	A: 0	A: 6	A: 13	A: 21	A: 3
	S: 0	S: 0	S: 3 (50%)	S: 4 (31%)	S: 13 (62%)	S: 2 (67%)
	L: 0	L: 0	L: 3 (50%)	L: 9 (69%)	L: 8 (38%)	L: 1 (33%)
Learning Communities	A: 0	A: 1	A: 3	A: 12	A: 25	A: 3
	S: 0	S: 1 (100%)	S: 0	S: 5 (32%)	S: 14 (56%)	S: 2 (67%)
	L: 0	L: 0	L: 3(100%)	L: 7 (58%)	L: 11 (44%)	L: 1 (33%)

Where Affiliates Find the Information, Resources, and Support They Need

Observations: HMG state and local leads identified the following (selected all that applied) as the where they find the information, resources, and support they need, in order of priority; 73% ask a colleague within their system, 71% go to the HMG website, 66% ask another affiliate, 49% ask someone at HMG National , 44% use network communities and opportunities established with HMG National, 34% use the affiliate directory, 29% use network communities and opportunities established with other affiliates, and 2% feel like there are not anyways developed to find others.

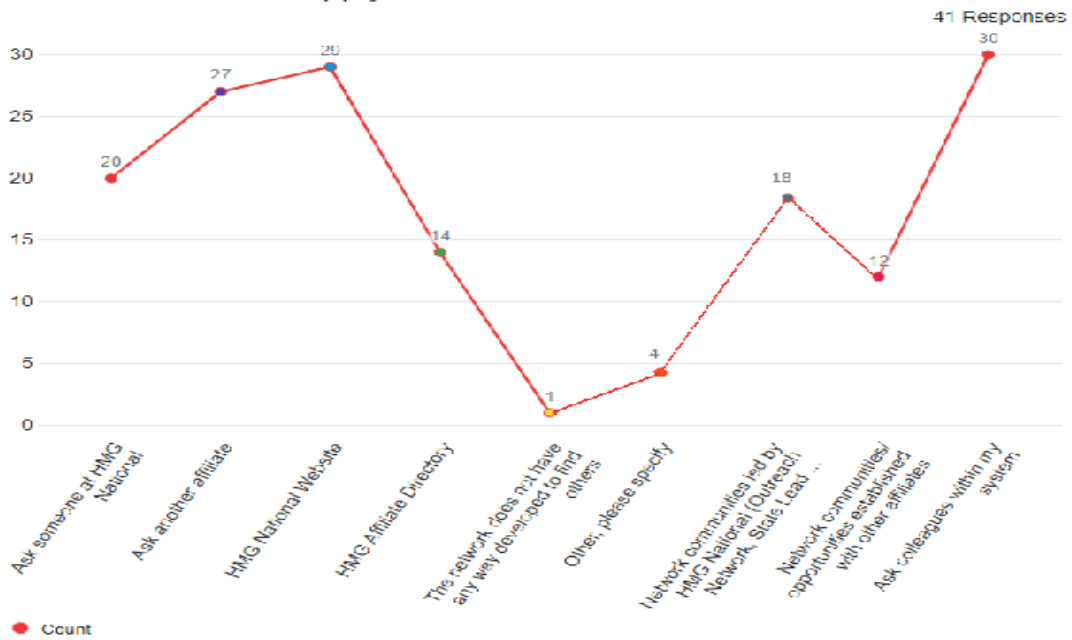
HMG state leads identified the following (selected all that applied) as where they find the information, resources and support they need, in order of priority; 100% use the HMG National website, 80% ask someone at HMG National, 70% ask colleagues withing their system, 65% use network communities and opportunities established with HMG National, 60% ask another affiliate, 55% use the HMG Affiliate Directory, 20% use network communities and opportunities established with other affiliates, and 5% (other, please specify) find the email newsletter from HMG National helpful.

HMG local leads identified the following (selected all that applied) as where they find the information, resources and support they need, in order of priority; 76% ask colleagues within their own system, 71% ask another affiliate, 43% use the HMG National website, 38% use network communities and opportunities established with other affiliates, 24% use network communities and opportunities established with HMG National, 14% use the HMG affiliate directory, 10% reach out to their state affiliate (other, specified) and 10% including 5% from (other, specified) do not feel like the network has any developed way to find others.

Question Response - Aggregate: 41, State Leads: 20, Local Leads: 21

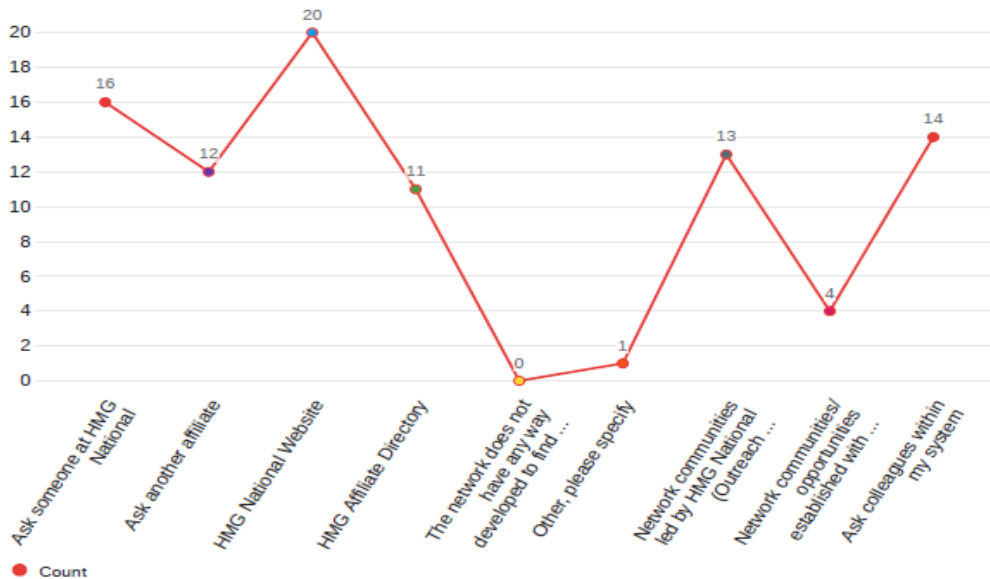
Aggregate

Where do you find the information, resources, and support you need?
Please select all that apply. - Selected Choice



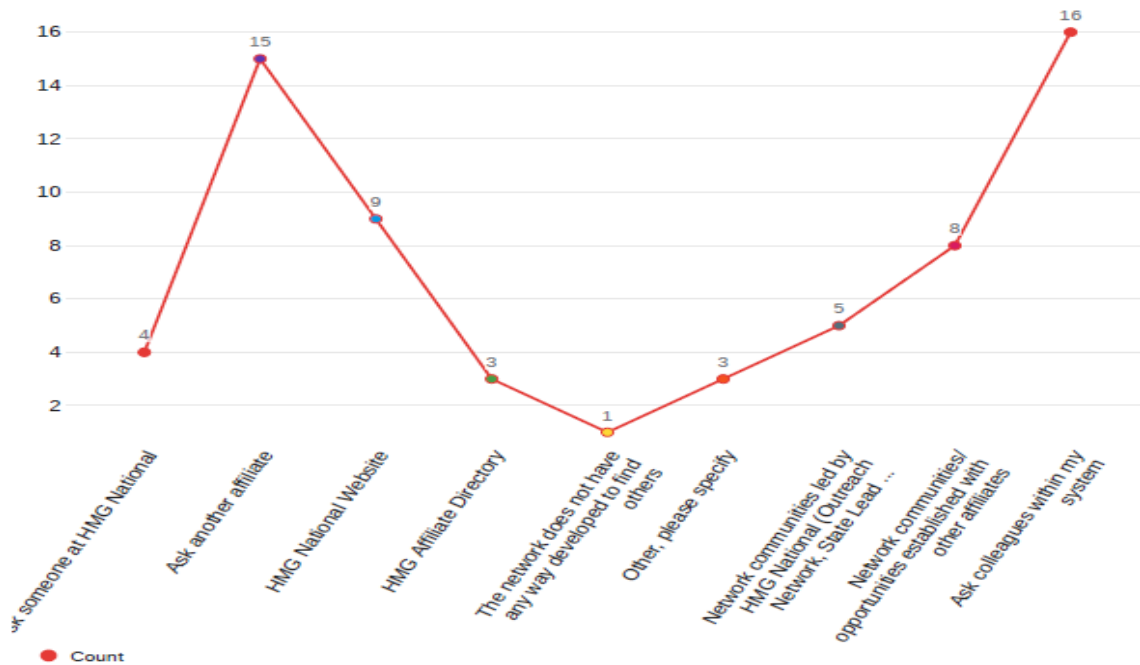
State Leads

Where do you find the information, resources, and support you need? Please select all that apply. - Selected Choice



Local Leads

Where do you find the information, resources, and support you need? Please select all that apply. - Selected Choice



Affiliate Communication Preferences

Observations: HMG state and local leads identified the following (selected all that applied) their preference for an online medium to receive and share information from HMG National, listed in order of priority; 100% email, 65% webinars, 53% HMG National Website, 30% networking communities facilitated by HMG National, 9% slack or list-servs, respectively, and 7% social media. *Note other, please specify not included in aggregate chart.*

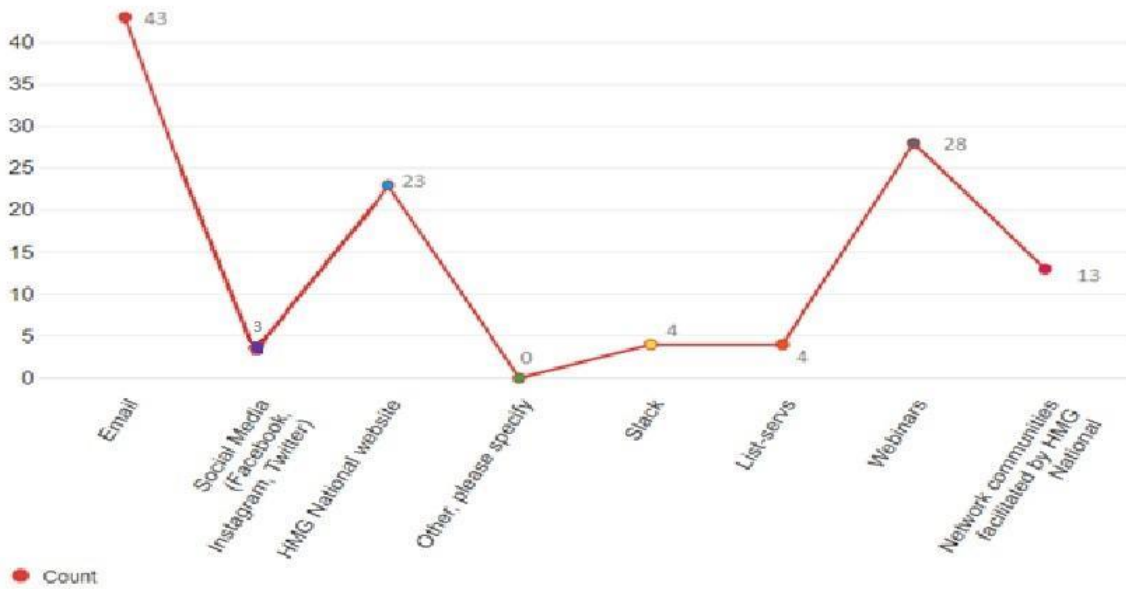
HMG local leads identified the following (selected all that applied) their preference for an online medium to receive and share information from HMG National, listed in order of priority; 100% email, 64% webinars, 55% HMG National Website, 36% network opportunities facilitated by HMG National, 14% slack and list-servs, respectfully, and 4% social media and annual forum, respectfully.

HMG local leads identified the following (selected all that applied) their preference for an online medium to receive and share information from HMG National, listed in order of priority; 100% email, 67% webinars, 52% HMG National Website, 24% network opportunities facilitated by HMG National, and 10% social media, and 5% for slack and list-servs, and filtered through state affiliate (other specified), respectfully.

Question Response - Aggregate: 43, State Leads: 22, Local Leads: 21

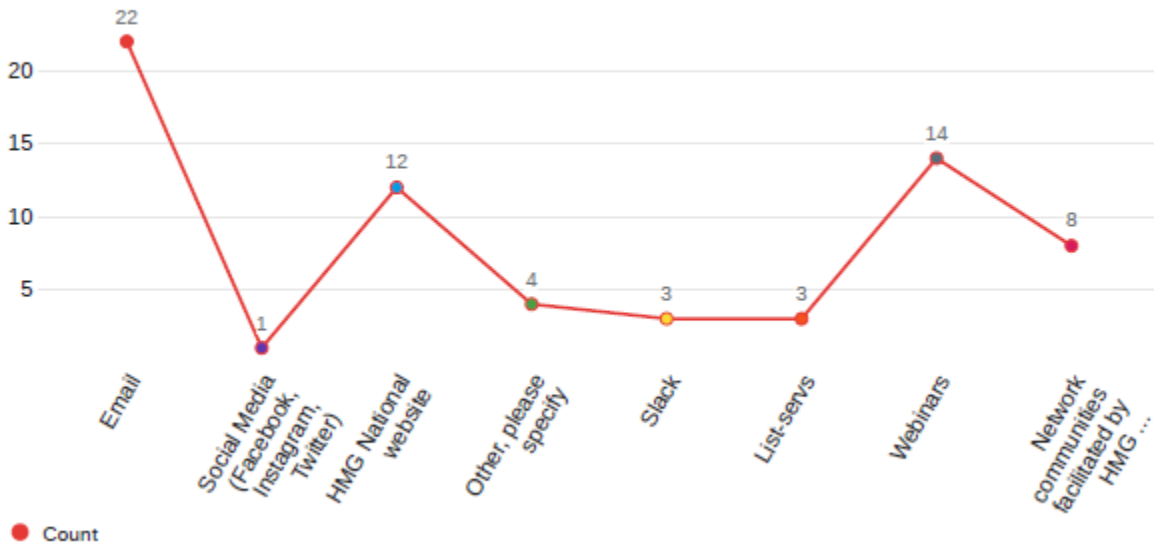
Aggregate

What is your preferred online medium to receive and share information from HMG National? Please select all that apply.



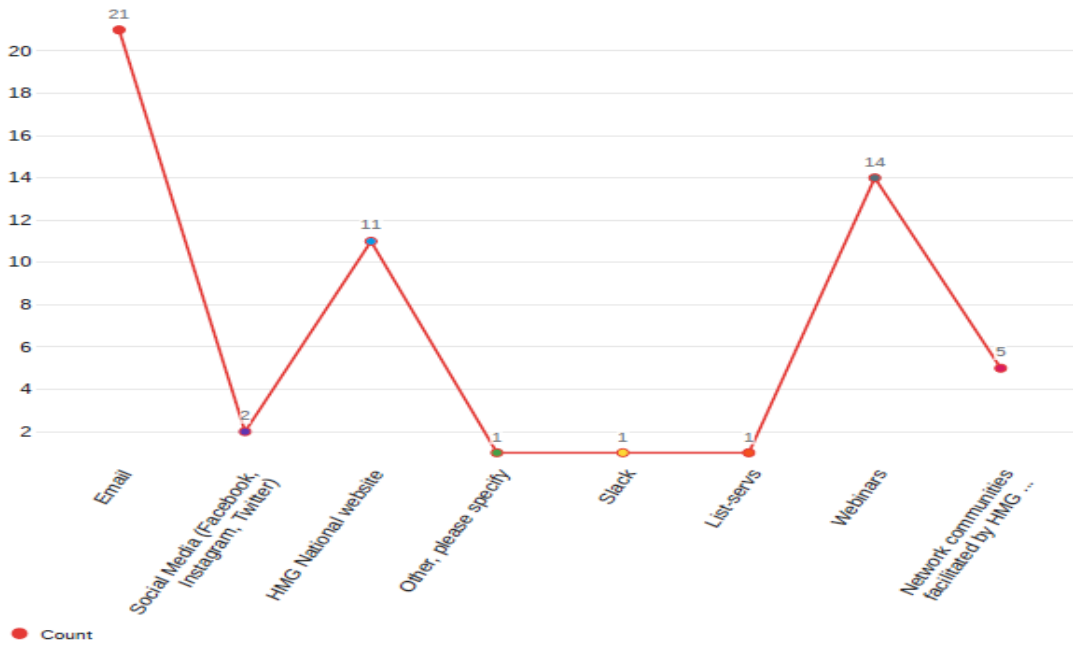
State Leads

What is your preferred online medium to receive and share information from HMG National? Please select all that apply. - Selected Choice



Local Leads

What is your preferred online medium to receive and share information from HMG National? Please select all that apply. - Selected Choice



Key Findings: HMG Affiliates (State & Local Leads)

The HMG network exhibits a strong grasp of the networks' shared purpose and foundational concepts. This in combination with a significant proportion of affiliates who report high levels of trust in HMG National as a partner, demonstrate a positive perception of the network's credibility. Feedback from HMG affiliates underscores the HMG model's strength in combining fidelity to a national model with local adaptability, fostering both innovation and purpose.

HMG affiliates are eager to continue to communicate and collaborate in more intentional and meaningful ways to strengthen the network and their individual HMG systems. Opportunities lie in addressing disengagement, increasing accessibility and clarity of information and resources to ensure all affiliates benefit from available materials and supports, and enhancing collaboration within local HMG systems, between affiliates, and between affiliates and HMG National. Increased network accessibility and collaboration can lead to a more cohesive, connected, and impactful HMG network. The following findings provide a comprehensive overview of the observations and insights gathered from state and local leads (HMG affiliates) regarding HMG network relations.

HMG Value

Affiliates identified a high value in a nationwide network of diverse affiliates. They also highly value the fidelity-based model with local flexibility that HMG offers. However, this benefit comes with challenges, affiliates have expressed that the variation in implementation can create tension.

The majority (64%) of affiliates indicated that the network's purpose is clear and provides opportunities for innovation (77%). An overwhelming majority of affiliates (94%) reported feeling they understand the HMG model well, with 100% of state leads expressing high levels of understanding and 88% of local leads indicating a clear understanding. This highlights a strong grasp of the network's foundational concepts. Satisfaction levels vary across different aspects of the HMG network, with state leads generally exhibiting higher levels of satisfaction. A significant proportion of state and local leads (80%) consider HMG National a trusted partner, demonstrating a positive perception of the network's credibility.

Many affiliates vocalized a desire for HMG National to market and elevate the HMG network more broadly to expand recognition and increase value within their local systems, with some expressing the nationwide brand recognition as a benefit of their affiliation.

Affiliate Tenure

A significant portion of state and local leads (54%) have joined the HMG community within the last three years with nearly one fifth (17%) having joined in the past year. About one third (29%) of participating affiliates have leads that have been a part of the HMG community for 5 years or more. It is evident that state leads have on average, longer tenures compared to local leads. Around 60% of state leads have been involved in the HMG community for five or more years, whereas local leads exhibit a relatively shorter majority being three years or less, constituting 63% of this group.

Collaboration & Relationship Building

HMG affiliates emphasized the importance and value of building strong relations with HMG National, other affiliates, and within their local systems and expressed a clear need for additional opportunities to enhance relationship building and collaboration across the HMG network. Focusing on strategies to increase and support collaboration between various subgroups within the network will foster a more connected, engaged, dynamic, productive, and impactful network. Specific findings for each collaboration subgroup, provided below.

- **Collaboration: Local Systems**
Affiliates identified needed collaboration support within their local HMG system as their top collaboration need. There is a clear opportunity for HMG National to support the active engagement and development of these nested networks. Supporting local collaboration is essential for fostering a broader base of engagement and driving meaningful change, not only strengthening community-driven initiatives but also enhancing the overall network's ability to adapt, innovate, and achieve sustainable impact on a broader scale.
- **Collaboration: Affiliate-to-Affiliate**
Nearly half of all affiliates expressed a need for increased collaboration between their local HMG system and other affiliates. Specifically identifying, a desire for more opportunities for organic and informal connection and problem-solving with one another. There is an opportunity in exploring platforms and strategies that reduce feelings of "gatekeeping" and support affiliates in self-organizing to connect, share ideas, and learn from each other, while still sharing and supporting the growth of the larger network by sharing back to the larger network.
- **Collaboration - Affiliate & HMG National:**
A little more than half of affiliates reported feeling somewhat or strongly engaged with HMG National, while nearly 20% expressed feeling somewhat or strongly disengaged with HMG National. State leads had higher rates of feeling engaged with national. Local leads, however, expressed feelings of being somewhat or strongly disengaged or

feelings of neutrality of engagement with HMG National at much higher rates (63%). Affiliates expressed a desire for HMG National to have a better understanding of their unique systems needs and challenges to better support tailored communication and resources, as well as a desire for more opportunities to meaningfully connect with HMG National including more targeted support from HMG National and the opportunity for more meaningful connection (one-on-one engagement).

Access: Communication & Resources

Communication methods within the network generated varying degrees of satisfaction from affiliates. Generally, affiliates show high satisfaction (86%) with HMG National's communication of new information and resources. Email remains the preferred medium for affiliates to receive and share information although opportunities exist to provide more targeted communication to different subgroups within the HMG network and support increased utilization of information by affiliates.

The large majority of affiliates expressed a strong desire for resources and communication to be more accessible. While many felt that the HMG National website serves as a valuable platform for affiliates to access information and resources, most reported the need for further refinement and enhancements, particularly on the affiliate side of the website. HMG affiliates had a strong desire for a space to easily see what other affiliates have developed, access the information and resources shared by national, as well as have conversations, innovate, and share in real time. Increased capacities in the website's ability to be more accessible, navigable, and functional were repeatedly expressed as an opportunity to improve HMG network relations.

Affiliates reported challenges with the language used by HMG National, highlighting instances where communication caused confusion and decreased feelings of belonging. Specific examples of language relatability at the local level and with community partners was expressed, with many stating they have to use additional capacity to "translate" information sent from HMG National to increase its clarity and relevancy.

HMG affiliates indicated that resources shared by affiliates, webinars hosted by HMG National, and opportunities to connect with and learn from other affiliates are valued resources that contribute positively to affiliate engagement. Affiliates additionally underscored the need for more targeted and clear communication, relevant to different roles and affiliations. While many affiliates find resources valuable, efforts can be made to increase accessibility and support actionable utilization of resources.

Coordination & Actionable Support

Across the network, affiliates reported fewer positive perception on the action and coordination within the HMG network. While affiliates expressed high levels of shared purpose and understanding of the model, affiliates also identified a need for resources to be more easily accessible to reduce feelings of unnecessary confusion and duplication of efforts. Additionally, less than half of affiliates reported that the network coordinated and communicated intentionally about actions and strategies, and many felt that there were not well-established processes to provide their input and feedback and meaningfully contribute to network decision making.

Affiliates reported primarily relying on colleagues within their system, the HMG website, and other affiliates for information and support. While state leads place a greater emphasis on HMG National resources, local leads were more likely turn to colleagues and other affiliates for support. Interestingly local leads expressed higher levels of coordination compared to state leads, with local leads expressing feelings of higher coordination within their state systems and peers compared to the larger HMG network.

A need for more coordinated and actionable support within the network was expressed repeatedly, specifically affiliates highlighted the need for increased navigation and accessibility of the tools used by affiliates and HMG National to communicate and share information and resources (HMG website and email). Affiliates also expressed the need for HMG National have an increased understanding of their systems unique needs to provide more targeted support, information, and resource with specific benefit and impact to their system. Relevant to network coordination affiliates additionally expressed a desire for a reduction in gatekeeping, and a strong desire for more organic connection and learning opportunities with and from other affiliates.

Co-Ownership & Leadership

HMG affiliates have varied perceptions of co-ownership and leadership opportunities within the HMG network. Most affiliates express feeling like they do not co-create with national and vocalized a strong desire have a greater part in decision-making processes within the HMG network. While both state and local leads identified with wanting more leadership and co-ownership within the Network, local leads of multi-system states specifically expressed a desire for increased representation in network conversations and decision-making processes to have their specific needs included as part of the larger network conversations.

- **Communication Challenges & Decision-Making Involvement:**
Affiliates within the HMG network have expressed difficulties in navigating communication with HMG National, specifically mentioning power dynamics and

feelings of “fear of getting it wrong”. This challenge is indicative of potential barriers in sharing information, ideas, and concerns between different groups within the network. Communication and information sharing barriers in combination with the expressed desire for increased collaboration by affiliates suggest that affiliates feel a need for their voices to be heard and their perspectives to be taken into account in additional ways when shaping the networks strategies and actions.

- **Co-Creation:**
A significant portion of affiliates feel that they are not effectively co-creating the HMG National. This suggests a perception of limited collaboration and shared responsibility in shaping network initiatives. The misalignment in perceived co-creation could stem from previous mentions communication challenges, leading to increased feelings of decreased belonging.
- **Local Leadership Representation:**
Local leads of multi-system state, in particular, have expressed a desire for increased representation and participation in network conversations and decision-making processes. Many highlighting that the requirements of affiliation are the same as state level affiliation, but feeling like engagement in the broader HMG network is not.
- **Diverse Leadership Development:**
Opportunities exist with the HMG network to foster more diverse leadership. A majority of affiliates find that the HMG network moderately represents a network that develops diverse leadership, indicating that there are still opportunities for improvement to be made in strengthening diverse leadership with the HMG network.