

# IMPLEMENTATION PLAN

June 2019



Help Me Grow

Pierce County

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## Background

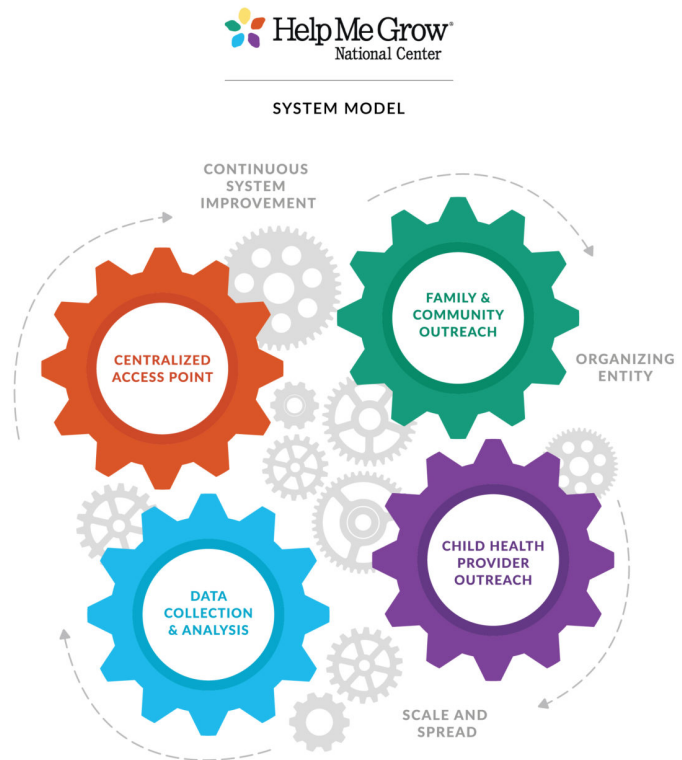
In the fall of 2017, community leaders came together to brainstorm how to reduce the child welfare crisis in Pierce County. That year, 6,200 children entered out-of-home care in Washington State. Among all counties in the state, Pierce County experienced the highest number of children entering care at 1,009. Community leaders agreed that a comprehensive system for connecting families to resources and normalizing support for parents was a needed strategy to sustainably prevent child welfare involvement. The Help Me Grow (HMG) national system framework was identified as a useful model for building this system, in addition to offering families additional support at the time a child is born through brief nurse visits using the Family Connects model.

In July 2018, Pierce County began a one-year community planning process to determine how supports for parents could be improved in Pierce County. Locally, First 5 FUNdamentals is the organizing entity convening community partners and families to facilitate this planning process. First 5 FUNdamentals is a non-profit organization whose mission is to mobilize and inspire communities to achieve their collective goals for children and families.

### About Help Me Grow

HMG is a system model that promotes county-wide collaboration in order to build upon existing early childhood resources to promote protective factors among families and mitigate the impact of adversity. By connecting families to existing community services through a centralized access point or call center, HMG provides timely access to resources and care coordination to reduce barriers to services.

HMG is implemented around four main components: the centralized access point for resource connection, data collection and evaluation efforts to identify existing service gaps in the region, family and community outreach, and medical provider outreach. In working closely with medical providers, HMG is a resource for addressing the Social Determinants of Health (SDOH) that impact families outside of the doctor’s office, providing holistic care to families and reducing the burden of finding and accessing community resources. SDOH are the conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. These environmental influences such as income, housing, education, food access, and more have a significant effect on a family’s overall well-being and health. A HMG system thus extends the reach of the physician’s office to address other needs a family may have, when community resources are available.



## About Family Connects

Family Connects is a community-wide, voluntary nurse home visiting program for parents of newborns, regardless of income or socioeconomic status. Their mission is to increase child well-being by bridging the gap between parent needs and community resources. The goals of Family Connects are:

1. Connect with the mother – along with the father and other family members – in their home after the birth of a newborn. The nurse home visits are designed to share in the joy of a new baby, assess unique barriers to the family’s well-being, and respond to immediate needs for support and guidance.
2. Offer supportive guidance to families in several factors, responding specifically to questions about newborn care such as breastfeeding, sleeping, and soothing a crying infant.
3. Link families to community services based on their individual needs and preferences.
4. Help new parents connect with their infant by bolstering their confidence needed to sustain infant and parent health, child development, and overall family well-being.



Communities that utilize the Family Connects model offer between one to three nurse home visits to every family with a newborn beginning at about three weeks of age, regardless of income or demographic risk. Families are typically informed of services at the birth hospital, and are able to schedule the first visit with an outreach worker if they are interested. By utilizing a nurse, home visitors are able to complete a clinical assessment of the baby and the mother, and work within existing pediatric well child visits. The Family Connects protocol can be implemented by a hospital system, health department, or non-profit organization already existing within a community. Assessment by researchers found that by the time a baby was six months old, families participating in Family Connects as compared to a control group displayed greater community connections, more positive parenting behaviors, enhanced home environments, improved maternal mental health, and reduced emergency medical care for infants (Dodge et al., 2013).

## Return on Investment

Universally offered services for children and families such as Help Me Grow and Family Connects aim to avoid costly interventions later by investing upfront, as early as possible. A child’s brain develops faster in the first three years of life than at any later period, building the foundation for all future learning, behavior, and health. Supporting families with the resources they need to stay healthy and stable is a community effort that benefits everyone at a time when parents are stretched for time and resources.

In October 2017, the average state cost for children under age 5 in out-of-home foster care was \$927 per month, for a total monthly county cost of \$412,733. This cost does not include parent services, visitation, court

fees, attorney costs, social worker salaries, or the emotional toll of trauma experienced by parents and children who are separated. The Washington State Institute for Public Policy provides a Benefit-Cost Model for child abuse and neglect (Benefit-Cost Technical Documentation, December 2018). The cost of out-of-home placement is about \$34,261 per placement, resulting in an annual cost for Pierce County in 2017 of \$23,708,612. The total expected value cost of an accepted child protection case is \$9,524.

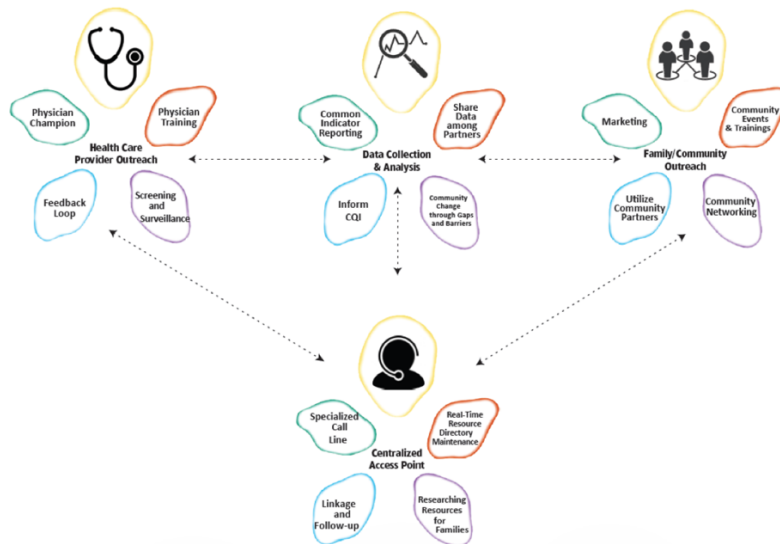
### Co-Design with Community

Help Me Grow Pierce County (HMG PC) action teams were organized around the four components of Help Me Grow: Centralized Access Point, Data and Evaluation, Family and Community Outreach, and Medical Provider Outreach. Community members were invited to participate on an action team at the June 2018 planning kick-off meeting, with action team meetings being open for new members at any time. Information about attending a meeting was posted publicly on-line, and was distributed in monthly newsletters. There were no individual requirements for participating, outside of living or working in Pierce County. All action teams met monthly, with the exception of the Medical Provider Outreach Team which met every other month during the planning year (July 2018 to June 2019).

Action teams were tasked with researching the existing service system in Pierce County for families of young children, and designing a HMG system to meet our county’s unique needs. Action team agendas were prepared by the HMG PC Senior Project Manager, with input from team members. Team meetings were facilitated by the HMG PC Senior Project Manager, but all decisions were made by action team members. A small leadership team provided support on advocacy and financing, but did not make any decisions regarding HMG PC system design.

While the Help Me Grow model provides the fidelity framework below, additional details as to how each component can be implemented is flexible depending on a community’s needs. As such, HMG PC action team members continuously sought input from stakeholders and families to inform the system. These opportunities for input included a parent survey with 91 responses received, 21 qualitative interviews with parents (the majority of whom had experienced child welfare involvement), 15 perinatal provider interviews, and a community resident survey from target zip codes with 48 responses. Survey respondents and interviewees were invited to further participate in an action team or by subscribing to the monthly newsletter for project updates, if they were interested in learning more. The results of these surveys and interviews were shared with action team members to inform system design.

## Help Me Grow Fidelity Framework



To ensure that HMG PC system design decisions made were appropriate, community stakeholders at the kick-off meeting contributed ideas to developing a set of design principles to inform all action team meetings. The HMG PC *Design Principles* were at the top of every meeting agenda as a checklist for every decision made. The design principles established to guide decision-making are below. HMG PC community stakeholders recognized the need to create a positive, strengths-based system of support for parents to reduce the stigma of asking for help, and to capitalize on Pierce County's existing strengths and resources.

## Design Principles

**Inclusive** - Offered universally, informed by families, and culturally responsive

**Accessible** - Services are approachable and offered without judgment

**Intuitive** - Simple to access and use for all participants

**Effective** - Built on evidence and focused on prevention

**Coordinated** - Connects existing programs, cultivates community, and facilitates clear communication

**Strengths-Based** - Recognizes the family's existing assets and normalizes asking for help

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## Centralized Access Point

### About

Centralized Access Points in the Help Me Grow model serve as one point of contact to connect families to community resources for children’s health and development. Centralized Access Points may include both a call center and a virtual service, where families can be referred when they are seeking information, support, and referrals for their children. Call center staff work to provide education and support to families for developmental or behavioral concerns, promote recognition of developmental milestones, and follow up with families to make sure that service referrals are successful.

### Rationale

In their January 2017 publication *0-3 System Navigation in Pierce County*, Project Child Success conducted interviews with 27 organizations with expertise in serving children from ages zero to three to better understand system gaps in the county. The first recommendation that arose from this project was to “develop and sustain a centralized intake system” to increase coordination among service providers. Community partners reported that a centralized intake system for early childhood would make it easier for parents to navigate and access services.

When asked about finding resources in their communities, parents in Pierce County interviewed for the *Parent Feedback Summary Report* reported the following:

“Overall there are lots of resources, but new parents and young parents don’t know about them. It’s especially hard for people moving into the area to try to figure out.”

“We need someone to guide us on getting into programs.”

“I didn’t know how to navigate the system and the system isn’t built to be easy to navigate.”

“We just don’t know where to get help from.”

Families can remember the one place – and the one phone number – where they can get the information they need, rather than having to place multiple phone calls. Additionally, families can make more informed decisions about their family as they are educated about all the resources they are eligible for, rather than being connected to the first resource they happen to hear about.

By conducting outreach and marketing for one resource – a centralized access point – where parents can get connected to the range of services they may need, with individualized support from call center staff, it reduces the need for individual community organizations to promote their services and spend resources on outreach efforts. Likewise pediatricians, who are already incredibly stretched for time when serving their patients, only have to remember one resource to refer their families to for the range of needs they have outside of the doctor’s office including housing, food access, and parenting groups.

In addition to streamlining the system of early childhood supports to make things easier for parents and providers, a centralized access point collects valuable information on a county-level of where parents are struggling and what needs they have. The collective picture of calls received and resources requested can help Pierce County identify resource gaps for families and inform advocacy efforts for where future investments can best be used.

## Goals and Indicators of the Centralized Access Point

### Short-Term Goal:

By January 2020, Pierce County aims to launch a centralized access point following the Help Me Grow model, providing information and referrals for at least 100 children and building community awareness of existing resources reaching 1,500 children and 200 service providers.

### Mid-Term Goal:

By December 31, 2021, Help Me Grow Pierce County will have provided information, referrals, and care coordination for 2,000 children prenatal through age 5.

### Long-Term Goal:

By June 30, 2023, Help Me Grow Pierce County will be providing information, referrals, and care coordination for 1,500 children per year from prenatal through age 5, and outreach efforts to parents reaching 3,000 children per year.

### Centralized Access Point Indicators:

The indicators used to measure the effectiveness of the Centralized Access Point include the following, as provided by Help Me Grow national:

1. Number of Unique Interactions: including number of calls for information only, calls resulting in a referral with follow-up, and calls resulting in a referral with no agreement for follow-up.
2. Caller Type: family, provider, etc.
3. How Learned: the method by which the individual contacting HMG learned about it as a community resource such as from a flyer, on-line ad, friend, or doctor.
4. Demographics: age, race, ethnicity, language spoken, gender, and location.
5. Service Interactions: the elements related to the case presentation and actions taken on behalf of the family: presenting concern (reason for call), referrals provided, and barriers to services.
6. Linkage: the proportion of families connected to services through HMG: connected (family is receiving at least one service to which they were referred), not connected, or pending service (family is enrolled, registered, waitlisted, or plans to attend a service but has not yet started).
7. Needs Met: the proportion of families reporting that their needs were met by HMG.

Additionally, HMG PC will track the number of website hits where families can find information without having to call and speak to a staff person. While families will be encouraged to call to receive professional help to be informed of all the resources available to them, HMG PC does not want to limit modes of access for families with differing preferred methods of communication.

## System Needs Identified

The following needs for a HMG PC Centralized Access Point were identified by community partners and families:

- Easy connection to resources for basic needs and family factors that overlap with child welfare involvement such as housing, substance use treatment, and mental health services.
- Exposure to positive parenting and child development information.
- Call center staff with expertise in parenting and child development.
- Start connecting families as early as possible by marketing HMG PC as a resource for pregnancy.
- Cultural understanding in explaining services and offering choices for families to decide among, including a language line for translation.
- Central intake form for early childhood resources including commonly asked questions that can be consolidated. If a family chooses, they should not have to complete multiple intake processes.

- Ensure a clear consent process when sending a family's information to another community-based organization.
- Continuous quality improvement using feedback from families and providers.
- Follow up on referrals made (loop back to medical provider or other referral source with family's consent on outcome).
- Staff capacity for resource directory management to provide consistent updates and accuracy of information for families. Directory updates will be coordinated with outreach efforts and local relationships to learn new information.
- Provide training and support to medical providers in conducting developmental screening. Offer on-line connection to Ages and Stages Questionnaires to fill in gaps for families who want to complete screening on their own.
- First priority is to connect families to resources that are free, but the resource directory should also include services covered by health insurance or paid to provide families all options.
- Ensure there are multiple ways for a family to connect with HMG PC support: a mobile-friendly website, text option, on-line form request or live chat, phone, and potential for in-person support through partnering with Family Support Centers.
- Staff understanding of eligibility requirements for various services to ensure families qualify for a resource prior to referring them.
- Build trust by having the flexibility to meet families where they want.
- Build website that will allow families to look for family activities, events, resources, and basic information while promoting the option to call to talk to someone if more information is needed.
- Attempt to follow-up with a family three times after providing services to determine service linkage prior to closing a case.

## Service Coordination

How the HMG PC Centralized Access Point fits in with and complements other call center and care coordination resources that serve Pierce County:

### **Child Care Aware/Child Care Resources (CCR)**

Child Care Resources answers about 12,000 calls per year statewide for families looking for child care. In 2018, CCR provided over 3,000 referrals to licensed child care in Pierce County. Finding quality, affordable child care is a significant need for parents in Pierce County. CCR offers the level of expertise needed for families to be informed of all their child care options. HMG PC and CCR will work to coordinate assistance to families seeking child care through easy transfer between call centers. Additionally, when young children are removed from child care for behavioral issues, HMG PC can support CCR in connecting families to additional supportive services.

Potential enhanced service opportunities to pilot in partnership with CCR based on the needs presented by families:

- Early Learning/Child Care Search: expanding existing search to include identifying all ECEAP, Head Start, Early Head Start, tribal early learning, and school district preschool sites as well as the enrollment contact information, both licensed and unlicensed sites. Inform families of additional supportive services such as Play and Learn groups and home visiting programs.
- Enhanced Child Care Search: expanding capacity of child care search staff to call child care sites to search for vacancies, and assist the family in connecting to available slots to reduce the family burden of calling.
- Working Connections Child Care Navigation: expanding support for families in navigating the child care subsidy system to any family who may be eligible, in addition to families experiencing homelessness.



### **Department of Children, Youth, and Families (DCYF) Child Abuse and Neglect Hotline**

DCYF intervenes with a family only when an issue rises to the level of significant risk. They can take non-child protection service requests for short-term case management, but with limited capacity. HMG PC can provide a referral source for families and providers who call the hotline looking for resources to support a family, but who do not qualify for services through Family Assessment and Response (FAR) prevention services. Additionally, when a family is reunified after completing child welfare services, they can be offered HMG PC resources as a system of support to turn to as needed, as a system of prevention to avoid foster care.

### **Parent Trust**

Parent Trust provides supportive services to families including a statewide Family Help Line for parent coaching. Live parenting coaches are available Monday-Friday, 9AM-5PM. Parents/caregivers/professionals/family and friends can contact Family Help Line coaches for individualized support, information and referral, parenting education and techniques, and assistance with stress reduction and advocacy. Families calling HMG PC who are interested in talking through a behavioral concern with their child via phone can be informed about the Parent Trust warm line as a resource. Additionally, families calling the Family Help Line who reside in Pierce County can be informed of HMG PC services for service connections and local information.

### **Pathways HUB (Pierce County Accountable Community of Health)**

The Pierce County Accountable Community of Health (ACH) provides care coordination for priority populations through Community Health Workers. The first population they began working with in 2018 was at-risk pregnant women. The eligibility to receive support from the Pathways Hub includes having both Medicaid and a risk factor such as a previous premature birth or diabetes. Expecting families calling HMG PC who meet the criteria to enroll in the Pathways HUB will be referred to their services, along with accompanying Maternity Support Services. Families who are not eligible due to their health insurance, risk, or another factor can receive support from HMG PC Family Support Workers for service linkage. Additionally, Help Me Grow is one of the pathways offered in the HUB model for care coordinators to work on with families. When a family receiving support from the Pathways HUB concludes their services when their child is two months old, HMG PC can be a resource to leave with families to contact when future needs arise as their child grows.

### **PAVE (Partnerships for Action, Voices for Empowerment)**

PAVE in Pierce County provides support, training, information and resources to individuals, youth and families impacted by disabilities. They provide peer support groups for families to connect with other families, a resource line for caregivers of children with developmental disabilities, and advocacy. PAVE offers significant experience and expertise in navigating services for Pierce County, and will be a valuable resource for HMG PC to connect families to if they are impacted by developmental disabilities. HMG PC can be a resource for families with young children who are receiving support from PAVE in locating additional services needed.

### **Perinatal Support Washington (PS-WA)**

Perinatal Support Washington operates a toll-free peer support warm line for perinatal mood and anxiety disorders, for both mothers and fathers. While HMG PC will provide local mental health resource navigation including informing families of support groups and other resources, families calling HMG PC for mental health concerns during the perinatal period can also be informed about resources through PS-WA to speak with a peer or professional for support via phone.

### **South Sound 2-1-1**

South Sound 2-1-1 covers three counties: Pierce, Lewis, and Thurston. They take about 36,000 calls per year for connection to resources. South Sound 2-1-1 serves as a coordinated entry point for homeless services, with specialists in housing, transportation, workforce, and behavioral health (mental health and substance abuse



service navigation). HMG PC staff will be integrated into existing South Sound 2-1-1 staff and provide expertise in parenting supports and child development for residents of Pierce County.

### **Washington’s Mental Health Referral Service for Children and Teens**

The mental health referral service is operated by Seattle Children’s Hospital, and funded by Washington State. The service connects families with mental health providers in their local area who have openings, can meet the family’s specific needs, and accept the appropriate insurance. Referrals can be made for any child ages 17 and younger. HMG PC will coordinate with the mental health referral service to provide the most up-to-date information for families seeking mental health services for their children.

### **Washington Recovery Help Line**

The Washington Recovery Help Line is a program of Crisis Connections in King County. They offer an anonymous, confidential 24-hour help line for Washington State residents experiencing substance use disorder, problem gambling, and/or a mental health challenge. Their professionally-trained volunteers and staff provide emotional support, and can connect callers with local treatment resources or more community services.

### **WithinReach**

WithinReach in Seattle operates a statewide Family Health Hotline including food and health benefits applications. As the statewide affiliate for Help Me Grow, WithinReach provides a centralized access point for families with on-line access to the Ages and Stages Questionnaire for developmental screening and connection to local resources. HMG PC is a sub-affiliate of WithinReach, offering increased local staff capacity for Pierce County families. HMG PC will utilize the same database platform for family referral tracking as WithinReach (see Database section below).

## **Staffing**

### **Administration of Centralized Access Point**

The Centralized Access Point Call Center staff will be supervised by the South Sound 2-1-1 Call Manager, with support from the HMG PC Senior Project Manager.

### **Call Center Staff (Family Support Navigators)**

HMG PC call center staff, or Family Support Navigators, will be embedded at South Sound 2-1-1 and able to assist families with a wide range of basic resource needs including housing, utility assistance, food benefits, health care, mental health service navigation, substance abuse treatment navigation, transportation, and workforce development. Their primary focus, however, will be providing expertise in parenting supports and child development including finding pregnancy care, lactation support, childbirth education, parenting support groups and playgroups, early intervention, parent respite opportunities, etc.

### **Family Support Navigator - Help Me Grow Pierce County**

#### **Position Description**

Under the direction of the Call Center Manager, the Help Me Grow Family Support Navigator is responsible for providing phone information, referrals, and resources to families who are pregnant or parenting young children between the ages of 0 to 5 as part of a comprehensive pilot project in Pierce County called Help Me Grow. This position supports families with care coordination for services to address a wide variety of resource needs and parenting support, including follow-up to ensure linkage to services.

### **JOB RESPONSIBILITIES**

The Help Me Grow Family Support Navigator will be responsible for answering phone, web, text, and e-mail inquiries to provide timely, relevant, and accurate information to families seeking assistance.



- Provide culturally responsive telephone support to families
- Collect family intake information and confirm interest in Help Me Grow
- Document all activities with families in the Help Me Grow Pierce County database for referral tracking. Best practice recommends completion of all documentation within 48 hours.
- Assign Family Support Workers to families interested in in-person support
- Work collaboratively in a multi-agency, multi-disciplinary team in a manner which promotes mutual respect, open communication, and joint problem solving, and which values and builds upon the unique strengths of all team members.
- Provide resources and referrals as requested by the family, including age-appropriate developmental activities to do at home
- Identify and research if necessary appropriate referrals and services that may benefit a family
- Address work flow concerns to assure families receive timely services. Work with manager if they are not able to complete care coordination each week.
- Represent Help Me Grow Pierce County on local community coalitions, neighborhood groups and networks as appropriate.

#### **REQUIRED QUALIFICATIONS**

- Experience in Human Services, Social Services, or related field
- Pass security clearance (WA State Patrol Background Check)
- Pass the Department of Social and Human Services background check
- Computer skills to send e-mail, enter data, create reports and documents using Microsoft Office
- Commitment to equity

#### **DESIRED QUALIFICATIONS**

- Familiarity with children and family service delivery systems
- Exceptional communication, organizational, and interpersonal skills
- Knowledge of child development and community resources
- Ability to work with minimal supervision in a fast-paced, highly adaptive environment
- Ability to interact effectively with diverse groups
- Bilingual skills are highly valued but not required

#### **Family Support Workers**

HMG PC will expand the capacity of existing agencies working in the community to support families, with a focus on target zip codes. Contracted agencies will hire and house individual Family Support Workers, who will use the same STAR Database platform as the HMG PC call center staff to provide more intensive in-person follow-up with a family as needed. Family Support Workers housed across multiple agencies will come together twice per month for case conference meetings, including supporting each other with finding resources. Their supervisor within the host agency will supervise their day to day work and documentation in the database. The HMG PC call center staff will assign referrals based on location and availability, after completing an intake with a family. Family Support Workers should have the flexibility to transport a family to access services in person, as it can be intimidating to access services for some families. HMG PC Family Support Workers will additionally have coordinated training and professional development through the existing network of Family Support Centers in Pierce County, as organized by the Tacoma-Pierce County Health Department.

#### **Family Support Worker - Help Me Grow Pierce County**

##### **Position Description**

Under the direction of their host organization, the Help Me Grow Family Support Worker is responsible for providing direct support to families who are pregnant or parenting young children between the ages of 0 to 5 as part of a comprehensive pilot project in Pierce County called Help Me Grow. This position supports families with



care coordination for service linkage to address a wide variety of resource needs and parenting support through brief evidence-based clinical interventions.

### **JOB RESPONSIBILITIES**

The Help Me Grow Family Support Worker will be responsible for a caseload of families wanting in-person support with accessing resources for strengthening their family.

- Provide culturally responsive home visitation and support to families, building caregiver confidence, family strength, and protective factors.
- Document all activities with families in the Help Me Grow Pierce County database for referral tracking. Best practice recommends completion of all documentation within 48 hours.
- Families will typically receive weekly home visits during services with the exception of no-shows, cancellations, worker illness, or vacation.
- Office visits may be substituted for home visits whenever necessary to ensure the family receives services and according to the willingness and comfort of the family.
- Provide each family on or before the 5<sup>th</sup> home visit with screening, assessment, referrals, and education which includes:
  - The Adverse Childhood Experiences (ACEs) screening and education for the primary caregiver about toxic stress, at Family Support Worker discretion
  - Child development education and screening for all children ages 0 to 5 using the Ages and Stages Questionnaire, when appropriate
  - Depression, Anxiety, and Stress Scale for the primary caregiver in the family
  - Basic food and health coverage screening, education, and application assistance
  - Health promotion for all family members as needed including healthy eating, and immunization information
  - Family functioning assistance and referral, including, but not limited to connection to resources for substance abuse, domestic violence, and mental health.
- Work collaboratively in a multi-agency, multi-disciplinary team in a manner which promotes mutual respect, open communication, and joint problem solving, and which values and builds upon the unique strengths of all team members. The environment within Help Me Grow Pierce County should mirror the supportive, nurturing environment we want for families.
- Provide advocacy, intervention, and resources as necessary
- Attend monthly Family Support Center staff meetings
- Represent Help Me Grow Pierce County on local community coalitions, neighborhood groups and networks as appropriate.

### **REQUIRED QUALIFICATIONS**

- Bachelor of Arts degree in Human Services, Social Work, or related field. Social service experience may be substituted for education.
- Pass security clearance (WA State Patrol Background Check)
- Pass the Department of Social and Human Services background check
- Computer skills to send e-mail, enter data, create reports and documents using Microsoft Office

### **DESIRED QUALIFICATIONS**

- Familiarity with children and family service delivery systems
- Residence in or near identified community or region
- Exceptional communication, organizational, and interpersonal skills
- Knowledge of child development and community resources
- Ability to work with minimal supervision in a fast-paced, highly adaptive environment

- Ability to interact effectively with diverse groups
- Commitment to equity
- Bilingual skills are highly valued but not required

## Database

HMG PC will store family information in the web-based System for Tracking Access to Referrals (STAR). STAR is an online data collection portal that enables easy gathering of data including but not limited to child and family demographics, developmental issues and concerns, referrals, care coordination, developmental screening, outreach, and outcomes. STAR also provides a large suite of reports including but not limited to HMG National impact and common indicators. STAR was customized specifically for Help Me Grow, and is the database currently being used by the Washington state Help Me Grow affiliate WithinReach. Statewide, STAR has the ability to be sectioned out by region so that local Pierce County staff would only view and manage families residing in Pierce County.

STAR was originally developed for Help Me Grow Orange County and launched in 2009 for use at their Centralized Access Point. STAR allows for the reporting of outcomes to key stakeholders and provides valuable data for evaluation purposes. For example, STAR tracks the outcome of a referral made to identify barriers to resource connection. Additionally, STAR includes data collection for all of the Help Me Grow components including Family and Community Outreach and Medical Provider Outreach. STAR was developed by KJMB Solutions, a technology consulting firm specializing in the management of full lifecycle application and database development, quality assurance, secure web hosting, training, and customer support. KJMB Solutions works with each Help Me Grow affiliate to customize STAR for their unique work and local preferences used for individual site installation. STAR is a web-based application utilizing ASP.Net, SQL Server, and SSL Security. It is hosted in a HIPAA compliant data center in Irvine, California, and utilizes industry standard security practices to ensure your data is safe. It was developed, tested and optimized for use in Internet Explorer. The on-line portal module enables parents to connect with HMG PC directly through the website, with initial fields filtering for age and zip code. Fields completed by the parent will automatically populate in STAR.


### STAR Key Features

- Search function to match new entries to existing children in all STAR modules
- Can enter multiple children under one Intake to follow as a family unit
- Ability to input child as an Intake or Inquiry
- View of Active Case List right on the Main Menu
- Ticklers/reminders to do care coordination tasks and developmental screenings
- Care coordination log categorized by type of work and time utilized
- Ability to create referral and screening letters
- eFAX function to child health care provider and agencies
- Application Programming Interface linking ASQ Online to STAR screening module
- Online portal allows families to contact us all hours of the day via our website
- Allows for tracking of screening results using four different screening tools
- Live reports without the burden of a data download
- Data for the National Fidelity Assessment can be found directly from the live reports



**Figure 1. Screenshot of STAR Database Dashboard**

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STAR
System for Tracking Access to Referrals

Welcome Lacey Ginter (0 login attempts since 12/4/2017 11:30:02 AM) [Change Password](#)

**I Want To**

Add Intake

Find Case

Reports Menu

Add Screening

View Web Requests

Configuration Menu

Add Inquiry

Outreach

ASQ Online

**My Open Cases** **Report**

<b>Brees, Mama</b>	<a href="#">Go To Case</a>
Brees, Baby Child ID: 19375	6 yrs.
<b>Ginter, Lauren</b>	<a href="#">Go To Case</a>
Ginter, Lacey Child ID: 19425	3yrs. 9 mths.
<b>Jones, Cindy</b>	<a href="#">Go To Case</a>
Jones, Ella Child ID: 19532	1yrs. 8 mths.
<b>Lee, Sarah</b>	<a href="#">Go To Case</a>
Lee, Kaden Child ID: 19468	2yrs. 10 mths.
<b>Smith, John</b>	<a href="#">Go To Case</a>
Doe, Alex Child ID: 19526	6 yrs.

**My Tasks Due :**  **View Past Due** Today

Caregiver/Child	Task	Best Number	Number Type	Best Time	
Brown, Susan	11/30/2016-Activity: send out next ASQ <span style="color: red;">369 days past due.</span>				
Lee, Sarah	11/30/2016-Activity: Call mom about referrals <span style="color: red;">369 days past due.</span>	714-343-4343	Alternate	Afternoon	
Smith, John	01/25/2017-Ref. Follow-up <span style="color: red;">313 days past due.</span>	999-999-9999	Primary	Anytime	

Indicates a note was entered. Move your mouse over the image to view the note.

Clicking this image will take you to complete the task.

Indicates a case that has not been completed. More information is needed to complete and open the case.

**STAR Intake**

- Child information
- Developmental concerns, questions or issues
- Caregiver information
- Call back preferences
- Outcome measures
- Notes
- Care coordination log shortcut

**Inquiry: Required Fields**

- Caller Type
- Child's First Name
- Child's Gender
- Child's Age (can be DOB or Age Range)
- Caregiver's Language
- Caregiver First Name
- Zip code
- Entry Point
- How did you hear about Help Me Grow?
- Concern and explanation
- How long have you been concerned about this issue?
- Have you sought any previous help regarding this issue?
- Have you addressed this concern with your child's medical provider?
- Would you say that your needs were met today, yes or no?

**Figure 2: STAR Pricing**

**System for Tracking Access to Referrals (STAR)  
Subscription, Services and Training Fees  
Effective 10/1/2016**

**I.**

<b>STAR Subscription</b>	<b>One Time</b>	<b>Annual</b>
Annual subscription (includes hosting, license fee, escalated technical support, six hours/year of customer assistance from KJMB Solutions and STAR Users Group conducted via Blog by Help Me Grow Orange County)		\$7,720
Initial technology setup fee (includes upload fee during initial implementation)	\$2,000	
<b>Optional Subscription and fees</b>		
Expanded annual subscription fee for each additional site with the original data system. Discount starting at more than five sites.		\$2,330
Technology setup fee for each additional site with the original data system.	\$200	
<b>Optional Modules and Fees*</b>		
<ul style="list-style-type: none"> <li>• <b>Online Portal</b> for access to STAR via a program website (usually requires customizations)</li> <li>• <b>ASQ Online</b> for customized Application Programming Interface (API) to pull in screening results to STAR</li> <li>• <b>Outreach</b> to track community, family and health care provider outreach activities</li> <li>• <b>School Site</b> to track referrals and outcomes for children enrolled in a pre-school/classroom</li> </ul>		
License Fee (per module)		\$500
Technology set up fee (per module)	\$300	
Annual hosting fee (per module)		\$300
* Further fees may apply for additional sites. Necessary only if expanded annual subscription exists.		

**II.**

<b>Service Offerings from Help Me Grow OC (separate contract with Help Me Grow Orange County)</b>	
STAR Application Training (Webinar based). Training will include: <ul style="list-style-type: none"> <li>• Three 1.5 hour sessions on intake, developmental screening and reporting modules in STAR.</li> <li>• Up to 3 hrs. of additional technical support following the trainings</li> </ul>	\$1,080
Training webinars for optional modules selected.	\$360/webinar
Additional Technical Support on the use of STAR via phone consultation, "Go To Meeting" and/or email. Must contract for a minimum of at least 4 hours.	\$360 for four hours

**III.**

<b>Service Offerings from KJMB Solutions (A fixed price quote will be given for each)</b>	
Programming customizations to the STAR application for adding new features or modifying existing features.	\$90/hr.
Upload fee for quality testing to apply changes to existing STAR application.	\$2,000
Additional Customer Assistance on use of STAR application and related to customizations via phone consultation, "Go To Meeting" and/or email. Must contract for a minimum of at least 4 hours.	\$360 for four hours

**Family Information and Privacy**

Family information will not be entered and saved in the HMG PC database without their informed consent. Additionally, the family's information will not be shared beyond HMG PC staff without their informed consent, for the purpose of facilitating referral processes. Information will be kept confidential in the STAR database. When a family requests that a referral be sent from HMG PC to another organization, to reduce their burden of having to share information multiple times and make additional phone calls, families will be informed of the intake information they have provided that will be shared, advised of which agency the information will be sent to, and ask for their consent to do so. HMG PC will strive to build trust with families by ensuring that they can decline to provide any data point on the intake form. Additionally, HMG PC staff can provide information and referrals to a family for general questions and supports needed without collecting any identifying or

demographic information from a family if they so choose, but will be able to provide a higher level of care coordination including use of the central intake form if the family chooses to have their information saved.

## Resource Directory

HMG PC will utilize and build upon the existing resource directory managed by South Sound 2-1-1. This directory was found by the Centralized Access Team to be the most comprehensive and routinely updated list of resources for families in Pierce County. HMG PC staff will identify additional resources targeted at parenting resources and child development to be added to the directory, including private and paid options. HMG call center staff and Family Support Workers will have access to the directory in order to connect families to resources based on their needs and interests.

HMG PC planning efforts have included outreach to new resources and interviews with providers such as doulas, midwives, and child welfare professionals, to determine available resources and gaps. Qualitative interviews with parents asked about service utilization, so that any new resources mentioned could be researched and added to the directory. HMG PC will include staffing time for outreach and database updates, in order to ensure routine and consistent identification of new resources through local relationships and timely entry of information and revisions. Maintaining the accuracy of the resource directory is essential to building trust in the Centralized Access Point both with families and providers.

## Ages & Stages Questionnaire

HMG PC call center staff will have access to the on-line Ages and Stages Questionnaire (ASQ) through WithinReach. The ASQ can be completed by a family on-line or via mail and sent in. With training in scoring and analyzing the ASQ with a family, Help Me Grow staff will utilize the screening results to more appropriately identify a child's needs and present referral options to the family. The ASQ is the most widely used developmental screening tool in Washington State, and provides on-going monitoring through questionnaires for children ages one month through five years. The Application Programming Interface (API) that loads family information directly into STAR from the ASQ portal is included in the HMG PC budget. The ASQ on-line subscription also includes ideas for parents to facilitate learning in their homes through activities with their children. These activities and ideas will be provided to all families who connect to HMG PC based on their child's age, if they are interested.

ASQ screening offered on-line or through Family Support Workers is seen as supplemental to the recommended screening guidelines for pediatricians. The American Academy of Pediatrics' Bright Futures guidelines recommended preventative developmental screening for a child at the following milestones: 9 months, 18 months, and 30 months. HMG PC will offer training and support on conducting the ASQ to pediatric practices. Families who are interested in conducting additional screening between these milestones can do so by enrolling in this service through Help Me Grow Washington, where they will be notified when another screening is available based on their child's age.

## Action Steps

The following action steps are needed to successfully launch the HMG PC Centralized Access Point:

- Complete full inventory of services for pregnancy through age five in resource directory, including updates and additions to existing resources
- Build HMG PC website (see Website)
- Offer community-based organizations the option of updating their information to ensure accuracy
- Installation of STAR Database Platform at South Sound 2-1-1 and partner agencies
- Linkage to HMG Washington for ASQ service

- Develop Central Intake Form for acceptance by commonly used organizations serving expecting families and families with young children in Pierce County
- Develop consistent referral process that protects family privacy
- Hire and train call center staff including South Sound 2-1-1 training and recommended training through Help Me Grow national
- Identify organizations to hire and employ Family Support Workers through Request for Proposal (RFP) process and review by action team members

## Data and Evaluation

### About

The Data and Evaluation component of HMG ensures that the appropriate information is being gathered to support families in connecting to services, provides useful information for the community on family needs and resource gaps, and informs ongoing improvement efforts. Information on system operations is critical to ensuring that families are connected to the right services in an appropriate and timely manner.

### Rationale

HMG is in a unique position to collect data that reflect system–level issues: not only who calls and why, but also what happens to families seeking help. By utilizing a Centralized Access Point for families to connect to services for pregnancy and young children, our community can have a more accurate picture of how to improve supports for families and where to invest future resources. Data Collection and Analysis also serves as a crucial tool for Continuous Quality Improvement. Evaluation of the HMG system helps to assess how well it is working or what may need to be changed to improve the service, including gaps and barriers.

### Goals and Indicators of Data and Evaluation

The Help Me Grow National model does not provide indicators for measuring the Data and Evaluation component, rather, this component is used to coordinate efforts to measure the effectiveness of the three other components. However, HMG PC action teams utilized population-based measurements, identified areas of need, and partnerships with community-based agencies serving families to determine the following population-level goals and the indicators that will be used to measure them:

#### **Goal 1: Reduce child maltreatment rates**

- Reduce rate of dependency filings for children 0-5
- Decrease the rate of Screened-In Referrals for children ages 0-5 (all families in Pierce County)
- Reduce the rate of repeat screened in referrals for children ages 0-5 (families referred to HMG for ongoing support at the close of their child welfare case)

#### **Goal 2: Improve birth and child health outcomes**

- Increase in % of women receiving early and adequate prenatal care by 5%
- Reduce the rate of very low and low birth weight babies in three pilot zip codes by 1%

#### **Goal 3: Increase parental knowledge of child development**

- Increase % of children receiving developmental screening prior to age 3 by 10%
- Reach 3,000 children per year through HMG contacts and outreach efforts – provide accessible child development information and resources through HMG website and call center

### System Needs Identified

The following needs for HMG PC Data and Evaluation were identified by community partners and families:

- Provide up-to-date, thorough population-level information to Pierce County on the status of young children and families through completing the annual *Data Summary Report: Community Data on Children Prenatal through Age 5 in Pierce County*
- Analyze data on the resource needs communicated by families to identify resource gaps
- Use data to make informed decisions about additional investments needed in early childhood programs and services



- Collect data on barriers to families accessing services to inform strategic collaborative conversations on how to reduce or eliminate barriers

### Service Coordination

HMG PC relies on partnerships with the following local and state data resources to complete its annual population-level *Data Summary Report: Community Data on Children Prenatal through Age 5 in Pierce County*:

- Child Care Aware of Washington
- Office of the Superintendent of Public Instruction
- Pierce County Human Services – Developmental Disabilities
- Pierce County Point in Time Count
- Tacoma-Pierce County Health Department
- Washington State Department of Children, Youth, and Families
- Washington State Department of Health

The *Data Summary Report* aims to be a helpful resource for other organizations in Pierce County serving children and families, to provide a picture of how young children are doing in the county and what population measures are improving or need focused efforts. To provide the most comprehensive picture of how Pierce County families are doing, HMG PC will coordinate efforts with Family Support Centers, the Accountable Community of Health, and the Tacoma-Pierce County Health Department on analyzing the availability of the resources requested by families, service utilization, and locations where additional capacity is needed.

### Staffing

The implementation budget includes an investment in data and evaluation to contract with an outside organization to conduct an evaluation of the HMG system and provide recommendations for improvement. The contracted organization will assist in completing the annual *Data Summary Report*, distribute participant surveys to identify areas for process improvement, conduct routine analysis of the Centralized Access Point, make recommendations for system improvement, and analyze qualitative data collected through follow-up surveys with families and community partners. All of the data analyzed will be aggregate, de-identified information that keeps family identifying information confidential.

### Logic Model

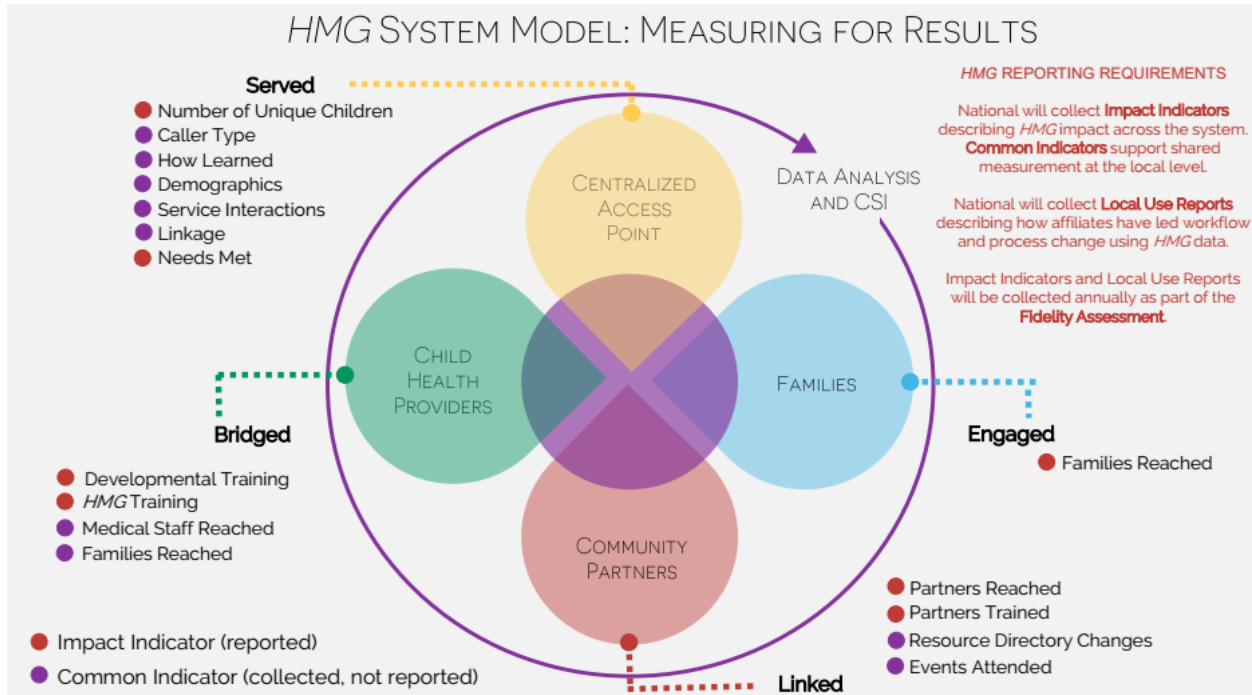
THEORY OF CHANGE					
ASSUMPTIONS	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
+ Individual child and family-level interventions are not sufficient to reduce rates of child maltreatment at the community level  + To sustainably improve child well-being at the community level,	+ Pierce County families with children from prenatal to 5  + Legislative support  + Local call center and on-line access building upon existing infrastructure	<b>Children</b>			
		+ Database for referral tracking to ensure service linkage	+ Children from prenatal to age 5 are connected to community supports	+ Children receive appropriate and timely developmental supports	+ Healthier babies and children  + Reduced child maltreatment rates
		+ Feedback loop to medical providers for service coordination	+ More children receive developmental screening	+ Children experience nurturing relationships	+ Increased school readiness
<b>Family</b>					

supports must be offered universally and build upon existing programs  + Services must be holistic in order to address each family's unique wants and needs  + Families must be involved as equal partners in designing services to ensure relevance  + Brain development starts prenatally and children are born learning	+ Comprehensive resource directory that is frequently updated  + Technical assistance from WithinReach and national Help Me Grow  + Local early childhood networking and coordination through existing coalitions  + Access to regional data	+ Outreach and training to medical providers, service providers, and parents  + Care coordination staff with pregnancy and child development expertise  + Promotion of positive parenting information and family activities	+ Parents receive timely and relevant pregnancy and parenting information  + Parents are connected to supportive services and activities	+ Families obtain timely prenatal care  + More parents participate in support groups and family activities  + Parents participate in developmental surveillance over time	+ Increased parental knowledge of child development  + Increased social connections among parents  + Parents feel supported by community and each other
		<b>System</b>			
	+ Advisory teams of community providers and parents  + Branding and marketing designed by community	+ Ongoing data collection and evaluation  + Call center provides accessible hours that is responsive and relevant	+ Dissemination of data for continuous system improvement  + Development of continuum of information and supports for families	+ Resource and capacity gaps are identified  + Advocacy efforts are informed by data  + Develop a tested community-driven model with potential to replicate	+ Improved allocation of resources to better serve families  + Improved efficiency, availability, and quality of community services

## Evaluation Plan

The HMG PC system will be evaluated at the system level, program level, and family level, to inform ongoing quality improvement efforts. Monitoring the effectiveness of the HMG system is organized into three sections:

1. How much did HMG do? (number of calls)
2. How well is HMG doing? (how callers heard about HMG, number and type of referrals)
3. Are children and families better off as a result of utilizing HMG? (results of referrals)



### System Level

HMG PC brings together multiple community partners to achieve greater system efficiency in ensuring that families are aware of available resources and can easily connect to them when needed. The Wilder Collaboration Factors Inventory is a free on-line assessment that measures how a collaboration is doing on 22 research-tested success factors. Taken together, answers to the survey provides insight into how well the collaboration is functioning and possible areas for improvement. Results are reported in six categories: environment, member characteristics, process and structure, communication, purpose, and resources. The Wilder Collaboration Factor Inventory will be administered at the beginning of implementation, and annually thereafter. Results will be shared with local collaboration participants to identify areas for improvement.

### Program Level

While the centralized access point is typically the primary point of contact between HMG and children, families, and providers, it is only one mechanism HMG affiliates use to advance developmental promotion, early detection, referral and linkage. The **Served** metrics, based in the Centralized Access Point, are often collected through the electronic intake system tied to a specific call center. The **Bridged, Linked, and Engaged** metrics that reflect outreach to medical providers, community partners, and families, will also be tracked through the STAR database. Documenting both outreach activities and those activities of the centralized access point are essential to capturing the scope of HMG impact in a community.

Additionally, Pierce County is building service coordination among pregnancy and early childhood providers through a central intake form and referral process. HMG PC will track how many referrals they send to providers, and providers in turn will know how many referrals they have received from HMG PC. In addition to following up with the family to determine service linkage and that their needs are being met, HMG PC will receive information back from providers where referrals are sent on how many referrals followed through in obtaining services. If there is a reason the family was determined to not be eligible for services, HMG PC will receive this information back to improve their screening process. Central intake will hold the providers accountable to following through for families, with family preference as the utmost priority. If a family decides a service is not the right fit for them, they can utilize HMG PC to be informed of additional options.



**Family Level**

If a family calls for information only and is offered a referral and/or information by HMG PC staff, that same staff person will make three attempts to follow up with the family to determine the outcome of the referral or information and see if they have additional questions. Families will be asked whether or not their needs were met by contacting HMG PC at the conclusion of a call by the Family Support Navigator.

At the conclusion of services, there will be three attempts made to contact a family for their feedback regarding HMG PC by either phone or e-mail. This follow-up will be conducted by a Family Support Navigator or Family Support Worker other than the staff person who provided help, in order to ensure more honest feedback. The follow-up evaluation survey will include the following questions:

1. Original Agent Name:
2. Date and Time of Original Call:
3. Follow-up Agent Name:
4. Follow-up Type
5. Caller Name
6. Did you receive help from the services referred to you? Yes or No
7. If no, can you tell me why the resources say they were not able to help? (Choose all that apply):
  - Did not call the resources
  - Resources are out of funding
  - Client is not eligible
  - No response from agency
  - No transportation to get to the resource
8. How would you rate the specialist’s knowledge and professionalism? Awful, Poor, Good, or Excellent
9. Can you suggest how we could have made your experience better?
10. Did you learn more about available resources and how to access them by calling 2-1-1?
11. If you ever need help again would you call 2-1-1?
12. Would you refer others to 2-1-1?
13. Can you tell me a little about what circumstances led you to seek assistance?
14. Can you explain what happened after your call to 2-1-1 to me? (Did you call the resources? Did the resources call you back?)
15. Can you describe how your situation has changed since calling 2-1-1?
16. Is there anything else you would like to add about your 2-1-1 experience?

Help Me Grow Pierce County Evaluation Plan Summary for Objectives and Goals			
Objectives	Measures	Data Collection	Responsible Party
#1: Build strong system collaboration with local service providers to conduct planning, implementation, assessment, and capacity-building	Count of participating partners, by sector	Count of participating partners collected annually	Project Manager
	Quality and characteristics of collaboration measured using valid tool	Wilder Collaboration Factors Inventory (subset) administered on-line, annually	Project Evaluator
#2: Parents receive timely and relevant pregnancy and parenting information	Number of contacts with Centralized Access Point: calls, website hits, inquiries	Number of calls, website hits, inquiries to Centralized Access Point	HMG PC Call Center and Family Support staff

#3: Parents are connected to supportive services and activities	Number of families linked to services as requested	Follow-up contact with families and agencies to determine results of referrals	HMG PC Call Center and Family Support staff
#4: Evaluate overall system for effectiveness	Quarterly evaluation reports including evaluation of project objectives, goals, and processes	Data collection for program goals and objectives	Project Evaluator
#5: Dissemination of aggregate data for continuous system improvement	Quarterly dissemination reports	Collection of dissemination activities	Project Manager
<b>Goals</b>	<b>Measures</b>	<b>Data Collection</b>	<b>Responsible Party</b>
#1: Reduce child maltreatment rates	Reduce rate of dependency filings for children 0-5	DCYF county level data	Project Evaluator
	Decrease the rate of Screened-In Referrals for children ages 0-5 (all families in Pierce County)	DCYF county level data	Project Evaluator
	Reduce the rate of repeat screened in referrals for children ages 0-5 (families referred to HMG for ongoing support at the close of their child welfare case)	DCYF county level data	Project Evaluator
#2: Improve birth and child health outcomes	Increase in % of women receiving early and adequate prenatal care	County level data from the Community Health Assessment Tool, Washington State Department of Health	Project Evaluator
	Reduce rate of very low and low birth weight babies in three pilot zip codes	County level data	Project Evaluator
#3: Increase parental knowledge of child development	Increase % of children receiving developmental screening prior to age 3	State level data only available through Center for Disease Control: National Center for Health Statistics	Project Evaluator
	Provide accessible child development information & resources through HMG website and call center	Number of calls, website hits, inquiries, etc. to Centralized Access Point resulting in family reporting their needs were met	HMG PC Call Center and Family Support staff
#4: Develop a tested, community-driven model that can be replicated in other Washington communities	Manual at end of project including intervention characteristics, processes, and tools for implementation	Measurable progress toward development of manual outline and content will be reported quarterly.	Project Manager

## Population-Based Metrics

In addition to monitoring how well the HMG system is performing using the common indicators required by all HMG affiliate systems, HMG PC aims to provide ongoing information to the community about how young children are faring in our community, resource gaps, and promising interventions. The first *Data Summary Report: Community Data on Children Prenatal through age 5 in Pierce County* was completed in October 2018 and is publicly available. This report provides baseline data on indicators important to child well-being in Pierce County such as birth outcomes, child care, education, health, and child welfare involvement. HMG PC action teams reviewed these population-based indicators disaggregated by race/ethnicity and the three target zip codes, in order to determine areas of focus.

This report will be updated on an annual basis in order to provide the community with information about how the needs of children and families are changing. Information about areas of high need will determine focus areas for the HMG PC system and where outreach efforts need to be targeted. Data will continue to be disaggregated by the three specific zip codes as well as race and ethnicity whenever possible, to determine the effectiveness of a Help Me Grow system for priority populations.

## Comparison Communities

The Data and Evaluation team will conduct a difference-in-difference with covariates analysis to compare the effectiveness of a local Help Me Grow system on reducing the identified desired outcomes, as compared to communities with no local Help Me Grow system. Pierce County is a unique county in Washington state on a range of factors, making it difficult to select comparable control counties for comparison. The Department of Social and Health Services' Research and Data Analysis Division's Community Risk Profiles provides defined groups of counties for their "counties like us" comparisons. Pierce County is grouped as an "Urban B" county, with just two other counties in this group: Snohomish and Spokane. When comparing baseline rates of accepted child abuse and neglect referrals, Snohomish County offers the closest comparison between the two:

- Pierce: 37.79
- Snohomish: 33.27
- Spokane: 52.08

Other similarities between Pierce and Snohomish Counties are the presence of both rural and urban areas, a large Tribal presence, similar distance to Seattle, and the racial disparity for the city area (Everett and Lynnwood) is similar to Tacoma.

Additionally, Pierce County will be compared to the Washington state average (minus Pierce County) on the indicators discussed in Goals and Indicators.

## Process Evaluation

Throughout the community planning year (7/01/2018 to 6/30/2019), the contracted evaluation partner conducted a mid-point survey of HMG PC Community Stakeholders to analyze the effectiveness of the planning process and areas for improvement. Community Stakeholders are defined as recipients of the monthly newsletter of project updates, who were invited to three joint meetings throughout the year to learn about HMG PC planning and provide feedback. A subset of Community Stakeholders are Action Team Members, who participated in monthly meetings for one or more of the four components of Help Me Grow.

### Mid-Point Engagement Survey

Both Community Stakeholders and Action Team Members were asked to rate their level of agreement (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, or Strongly Agree) with the following statements:

### **Project Focus**

1. I understand of the objectives and goals of the Help Me Grow project
2. Communication and updates from this project have been sufficient.
3. My participation in this project has been valuable to me and/or my work.

### **Appropriateness of the agenda items and the time devoted\***

4. The agendas developed for our meetings are the right level, e.g. focused on “major” not “minor” issues.
5. My time is used effectively at these meetings.

### **Clarity of decisions reached\***

6. Decisions are reached after the right amount of deliberation.
7. Communication is open and successful.
8. Next steps are identified and assigned.

### **Preparedness and participation for the meeting by committee members\***

9. The materials I receive prior to meetings adequately prepares me to participate in the discussion.
10. I feel listened to and that my input is important.
11. The Action Team’s overall performance, especially regarding meeting attendance and participation, has been satisfactory.

### **Overall project performance**

12. I feel that adequate progress is being made in the Help Me Grow pilot.
13. All the right stakeholders are at the table.
14. Share your ideas for improvements, including comments on monthly newsletter and frequency of communication.

\*Only asked to Help Me Grow Action Team Members

### **Results**

The Engagement Survey was sent to 129 individual email addresses and responses were collected from 37 individuals. Internal surveys will generally receive a 30-40% response rate (or more) on average, compared to an average 10-15% response rate for external surveys. We were satisfied with a 29% response rate but plan on setting a goal of 35-40% for the next survey. The responses indicated agreement (70-93%) with all but a few statements. The lowest agreement was with “All the right stakeholders are at the table.” Only 44% of the responses either “Strongly Agree” or “Agree” with that statement; with the majority answering “Neither Disagree or Agree,” and none of the responses disagreed. The statement “My participation in this project has been valuable to me and/or my work” was the 2<sup>nd</sup> lowest agreement, with 54% agreeing and 10% disagreeing. The last statement below a significant level of agreement was “Communication and updates from this project have been sufficient”, with 64% agreeing and 15% disagreeing. The statement with the highest agreement, 93% Strongly Agreed or Agreed, was “I feel listened to and that my input is important”. Process evaluation will continue through project implementation in order to make improvements to the HMG PC system of collaboration.

### **Action Steps**

The following action steps are needed to successfully launch the Data and Evaluation component:

- Installation of STAR Database Platform at South Sound 2-1-1 and partner agencies, including questions to identify supports requested by families and barriers to accessing services
- Annual update of the *Data Summary Report: Community Data on Children Prenatal through age 5 in Pierce County*
- Analyze effectiveness of Centralized Access Point, Family and Community Outreach, and Medical Provider Outreach through collection of the common indicators provided by Help Me Grow national
- Administer quarterly evaluation reports to community action team members for ongoing system accountability and continuous quality improvement

## Family and Community Outreach

### About

The Family and Community Outreach component aims to spread awareness of the Help Me Grow system to families and community-based organizations so they will utilize the Centralized Access Point. As a county-wide effort that brings together multiple organizations working together to support families with young children, outreach efforts should build coordination among the early childhood system as a whole.

#### **Key activities of Family and Community Outreach:**

1. Utilize and support community-based organizations
2. Participate in networking events for community-based organizations
3. Conduct training/outreach events to engage and inform families and organizations
4. Market the Centralized Access Point

### Rationale

By conducting outreach for the Centralized Access Point, families are directed to one location (via phone, website, etc.) to locate and connect to appropriate services, reducing the need for individual organizations to invest their resources into outreach. Additionally, by learning about multiple family support opportunities through the Centralized Access Point, a Help Me Grow system promotes family choice by allowing them to make more informed decisions about what services are the right ones for their family.

### Goals and Indicators of Family & Community Outreach

#### **Short-term:**

HMG PC will hire a Community Liaison to oversee outreach, build relationships with community organizations, share HMG information at networking and outreach events, and oversee marketing support including website development and social media.

#### **Intermediate:**

Build awareness of an early childhood system in Pierce County that includes centralized intake and referral processes for pregnancy and early childhood supports.

#### **Long-term:**

Ensure that all families in Pierce County are aware of the Help Me Grow system to support them, starting in pregnancy.

#### **These goals will be measured by the following indicators that align with Help Me Grow National metrics:**

1. **Number of partners reached:** the number of individuals (non-families) representing community organizations reached through an event in order to promote awareness of or create a connection to Help Me Grow.
2. **Number of partners trained:** the number of non-medical professionals trained on developmental screening and/or referral and linkage through Help Me Grow.
3. **Resource directory changes:** the number of changes (additions, revisions, updates) made to a program/service in the resource directory as a result of outreach efforts.
4. **Number of events attended:** the number of events, meetings, etc. attended on behalf of Help Me Grow.
5. **Number of families reached:** the number of individuals (parents, caregivers, other family members) reached through events led or coordinated by Help Me Grow to promote awareness of child development and/or Help Me Grow.

## System Needs Identified

The following needs for HMG PC Family and Community Outreach were identified by community partners and families:

- Partner with existing networking meetings and outreach events to build relationships
- Promote positive parenting information throughout the community
- Clearly market HMG PC as a resource for pregnancy and expecting families, to connect to supports as early as possible
- Provide consistent updates to resource directory
- Ensure continuous parent engagement and feedback on supports needed and share with providers
- Extend existing home visiting to serve more families, including piloting brief voluntary nurse visits with newborns for any family

## Service Coordination

**Target audience:** Community-based organizations working to support expecting and parenting families with young children.

Pierce County has an abundance of neighborhood-based and interest-based coalition groups working together on community issues, so starting a new networking meeting for HMG PC partners is not necessary at this time. HMG PC information will be shared with participants at existing group meetings to increase awareness of available resources among providers. The Tacoma-Pierce County Health Department maintains and updates a list of local coalitions which provides the day, time, and contact information for each of the meetings listed below. The following provides a list of existing local groups by topic area, with whom HMG PC will share information about available services and coordinate efforts.

### Neighborhood-based:

- 253 Impact Zone Coalition
- Bethel Community Services
- City of Tacoma Neighborhood Councils
- Eastside Collaborative
- Eatonville Community Coalition
- Hilltop Action Coalition and Hilltop Network
- Lakewood Community Collaboration
- North Pierce County Community Coalition (Fife, Milton, Edgewood)
- Orting Community Network
- Peninsula Violence Prevention Coalition
- Prairie Ridge Coalition
- Puyallup Watershed Initiative
- Safe Streets neighborhood groups
- School districts
- Springbrook Connects
- Sumner-Bonney Lake Communities for Families
- The REACH Center Community Networking Meeting
- White River Families First Coalition

### Service Providers:

- Associated Ministries Community Quarterly Meetings
- Court Resource Center
- Evidence-Based Practice Committee [convened by the Institute on Family Development]

- Family Support Services Network Meeting
- Family Child Care Association of Pierce County
- Graduate Tacoma
- Healthy Youth Coalition of Tacoma
- Interagency Coordinating Council [convened by the Department of Social and Human Services]
- Latinx Community Connections
- Leaders in Women’s Health
- Perinatal Collaborative of Pierce County
- Pierce County Coordinated Transportation Coalition
- Pierce County Human Services Coalition
- Pierce County Medical Society
- Pierce County-Tacoma Coalition to End Homelessness
- Pierce County-Tacoma Coalition to End Youth Homelessness
- Project Access
- Project Child Success
- Tacoma Mental Health Substance Use Disorder Collaboration

**Health:**

- 253 Making Connections Initiative
- Bethel INSPIRE (substance abuse prevention)
- Community Health Worker Collaborative
- Franklin-Pierce Youth First
- Lakewood’s Choice
- Pierce County Accountable Community of Health – Community Voice Council
- Pierce County Immunization Coalition

**Staffing**

To implement the Family and Community Outreach component effectively, HMG PC requires a dedicated staff person titled “Help Me Grow Community Liaison”. This role will initially include outreach to medical providers.

**Community Liaison - Help Me Grow Pierce County  
Position Description**

**JOB RESPONSIBILITIES**

The Help Me Grow Community Liaison will be responsible for coordinating all outreach and marketing efforts of the pilot project:

2. **ENGAGE** – Build and maintain relationships with key community stakeholders, including high-level leadership throughout Pierce County.
3. **PROMOTE** – market the Help Me Grow Centralized Access Point and available resources within targeted communities. Manage updated information about resources and events for families. Provide oversight to contracted marketing and graphic design support.
4. **FACILITATE** – Co-lead and support the Family and Community Outreach action team. Develop strategic agendas, distribute materials, facilitate engaging and dynamic meetings, and supervise post-meeting communications.
5. **COMMUNICATE** – Represent the Help Me Grow pilot at various community meetings including City/County council meetings and Project Child Success partnership meetings.



6. **PRESENT** – provide training to community partners and medical providers on the resources available, the referral process, and developmental screening.
7. **UPDATE** - Maintain communication with the Centralized Access Point regarding developments in community resources and programming. Participate in updating resource directory. Provide specialized case support in finding resources as needed.
8. **EVALUATE** – prepare quarterly reports of the above activities

#### **DESIRED QUALIFICATIONS**

- Familiarity with children and family service delivery systems
- Residence in or near identified community or region
- Comfortable and effective public speaking skills
- Exceptional communication, organizational, and interpersonal skills
- Knowledge of child development and community resources
- Ability to work with minimal supervision in a fast-paced, highly adaptive environment
- Ability to interact effectively with diverse groups
- Excellent critical thinking skills with the ability to think outside of the box
- Strong strategic thinker with an understanding of systems change
- Excellent computer skills, including Microsoft Office and Social Media expertise
- Commitment to equity

#### Branding

##### **Logo**

The Family and Community Outreach Team selected a logo for HMG PC similar to the Help Me Grow National logo, to build brand recognition as more Help Me Grow systems emerge across the country. Pierce County is included in the logo in blue, as blue was identified as the color most associated with Pierce County.



##### **Flyer for Families**

Flyers and brochures for families will feature photos of real families in Pierce County, including adults and children between the ages of 0 to 5. A variety of photos will be used to represent the diversity of Pierce County. Materials will be translated into Spanish at a minimum, with potential to translate into Korean, Russian, and Vietnamese (the next most common languages spoken in Pierce County).





We all want our children to be happy and healthy! Help Me Grow Pierce County partners with families to make this a reality by connecting them to local resources.

Help Me Grow envisions a vibrant community where all families are supported and nurtured. It serves as the "go-to" place for families to find resources in their area for pregnancy and for children ages 0 to 5 years old.

Resources may include:

- **Pregnancy Support and Information**
- **Parenting Education and Support Groups**
- **Housing Assistance**
- **Medical & Dental Care**
- **Transportation**
- **Family Friendly Activities and Events**
- **Mental Health & Drug Addiction Services**
- **Child Care and Educational Options**

*When you call the toll free number, one of our Family Support Specialists will listen to your needs, answer your questions, and connect you with the available resources for your family.*

Call toll-free  
1-800-555-5555

Help Me Grow Pierce County is a free service offered through a partnership of local community organizations.



[HelpMeGrowPierce.org](http://HelpMeGrowPierce.org)

## Messaging

HMG PC is committed to utilizing strengths-based language and promoting positive parenting information in the community. Language should reiterate that parents are a child's first and most important teacher.

### Core Messages

- All families need some kind of support
- A variety of support is available for all families in our community

### Vision Statement

HMG PC envisions a vibrant community where all families have the resources and confidence to support, protect, nurture, and dream for their children.

### Mission Statement

HMG PC promotes the healthy development of all children from pregnancy through age 5 by:

- Connecting families to information, activities, and community-based resources
- Nurturing family relationships and offering individualized support
- Partnering with families and communities to improve the availability and quality of services

### HMG PC Infographic



### Family Outreach

**Target audience:** Expecting parents and families with young children from ages 0 to 5 living in Pierce County.

In order to reach families directly to increase awareness of the Centralized Access Point and available resources, HMG PC will provide flyers and/or materials and presentations at the below organizations and events. When placing flyers in the community and conducting outreach efforts, the target zip codes will be prioritized:

- Asia Pacific Center
- Birthing hospitals and birth centers
- Car Seat Check events
- CareNet and other agencies providing pregnancy support
- Catherine Place
- Child Birth Education and related classes
- Child Care Providers

- Child Find
- Churches/faith communities
- Colleges
- Community Baby Showers
- Conscious Fathering Class (Multicare)
- Early Head Start, Early Childhood Education and Assistance Program (ECEAP), Head Start
- Early Intervention
- Family Support Centers
- Free clinics, Fairs, Farmer's markets
- Grocery stores, coffee shops
- High schools: providing information to counselors for teen parents
- Homeless serving agencies: Associated Ministries, other coordinated entry points
- Homeless shelters, motels
- Home visiting: Early Head Start, Nurse-Family Partnership, Parents as Teachers
- Incarcerated Parents Project
- Jails and prisons
- Laundromat bulletin boards
- Libraries, including Storytime and other events
- Maternity Support Services [ACH, Step By Step, Answers, Community Health Care, SeaMar]
- MetroParks
- Military base play centers
- MOPS (Mothers of Preschoolers) groups
- Neighborhood Councils
- Parent Allies
- Pediatric Clinics (see Medical Provider Outreach for more information)
- Play to Learn groups and other family activities
- Prenatal care providers including locations for pregnancy testing, midwives, OBGYNs (see Medical Provider Outreach for more information)
- REACH Tacoma
- Safe Streets neighborhood groups
- South Sound Military and Communities Partnership (SSMCP): Include HMG PC information in their resource kit distributions through Pierce County libraries
- Tacoma Community House
- Teen parents in foster care [CASA, Amara, Olive Crest, Catholic Community Services, etc.]
- WIC Offices
- WorkSource
- YES Parent Group (A Common Voice)
- YMCA and other community centers

## Child Profile Mailings

Child Profile mailings are housed through the Department of Health, and are mailed to all families with children from birth to age six in Washington State. Families can opt out if desired. The Child Profile materials are reviewed and revised year-round by a multi-disciplinary committee of health professionals with a variety of backgrounds including health education, child development, nutrition and clinical disciplines. In addition, parents often call with comments and suggestions for materials.

Child Profile Mailings currently include information about the statewide Help Me Grow access point offered through WithinReach in Seattle. Families in Pierce County who call for support will be connected to local support



through the Pierce County Centralized Access Point. Child Profile mailings can also be stamped by zip code with taglines of local information, such as sharing the HMG PC website and phone number for families within the county or target zip codes.

### Tagline Cost Information

-**Black** ink taglines are \$.008/tagline with a setup fee of \$10/language (English and Spanish)

-**Red** or **blue** ink taglines are \$0.025/tagline with a setup fee of \$10/language (English and Spanish)

### Nurse Visits with Newborns

HMG PC will coordinate with existing home visiting programs supporting families in the county, including Maternity Support Services, Nurse-Family Partnership, Early Head Start, and Parents as Teachers to ensure utilization of their services and opportunities to extend services to additional families. Home visiting provides a personal, essential support to families in a convenient location, eliminating transportation barriers for families to access services. In addition to existing home visiting programs, HMG PC will continue to participate in county-wide planning to extend voluntary nurse home visits to all newborns. Planning teams identified the Family Connects model of offering brief (one to three) home visits to every family of a newborn prior to 12 weeks of age as a helpful model for determining how to reach more parents in Pierce County to connect them with support. According to 2017 data, 96% of families in Pierce County gave birth in a hospital, and an additional 2% in a birth center. Coordinating with birthing locations to connect families to their local system of support is thus an effective strategy to reach almost all families with information.

During the vulnerable time of transitioning into being a parent, even one home visit can make a significant difference in families feeling supported and getting on the right track with connection to additional supports needed. Pierce County has a high initiation rate of breastfeeding that falls off when a family goes home from the hospital with little support, an issue that could be addressed by a nurse or lactation specialist in one visit. Offering home visits to any family who wants one makes sense because it normalizes services and promotes the message that all parents need support. If a family has a good experience with a home visit at the start of their child's life, they will not only be introduced to the system of support they can access through HMG PC but they may be more likely to ask for help when needed because trust has been built.

More information regarding community planning for newborn home visiting including adaptations Pierce County would recommend to the Family Connects model can be found in the April 2019 report [Perinatal Services in Pierce County: Community Assessment of Pregnancy, Birth, and Postpartum Services](#).

### Website

The HMG PC website will serve as a hub to connect families seeking information. It will link families to parenting resources already in the community, as well as nationally recognized apps for reliable pregnancy and child development information.

### Website Needs:

- Mobile-friendly
- An on-line chat function to begin a conversation with HMG call center staff for assistance
- E-newsletter subscription option for parents to be informed of local activities and resources
- Clearly offer phone number and option to talk to a live person for more information and guidance
- Information and resources specifically for fathers and relative caregivers
- Guest blog post from child development experts and other local organizations
- Provide button links to the four most important things such as: "Refer A Family," "Search Online Database," "Contact Us," and "Events"

- Community calendar of events, including activities for families and support groups
- Blog with guest posts from parents and community providers on topics related to healthy pregnancy, parenting, and early childhood
- List of “child-friendly” local businesses and play spaces for families to visit

#### **Local Web and App-based Resources for Linkage:**

- Parenting social and support groups, both in person and via Facebook (opportunities to build social connections)
- Child Care Resources for families looking for child care
- 2-1-1 additional areas of expertise: workforce, transportation, utility assistance, housing (coordinated entry site), and behavioral health (mental health and substance abuse treatment navigation)
- PAVE for children with special needs

#### **National/Statewide Web and App-based Resources to Link to:**

- Baby Center
- Center for Disease Control - Milestone Tracker
- DONA doula locator
- Great Dad – Baby newsletter written by dads, for dads
- LactMed – breastfeeding information
- Postpartum Men
- Postpartum Support WA
- Text4Baby
- Vroom
- Zero to Three Let’s Play
- Zero to Three Parenting Newsletter

## Social Media

Outside of family members, the second most commonly used resource parents reported for finding answers to their parenting questions was the Internet and Social Media. HMG PC must have an on-line presence on multiple platforms to accommodate parent’s preferred networks. In an era of information overload, HMG PC can serve as a filter for sharing accurate, research-based parenting information as well as highly localized resources and events for families.

#### **Social Media Needs:**

- Facebook – including sponsored ads
- Twitter
- Instagram – including sponsored ads
- LinkedIn
- Pinterest

HMG PC will work with a contracted marketing agency to create a social media content calendar. A content calendar ensures that posts are spaced out accordingly and published at optimal times to reach the most people. HMG PC will ensure that the content elevates the services of existing community agencies, promotes family friendly activities in the county, and utilizes strengths-based messaging.

#### **Geofencing**

Geofencing is a location-based service that sends relevant messages to smartphone users who enter a pre-defined location or geographic area. While expensive, geofencing can be considered at locations where the

target audience families are likely to frequent such as children’s hospitals, parks, and community centers. When a person is on their smartphone within the set boundaries, they would receive ads sharing HMG PC information.

### Resident Feedback from Target Zip Codes

In order to identify the most useful outreach strategies for families living in 98408, 98444, and 98499, community partners completed an environmental scan of the available resources in target zip codes, and distributed a resident feedback survey asking the following questions:

1. What do you like to do in your neighborhood?
2. What are the greatest treasures in your community?
3. What are the greatest challenges facing your community?
4. How would you improve your community?
5. What resources are you aware of in your community for pregnant women and families with small children (if any)?

The survey link was distributed via Early Learning Centers, neighborhood Facebook groups, the Nextdoor app, libraries, and community partners. There were 48 responses received between April and May, 2019. The combined themes from all responses are below:

Question	Themes	Sub themes	Quotes
Best things to do in community	Parks Walking Neighbors/hood Gardening	Walking dogs Neighbors look out for each other	"Go to the park, go for walks, meet neighbors"  "Just have the kids play outside when the sun's out"
Greatest Treasure	Wapato Park Parks Diversity Neighbors	Taking kids to the park Talking to neighbors Friendly and helpful neighbors	"It's children, and they deserve so much more"
Greatest Challenges	Drugs/houses Safety Homelessness Trash No respect for neighborhood Indoor Community Space	Pet safety Petty crimes, i.e. theft and vandalism People smoking pot everywhere, including parks and grocery stores. Children get exposed to second hand smoke	"Homelessness and drug addicts"  "Lack of respect for the neighborhood"
Neighborhood improvements	Enforce laws-littering, speeding etc. Pot free zones More police presence	Want more police & fire	"Increase police and fire protection services"  "Pick up garbage. Provide affordable housing"
Resources for Pregnancy & Families with Young Children	WIC Community Clinics Resources Unknown	Food stamps Individuals generally unaware of resources Women/children shelter on Center and Adams	"Churches, DSHS, women’s shelters"  "Multi-cultural child care center at 48th and Pacific"

Findings from resident feedback will be considered by planning teams to determine where to locate Help Me Grow Family Support Workers, and potential organizations already doing work in these communities who need additional capacity to serve more families and could house these staff members. Parks were by far the most common community resource indicated by residents, so HMG PC will partner with MetroParks to conduct outreach efforts and post flyers to reach families using the parks.

In addition to collecting resident feedback, environmental scans of community resources in each of the three target zip codes were completed. These community resources maps provide insights on where few services to families are available, and where additional capacity is needed.

## Action Steps

The following action steps were identified to successfully implement the Family and Community Outreach component for HMG PC:

- Build HMG PC website and Social Media pages with frequent updates and sharing of positive parenting information
- Hire and train a HMG PC Community Liaison to oversee outreach efforts
- Promote awareness of HMG PC services by being present at existing outreach events targeted at families including a table, signage, brochures, and flyers
- Regularly attend local coalition meetings and engage in existing community efforts to support children and families
- Utilize a variety of avenues to meet families where they are and accommodate different methods of communication
- While most families can now be expected to have a smart phone, computer access is less common and outreach strategies must utilize and build in-person relationships to be effective
- Utilize local relationships to build awareness of the system
- Consistently gather input on new resources and revisions to the resource directory

## Medical Provider Outreach

### About

The first Help Me Grow system in Connecticut was founded by a pediatrician, who was looking for an easier way to connect families to the resources they needed outside of well child visits. Pediatricians encounter a wide range of social determinants of health such as food and housing insecurity, developmental concerns, and mental health needs without having adequate time or capacity to address these issues during visits. By combining trained professionals with child development expertise with a comprehensive resource directory of community-based resources that could support a family, Help Me Grow aims to make it easier for pediatricians to connect families to the supports they need.

The pediatrician is the most common professional a family sees in early childhood, and may be the only one. Help Me Grow includes medical provider outreach as a core component in order to capitalize on this trusted relationship. In addition, HMG PC recognizes the importance of connecting families to supports as early as possible, in pregnancy. The Medical Provider Outreach component thus also includes outreach to prenatal care providers, midwives, doulas, and alternative medicine providers who may come in contact with families and benefit from access to Help Me Grow services.

### Rationale

Pediatric medical offices continue to innovate by incorporating complementary and integrated services, including care coordination. When the needs of a family falls outside the bounds of what the medical office can offer, Help Me Grow aims to fill this gap by being a go-to resource for families to connect to multiple services. When prenatal care providers are serving pregnant women, or pediatricians have patients between the ages of 0 to 5 that need to be referred to additional services, Help Me Grow should be the first resource that they think about and a convenient way to only have to remember one phone number.

A randomized control trial conducted in 2019 found that the use of a call center for early childhood developmental screenings significantly improved the number of children who were screened and received services, according to the results of a randomized controlled trial (Nelson et al, 2019). While pediatricians are encouraged to conduct routine screening for the children they see, utilizing a call center to follow-up on the needs that arose from that screening significantly reduced the burden on the medical provider and improved outcomes for families. In the study, the care coordinators located at a 2-1-1 call center in California followed up with the families to facilitate connections with further evaluations and services. Of the 152 children included in the trial, 77 were randomly assigned to the 2-1-1 group and 75 were assigned to the control group. More children in the 2-1-1 hotline group ultimately received additional community services (16%) compared with those in the control group (1%) within 6 months ( $P = .002$ ).

### Goals and Indicators of Medical Provider Outreach

#### **Short-term:**

HMG PC will hire a Community Liaison to oversee outreach, build relationships with medical providers, share HMG information at networking and outreach events, and oversee marketing support including website development and social media.

#### **Intermediate:**

Build awareness of an early childhood system in Pierce County that includes centralized intake and referral processes for pregnancy and early childhood supports. Ensure closed feedback loop for referring medical providers.



### Long-term:

Ensure that all medical providers in Pierce County serving expecting families and families with young children are aware of the Help Me Grow system to support them, starting in pregnancy.

### These goals will be measured by the following indicators that align with Help Me Grow National metrics:

- 1. Number of trainings provided on developmental screening and surveillance:** the number of trainings provided by HMG PC to medical staff (physicians, nurse practitioners, medical social workers, etc.) on the topic of developmental screening and surveillance. HMG PC will also build capacity to provide training and support to medical providers on perinatal mental health screening.
- 2. Number of trainings on referral and linkage through HMG PC:** the number of trainings provided by HMG PC to medical staff (physicians, nurse practitioners, medical social workers, etc.) on the topic of referral and linkage through HMG.
- 3. Number of medical professionals reached:** the number of medical professionals reached through external events, such as meetings of the American Academy of Pediatrics (AAP) chapters, Continuing Medical Education (CME) events sponsored by partners.
- 4. Number of families reached:** number of families reached as a result of medical provider outreach efforts. This measure is calculated by documenting the number of families reporting during their intake call at the Centralized Access Point that they learned about HMG PC through a provider.

## System Needs Identified

The following needs for HMG PC Medical Provider Outreach were identified by community partners and families:

- Closed feedback loop for referrals: if a provider shares a family's information with HMG PC for follow-up, HMG PC staff will notify the provider as to the outcome of their referral and the services put in place, with the family's consent.
- Engage prenatal care providers to connect families as early as possible, do not just include pediatric practices.
- Build coordination between prenatal care providers and pediatric care providers, as this is a largely segmented system
- Provide training and support to pediatric practices who wish to conduct Ages and Stages Questionnaire developmental screenings for their families, but also offer on-line developmental screening for families as an option depending on their preferences
- Provide training and support to perinatal and pediatric care providers on perinatal mental health screening and promote HMG PC as a resource for mental health service navigation and linkage

## Service Coordination

### HealthySteps

HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that promotes positive parenting and healthy development for babies and toddlers, with an emphasis on families living in low-income communities. Madigan Army Medical Center houses Pierce County's only HealthySteps program through the integration of child development specialists into the primary care team. These specialists provide parenting support and linkage to resources similar to Help Me Grow staff. By being introduced to the family during the well child visits, HealthySteps specialists are able to build a relationship with the family and provide tailored support for common and complex concerns that physicians often lack time to address such as: behavior, sleep, feeding, attachment, parental depression, social determinants of health, and adapting to life with a baby or toddler. For pediatric practices that do not have HealthySteps programs, HMG PC provides this support outside of the doctor's office and can be on call to offer support to any family. Additionally, when HealthySteps

specialists are looking for a resource in the community for a family, HMG PC staff can be a support to them in keeping track of a wide range of resources.

### Reach out and Read

Reach out and Read Washington utilizes pediatric primary caregivers to promote early literacy by providing a children’s book as part of the well child visit, and supporting parents with strategies to read to their child on a daily basis. Reach out and Read has about 27 partnerships with pediatric offices in Pierce County, who implement the program. These providers are potential early adopters of utilizing a Help Me Grow system, as they already understand literacy as a health topic. Help Me Grow in Western New York has a partnership with Reach out and Read to provide prescription pads to pediatricians, with Help Me Grow information on one side and Reach out and Read on the other side. Adapting this prescription pad for Pierce County (below) is an opportunity to keep the information for both resources on hand.

### Front of Prescription Pad:



**DID YOU KNOW?**  
¿Sabías?

---

 85% OF A CHILD’S BRAIN AND PERSONALITY DEVELOP IN THE FIRST YEARS OF LIFE

 85% DEL CEREBRO DE UN NIÑO Y EL DESARROLLO DE LA PERSONALIDAD SE PRODUCEN EN LOS PRIMEROS AÑOS DE VIDA

You play the biggest role in supporting this development!  
¡Usted juega el papel más importante en el apoyo a este desarrollo!

- TALK:** sing, laugh, and talk to your child while cooking, driving, and playing.  
HABLE: canta, rie, habla con su hijo mientras cocina, conduce y juega.
- PLAN:** create regular routines so your child knows what to expect during their day.  
PUEDES PLANEAR: Crear rutinas regulares para que su hijo sepa que esperar durante su día.
- ENJOY:** turn off electronics to have some quiet, relaxing time together.  
DISFRUTE: Apague la electronica para tener un tiempo tranquilo y relajante juntos

For more information and connection to local resources for families, visit [helpmegrowpierce.org](http://helpmegrowpierce.org) or call xxx-xxx-xxxx.  
Para obtener más información y conexiones a recursos locales, visite [helpmegrowpierce.org](http://helpmegrowpierce.org) o llame al xxx-xxx-xxxx

### Back of Prescription Pad:



where great stories begin™



**PRESCRIPTION FOR READING**  
**RECETA PARA LEER**

---

Date: \_\_\_\_\_  
Fecha

Child's Name: \_\_\_\_\_  
Nombre del Niño

Instructions: Read Books  
Instrucciones: Lee Libros

- Every day** - at bedtime, naptime, anytime!  
¡Todos los días, antes de acostarse, a la hora de la siesta, en cualquier momento!
- Refills at the library** - free books and story time.  
Renovaciones en la biblioteca, libros gratuitos y lectura de cuentos.
- Visit the museum** - have fun and learn something new!  
¡Visita el museo para divertirse y aprender cosas nuevas!

For reading tips and book lists, visit [reachoutandread.org/parent-resources](http://reachoutandread.org/parent-resources)  
 Para listas de libros y sugerencias para fomentar la lectura,  
 visiten [reachoutandread.org/parent-resources](http://reachoutandread.org/parent-resources)



## Staffing

The Medical Provider Outreach component of HMG PC will be overseen by the HMG PC Community Liaison, with support from the HMG PC Senior Project Manager. Please see the staffing section of Family and Community Outreach for the job description.

## Target audiences

### **Prenatal care providers (OB/GYN's, Midwives, etc.)**

Medical professionals providing prenatal care have the opportunity to connect families to resources using HMG PC such as basic needs assistance, home visiting that begins in pregnancy, mental health services, and parenting education. Additionally, a family who finds out they are pregnant can first call HMG PC to be informed of their options for prenatal care, including assistance obtaining health insurance. Pierce County is home to a community of four birthing hospitals, three birth centers, midwives who assist with home births, lactation specialists, home visiting programs that begin with pregnancy, doulas, and more. Building coordination among these supportive professionals provides an opportunity to connect families with the range of services they may be interested in during pregnancy. HMG PC outreach efforts will thus include targeted outreach to equip these professionals with HMG PC information to share with the families they work with.

### **Pediatricians**

When targeting Pediatricians, it is imperative that Help Me Grow take into account the entire office and culture. By taking into account the size of the organization, the relationship with the patients, and the different members of the office who interact with the patients, Help Me Grow will better understand how to build lasting relationships with the different pediatric offices. Though the main target may always be the pediatrician, it is necessary to consider all of the different aspects listed above that make up the many pediatric practices located in Pierce County.

### **Washington Chapter of the American Academy of Pediatrics (AAP)**

The Washington Chapter of the AAP should be a primary target for Help Me Grow outreach. A strong relationship and endorsement by the AAP would be hugely beneficial because of what Help Me Grow offers to pediatricians. Pediatricians would be assured of the *quality* of Help Me Grow if the organization can form a strategic partnership with the Washington Chapter of the AAP.

## Methods of Engagement

It is often assumed the pediatrician is the best contact for Help Me Grow. Though it may seem like the doctor should always be the main referrer, Help Me Grow may want to put more focus on nurses and administration. This would be an effective change because these individuals often have more time to further develop patient relationships. They are also the front line when it comes to fielding patient's questions, scheduling appointments, and dealing with the day-to-day flow within the office. When taking this into consideration, Help Me Grow may find that the first contact within an office should be with the administrative staff. When invited or requesting to do an information session/luncheon it would be wise to invite the clinical staff including nurses and other office specialists that may become a champion for the program.

HMG PC will include focused marketing material targeted at medical providers, as well as a website section specifically for providers to obtain the information they may most readily need. The HMG PC brochure for medical providers as well as materials to hand out to families will be distributed to provider offices, while offering the opportunity for HMG PC staff to conduct training for providers.

**Brochure Outside:**



When you call the toll free number, one of our Family Support Specialists will listen to your needs, answer your questions, and connect you with the available resources for your family.

Call toll-free  
1-800-555-5555



[HelpMeGrowPierce.org](http://HelpMeGrowPierce.org)

*Help Me Grow Pierce County is a free service offered through a partnership of local community organizations.*



Grow. Nurture. Love.

**Brochure Inside:**

**What is Help Me Grow?**  
Help Me Grow provides parents with valuable resources when they need it! Help Me Grow gives you access to a comprehensive database of local community resources with care coordination by trained professionals.

We are a free parent info-line designed by a pediatrician as a central access point for parents, medical providers, and community service providers.

**Why use Help Me Grow?**

- Spend time with your patients rather than researching resources
- Easily connect your patients to community resources
- Receive feedback about the resources where your patients have been referred



Resources may include:

- **Pregnancy Support and Information**
- **Parenting Education and Support Groups**
- **Evaluation for Developmental Concerns**
- **Housing Assistance**
- **Medical & Dental Care**
- **Transportation**
- **Family Friendly Activities and Events**
- **Mental Health & Drug Addiction Services**
- **Child Care and Educational Options**



Together, we focus on a child's development, so families can focus on their child's future.

This is a free information line designed to connect healthcare providers and their patients to information about community resources and child development.



## Positioning

Help Me Grow must create a stable position in the minds of prenatal care providers, pediatricians, and their office staff. Medical providers can decide to refer their patients to a variety of organizations and specialists other than Help Me Grow. Providers who choose instead to collaborate with Help Me Grow do so to provide the most holistic, cross-sector resources to their patients.

Below are three questions that we used to determine how Help Me Grow could best position itself in the minds of medical providers:

**What Makes You Different?** Help Me Grow is the only system offering a single access point for parents, healthcare providers, educators, and any community members seeking services for children in Pierce County.

**What Trend Are You Riding?** Many families are facing tough economic times. Help Me Grow connects parents to resources that might be more cost effective than traditional treatments. By referring patients to reliable and economical community resources, pediatricians can better foster patient loyalty and trust. In this way, Help Me Grow helps pediatricians build sustainable practices.

**Are You Communicating Clearly?** The messages that Help Me Grow sends must be effective in order for Help Me Grow to gain a strong position in the minds of pediatricians. Help Me Grow currently communicates with pediatricians and their offices through a lunch that introduces what the organization does and lays out an example of how Help Me Grow can work in tandem with the pediatrician.

## Brand Value Proposition

Through the Brand Value Proposition, HMG PC can understand the sequence of how the promise made to the pediatricians matches what the pediatrician needs and leads to a belief in the pediatrician’s mind. Help Me Grow can also ensure that the necessary steps are being taken to align the mission of Help Me Grow to the needs of the pediatricians.

In the following chart, “Medical Provider Needs” includes various needs most pediatricians have from providing high quality services to being part of a quality network. For each one of these needs, Help Me Grow must have a promise that matches the need of the pediatrician. Help Me Grow develops its brand by being true to the “Help Me Grow Promise.” When pediatricians think of Help Me Grow, these promises should come to their minds. In turn, these promises will create “Medical Provider Beliefs” about Help Me Grow.

The Brand Value Proposition is an extremely useful tool for Help Me Grow to use during the expansion stage. Help Me Grow must be able to deliver on its promises or else the positive beliefs listed below will not be created in the minds of the pediatricians.

Medical Provider Need	Help Me Grow Promise	Medical Provider Belief
I want to provide high quality services to my patients and their families	HMG provides sound, useful information to my patients	My patients will be treated with professionalism and care when I refer them to HMG
I want my patients to be healthy and for them to monitor development on an ongoing basis	HMG monitors children’s development through the Ages & Stages Questionnaire	The Ages & Stages Questionnaire is a good resource for my patients to use

		for continual healthy development
I want to provide more resources to families with children at risk	HMG provides a network of cross-sector resources in the area that will be of value to my patients	HMG has knowledge of other services in the area that would help my patients to be healthier
I want to be part of a quality network	We will work through the WA AAP Chapter to bring reliable resources to your patients	By joining the HMG network, I know I will have a quality network endorsed by a nationwide, reputable organization

### Brand Affinity

HMG PC aims to reduce service duplication, improve efficiency in connecting families to existing services, and in doing so to increase the utilization of existing services. To do this effectively, the system must be a good team player. The system attracts partners and collaborators only if it is valuable to them. HMG acts as a central place for community partners to support and promote the healthy development of children. Pediatricians will understand the value of HMG PC when they see a unified front. They will see multiple groups working well together, which will increase their trust in the mission of HMG. A strong brand affinity will increase their desire to send their patients to HMG because they will trust that HMG and the community partners will work together to provide the best care for their patients.

### Cost/Benefit Analysis

A qualitative cost-benefit analysis describes the benefits for medical providers to work with HMG as well as potential costs that would deter them. Providers must view the benefits to exceed the costs before they will use HMG services. The follow table provides a list of the benefits and costs medical providers may perceive exist when partnering with HMG.

Medical Providers			
Benefits		Costs	
<b>Reputation</b>	Helping patients feel that the provider has their best interests in mind by finding multiple, cost effective resources to solve a problem. These resources can potentially be less expensive than seeing a specialist.	<b>Reputation</b>	A provider's reputation may be damaged if they refer their patient to a community partner that is not very good or creates a bad experience for the patient. They could potentially lose patients in a scenario such as this one.
<b>Patient Referrals</b>	Doctors that refer patients to HMG will have patients referred to them by HMG when parents are looking for a doctor in their area.	<b>Peer Partnerships</b>	Relationships with other specialists in the area may be damaged if doctors refer their patients to HMG instead of the specialists directly.
<b>Potential Licensing Benefits</b>	Physician meetings with HMG to learn about the different community partners in their area potentially could be used as educational credits to maintain their medical license.	<b>Time</b>	Meeting with HMG and learning how to use them as a resource will take time. This is time that could be used to meet with patients.

## Screening

### **Developmental Screening**

For pediatricians who conduct routine developmental screening, HMG PC staff can provide support as a place to refer families to based on developmental concerns, as well as provide additional training on conducting developmental screening. Some families may choose to complete developmental screening tools more often than the recommended guidelines from the American Academy of Pediatrics, in which case HMG PC can be a resource for connecting them to the on-line Ages and Stages Questionnaire (ASQ) service through WithinReach. Families who are enrolled in the ASQ service receive a notification when another screening is available based on their child's age, and a link to complete it. A trained professional then reviews the results with them over the phone and provides any appropriate referrals or activities.

### **Perinatal Mental Health Screening**

Perinatal Mood and Anxiety Disorders (PMADs) are the most common complication of pregnancy and childbirth, affecting about one in five women from conception to a baby's first birthday. However, screening for PMADs does not consistently occur in medical care. In order to increase the rates of screening for PMADs, pediatricians are now able to bill Medicaid for providing screening to the parent during the well child visit. HMG PC will encourage use of the Edinburgh Postpartum Depression Scale and the Perinatal Anxiety Screening Scale (PASS) as part of routine medical care, for both the mother and father. HMG PC seeks to be a resource for providing mental health navigation to parents suffering from PMADs, and a resource for medical providers to refer families to based on the results of screening.

### **Screening for Substance Use**

Due to the prevalence of substance use in our society and the significant overlap between substance use and child welfare involvement, all prenatal providers are encouraged to screen expecting parents for substance use and provide brief counseling about the risks for the baby and the benefits of treatment. South Sound 2-1-1 provides substance abuse treatment navigation as part of their behavioral health navigation team, and HMG PC will seek to be a resource to support these families in holistically addressing their needs to mitigate risk.

## Training

HMG PC will coordinate with existing Help Me Grow training curriculums to create local training presentations from 1 hour to 1.5 hours for medical providers on the following topics. Providing a training over a lunch period was identified as the most commonly available opportunity to present information to clinics and hospitals.

### **Help Me Grow Pierce County Overview**

This training will provide an overview Help Me Grow Pierce County system offerings, how to refer a family, and the social determinants of health. Medical providers will continuously be provided opportunities to give feedback on the HMG system and how to adapt services to meet the needs of their patients.

### **Developmental Screening**

The developmental screening training will support providers in being able to conduct the Ages and Stages Questionnaire, the importance of developmental surveillance, linkage to Help Me Grow Pierce County based on screening results or other needs presented by the family, and the impact of early intervention.

### **Perinatal Mental Health**

HMG PC will work with Perinatal Support – WA to design a training to inform providers of the range of Perinatal Mood and Anxiety Disorders (PMADs) and use of the Edinburgh Postpartum Depression Scale and the Perinatal Anxiety Screening Scale (PASS). Prenatal care providers will be encouraged to begin screening in pregnancy to

determine a family’s risk for developing PMADs, and pediatricians will be encouraged to include screening as a routine part of well child visits throughout a child’s first year of life.

### Monitoring and Evaluation

In addition to the current data that Help Me Grow collects, we recommend annual surveys to medical providers to monitor the effectiveness of outreach efforts as well as trust in Help Me Grow as a valuable resource for their patients. This is important because Help Me Grow will be able to catch problems and keep physicians engaged. For example, if Help Me Grow is tracking referral numbers, they will be able to notice if a specific physician’s referral numbers suddenly drop. They could then go to this physician and find out why they stopped referring patients and help to remedy the situation. Constant monitoring and evaluation will be crucial to ensuring pediatricians are continually engaged with Help Me Grow.

### Growth Plan

Before reaching out to additional networks, HMG must ensure that its processes are developed and its services are effective. We believe it is critical that you are able to ensure that the community resources to which clients are referred are high quality resources. Included in this section are strategies about how to help medical providers start using HMG, and how to ensure maintenance of the brand.

Startup Checklist for Pediatric Outreach (From Help Me Grow Utah)	
<input type="checkbox"/>	Compile/research a list of pediatricians in your area. Store this information in database form.
<input type="checkbox"/>	Make initial contact with pediatric offices through fax, email, or snail mail.
<input type="checkbox"/>	Call pediatric offices to schedule lunch presentations.
<input type="checkbox"/>	Conduct a lunch introduction meeting to Help Me Grow at pediatric office.
<input type="checkbox"/>	Ensure that pediatric offices have patient folders, physician folders, and pamphlets.
<input type="checkbox"/>	Call pediatric office one week after lunch meeting to answer any preliminary questions.
<input type="checkbox"/>	Call pediatric office one month after lunch meeting to ask for feedback on Help Me Grow services.
<input type="checkbox"/>	Make sure to track all numbers. Make sure that incoming calls are linked to pediatric referrals.

### Action Items

#### Short Term

- Place HMG PC information in the newborn packets at birthing hospitals that are handed out to parents when their children are born.
- Provide HMG information for families at prenatal and pediatric care offices
- Offer to schedule trainings/presentations to offices to learn about HMG
- Contact the American Academy of Pediatrics Washington Chapter and work to partner with them to contact more pediatricians throughout Pierce County
- Ask physicians to participate by writing posts for Facebook and the blog.
- Conduct joint outreach to physician offices with Reach out and Read, including providing a prescription pad with both programs for use by pediatricians

#### Long Term

- Offer brief, voluntary nurse visits for every family with a newborn in the first three months of life to provide a clinical assessment of mother and baby and connect the family to the range of services available to them through HMG PC.



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