

Help Me Grow Fresno County

2018 – 2023 Strategic Plan

February 2018

HELP ME GROW FRESNO COUNTY

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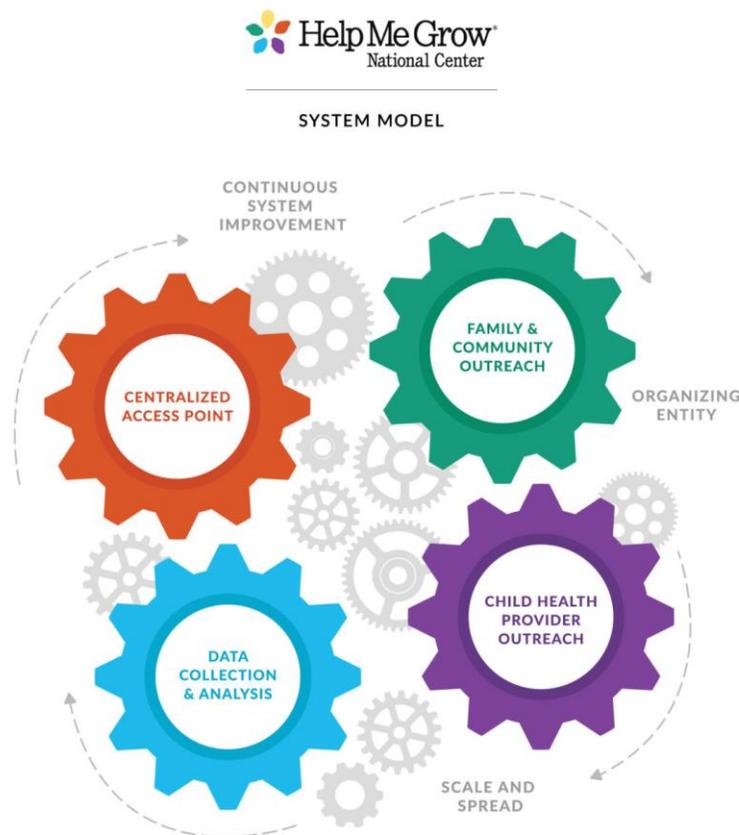
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Introduction

The Help Me Grow Model

Help Me Grow (HMG) is a national model that promotes the development of a coordinated system to help families identify and treat developmental and behavioral issues of young children. The HMG model does not provide direct services, but rather is designed to leverage existing resources within communities to identify vulnerable children, link families to community based services and empower families to support their child’s healthy development.

The HMG national model outlines four core components:¹



- **Centralized Access Point** -- provides a centralized resource and referral hub to assist families in understanding the developmental needs of their children and to

¹ “The Help Me Grow Manual”, July 2014, Help Me Grow National Center.
<https://helpmegrownational.org/what-is-help-me-grow/hmg-system-model/>

identify community resources that will provide appropriate intervention services.

- **Family and Community Outreach** – promotes a greater knowledge of childhood developmental milestones and the importance of seeking early intervention.
- **Child Health Provider Outreach** – provides training and support to medical providers to encourage them to utilize formal developmental screenings for children and seek early intervention where delays are identified.
- **Data Collection** – encourages continuous quality improvement through the collection and analysis of system-wide data.

Why Help Me Grow

A child's brain develops faster in the first three years of life, more than at any other time. As a result, 0-3 is a critical time for identifying and addressing physical, cognitive or behavioral delays in development. The growing recognition of the importance of early identification of potential developmental delays has resulted in the creation of systems within communities to identify those delays and provide necessary interventions and support for young children and their families.

Undetected and untreated behavioral and developmental problems in children can have profound impacts. If these issues go without intervention, those children may have a greater risk of performing more poorly than their peers and experiencing ongoing delays and poorer outcomes in education.² Waiting until a child actually misses a developmental milestone, such as walking or talking, may result in delayed identification and/or intervention. For certain developmental skills, a delay in addressing the issue can be compounded because that skill can allow for the diagnosis of other developmental problems in a more timely and effective manner.³

Despite these findings, according to recent studies, approximately 25% of children 0-5 are at risk for developmental delays and approximately seventy percent (70%) of those with delays go undetected until they reach Kindergarten.⁴ In California, only 28.5% of children receive the recommended developmental screenings and, as a result, 12,000 three-year-olds who are eligible to participate in California's special education system do not.

² Lorentson and Honigfeld. *Developmental Surveillance and Screening in Early Care and Education: Family and Provider Perspectives*, Connecticut Office of Early Childhood and Connecticut United Way (2015).

³ AAP, *Developmental Surveillance and Screening of Infants and Young Children* (2001).

⁴ "Early Identification Matters", 2017, Help Me Grow California, <http://helpmegrowca.org/index.php/help-me-grow-california/policy-and-advocacy/>

Identifying developmental delays can be challenging, but research has shown that the impact of early identification and intervention produces substantial educational, social and financial benefits for children and their communities.⁵ Research has shown that 20% to 30% of children with a disability may be missed by a single developmental screening. Those children who are screened and monitored at all of their well-child visits with a primary care provider, however, are much more likely to be identified.⁶ As a result of these findings, the American Academy of Pediatrics (AAP) maintains that early detection and intervention is a critical component of well child care and recommends that, at a minimum, all children be screened during well child visits using a validated screening tool at the ages of 9, 18 and 24/30-months.

Background on Help Me Grow Fresno County

In 2004, partners within Fresno County created an interagency effort to address the needs of children called The *SMART* Model of Care. The *SMART* Model of Care included developmental screening, assessment, referral, and treatment of young children in the community. Building on the foundations of the *SMART* Model of Care, in 2011 HMG Fresno County (“HMG FC”) became an official affiliate of HMG National. HMG FC is funded by First 5 Fresno County (F5FC) and the Fresno County Department of Public Health (FCDPH), who now co-serve as the Organizing Entity with the assistance of their contractor. Following a Request for Applications, F5FC and FCDPH contracted with Exceptional Parents Unlimited (“EPU”) to provide the core components of the HMG model. The hub of the *SMART* Model of Care was located at EPU where multiple agencies and professional disciplines were co-located and working together to provide in-depth assessment, referral and treatment. As part of this model, EPU developed a One Call for Kids central access point to assist families with care coordination and referrals to services.

In addition, HMG FC formed a leadership team (“Leadership Team”) to include representatives from a variety of agencies with expertise in early childhood services that collectively make of the system of care for children living in Fresno County. This Leadership Team was transitioned from the Model of Care Partner Oversight Committee or “MOCPOC” which had previously provided guidance to EPU on the development and implementation of the *SMART* Model of Care. The stated purpose of

⁵ Pew Center on the States. *Paying Later: The High Costs of Failing to Invest in Young Children* (2011).

⁶ Glascoe, FP. *Early Detection of Developmental and Behavioral Problems*, *Pediatrics in Review* (2000).

the Leadership Team is to serve as the system's decision-making body, providing oversight and strategic direction for the HMG model and serve as a forum for interagency collaboration.

HMG FC serves families with children, ages 0-5, throughout Fresno County through outreach, data collection and the operation of the centralized access point ("One Call for Kids"). Calls to the One Call for Kids line come from parents/family members, medical providers, the Central Valley Regional Center, school districts and other community organizations. The most common issues raised include concerns regarding speech, physical development and behavioral health.

EPU also conducts outreach to physicians, community-based organizations and the community at-large. Physician outreach activities include meetings with medical groups, tours for medical residents of the One Call for Kids center, and the selection of a physician champion to promote the HMG model in the medical community. Community outreach efforts include activities such as Connection Cafes for providers, meetings with community-based organizations and presentations to families and providers.

Finally, EPU is responsible for data collection efforts. This includes surveying parents and providers who use the One Call for Kids line, compiling data concerning the One Call For Kids center and tracking outreach events. Currently, HMG FC is considering options for improving its data collection efforts including the purchase of a web-based data system.

Purpose: 2018-2023 Strategic Plan

In 2017, the Leadership Team determined that HMG FC would benefit from a strategic planning effort to focus and guide its work over the following three to five years. Transitioning from the *SMART* Model of Care to HMG FC created challenges in defining roles and responsibilities as well as ensuring that the core components of the HMG model were being effectively implemented. This Strategic Plan is designed to ensure a complete transition from the *SMART* Model of Care to the full implementation of all aspects of the HMG model.

A well-designed strategic plan should be used by leadership and management to drive policy-making and operational innovation. The strategic planning process provides organizations a forum to unleash new concepts and provide management the opportunity to focus those ideas and innovations into workable solutions.

The purpose of the HMG FC strategic planning process was to develop a plan that:

- Increases organizational focus and clarity of the overall mission of HMG FC.

- Aligns HMG FC's operational services with its vision, mission and objectives.
- Establishes clear and measurable priorities, objectives, strategies and outcomes.
- Focuses on achieving long-term systems change and financial sustainability of the HMG model within Fresno County.

Strategic Planning Process

The strategic planning process was designed to engage both the Leadership Team, the contractor and a diversity of stakeholders that provide services to children and their families. The process began in September of 2017, and was conducted in three phases:

Phase 1: Environmental Scan

We conducted a focused environmental scan to gain a better understanding of the needs within the community, the nature of existing services, the level of collaboration between agencies and, the role played by HMG FC within the existing network. Data was gathered through a three-step process:

- **Initial Interviews and Document Review** – Review and analysis of existing reports, evaluation data, budgets, Census data, and other relevant information. This step also involved initial interviews with the key funders of HMG FC and the HMG contractor, EPU.
- **Key stakeholder interviews** – Interviews with key stakeholders in Fresno County who provide services to children. Interviews included representatives from community-based organizations and governmental organizations in the following areas: early care and education, school systems, health plans, physicians, behavioral health, social services and public health. The goal was to gain insight into their role in the system and perspective on HMG.
- **Focus Groups** – Two focus groups were conducted with representatives from service providers and governmental organizations to gain an understanding of the assets and challenges within the current system and the role and opportunities for HMG.

Phase 2: Planning Retreats

Phase 2 involved convening the members of the Leadership Team for two half-day planning workshops. The objectives of the retreats were as follows:

- Validate the strategic planning process and framework.
- Discuss the results of the environmental scan including stakeholder perspectives on the County's early identification and intervention system, HMG FC's existing

services and opportunities to improve the system moving forward.

- Review the mission and implementation strategies of other HMG models from across the state and country.
- Develop the key elements of the Strategic Plan:
 - Vision
 - Mission
 - Strategic Priorities
 - Objectives
 - Strategies/ Action Steps
 - Performance Measures

Phase 3: Development of the Strategic Plan

The final stage of the planning process was the development of the strategic planning document. A subcommittee of the Leadership Team was convened to review, refine and validate the strategic priorities, objectives, strategies and action plans. The subcommittee then reviewed the initial draft of the complete strategic plan prior to the plan being submitted to the entire Leadership Team for review, comment and approval.

Leadership Team for the Strategic Plan

The Strategic Planning process was led by Tom Altmayer of Altmayer Consulting, Inc. The Leadership Team was responsible for oversight of the process and the definition of each element of the Strategic Planning Framework. The Leadership Team included representatives from the following agencies:

- Central Valley Children’s Services Network
- Central Valley Regional Center
- EPU
- First 5 Fresno County
- Fresno County Department of Behavioral Health
- Fresno County Department of Public Health
- Fresno County Department of Social Services
- Fresno County Superintendent of Schools
- Fresno EOC
- Fresno Unified School District
- Valley Children’s Healthcare

Stakeholder Interviews

As part of the environmental scan, interviews were conducted with a wide variety of stakeholders. Interview participants included representatives from the following governmental and community-based organizations:

- 211/United Way
- Anthem
- California Health & Wellness
- Central Valley Regional Center
- Clinica Sierra Vista
- Community Medical Center Health Care Network
- EPU
- First 5 Fresno County
- Fresno County Department of Behavioral Health
- Fresno County Department of Public Health
- Fresno County Department of Social Services
- Fresno County Superintendent of Schools
- Fresno EOC
- Fresno Unified School District
- Physicians/Pediatricians within Fresno County
- Stone Soup Fresno
- University of California, San Francisco
- Valley Children's Healthcare

Environmental Scan: Perspectives on the Early Identification and Intervention System within Fresno County

HMG's planning effort was informed by interviews with key stakeholders within the early identification and intervention system in Fresno County. The environmental scan revealed many issues, challenges and opportunities for the Leadership Team to consider when developing this Plan. Some of the issues identified are systemic in nature and cannot be addressed solely by a HMG model, others are more tailored and can be directly addressed by HMG FC. The following is a summary of issues revealed during the environmental scan:

Strengths of the Overall System:

- **Cross Sector Collaboration** – Since developing the *SMART* Model of Care, Fresno County agencies across disciplines have successfully collaborated to improve the early identification and intervention system. As one stakeholder noted, “the right people are at the table.”
- **Long History of Addressing Developmental Needs** – Beginning in 2004, Fresno County Community Partners and stakeholders worked together to develop the *SMART* Model of Care which began the process of improving the overall system of care which resulted in an expertise within the community on how to address these issues.
- **Strong Agency Commitment** – There is a strong commitment infrastructure to address early childhood development and health issues across sectors including access to a regional Children's Hospital, a responsive and collaborative Regional Center, a strong leadership within the public school system and the public social service and health agencies, and actively engaged community based organizations. Additionally, First 5 Fresno County has a long history of supporting system change efforts within the early identification system.
- **QRIS** – The implementation of the Quality Rating and Improvement System within the early care and education system (“ECE”) is not only increasing the quality of the ECE system, but is also incentivizing more ECE sites to incorporate formal developmental screening tools.

Strengths of HMG FC:

- **Strong Leadership Team** – The Leadership Teams includes members from a wide variety of agencies that provide early identification and intervention services to children. The Leadership Team is able to both identify key gaps and needs within the system, and collaborate with the goal of identifying potential solutions.

- **One Call for Kids Line** – EPU’s implementation of the One Call for Kids line gives families and providers a reliable source for information and referrals as well as providing strong care coordination.
- **History of Providing Early Identification and Intervention Services** – EPU, in its role within the SMART Model of Care, is well respected for their role in addressing the developmental needs of families within Fresno County.

Challenges Within the Overall System:

- **Barriers to Services** – There exist several significant barriers for families to access early identification and intervention services. These barriers include:
 - Rural and less populated areas within the County have less access to services. This is compounded by the lack of transportation alternatives that can be used to travel to providers.
 - Certain demographic communities, including immigrants and migrant workers, are more difficult to reach due to a perceived lack of culturally competent services and a lack of trust between the community and governmental agencies.
 - The system can be difficult to navigate, especially when a child is experiencing multiple aspects of delay and is required to pursue numerous different treatments. While it is reported that the Regional Center and the school districts do a good job of helping parents through the system, the processes can still be overwhelming for families.
- **Lack of Behavioral Services for Children** -- Behavioral services for children throughout the County are difficult to obtain. As one pediatrician noted, I can treat my patients who have physical issues, but many of my patients also need behavioral support and I have no idea how to help them.”
- **Lack of Services for Mild to Moderate Interventions** – Developmental delays occur along a spectrum from mild to more severe. Insurance and eligibility for public services such as those provided by the Regional Center and school districts are usually only available for those children with more significant challenges. For those children who are experiencing mild to moderate delays, fewer services are available.
- **Pediatricians are Reluctant to Utilize Formal Developmental Screening Tools** – Medical professionals are hesitant to use formal developmental screening tools. The two most common explanations are that the screenings take too long to administer and many pediatricians feel they already have the ability to identify issues without using a formal tool.
- **Wait and See Approach** – While it appears to be becoming less prevalent, some pediatricians and providers take a “wait and see” approach when presented with

a potential developmental delay. Whether they attribute the delay to the child being a “late bloomer” or suggest that “(s)he’ll grow out of it,” there can be some hesitation by providers to identify and treat developmental issues.

Challenges Within the HMG FC System:

- **Lack of Penetration within the Medical Community** – Despite recent efforts, HMG FC has struggled to make significant strides in reaching medical providers. There have been some successes, but overall HMG FC has more to accomplish in an effort to train and educate the medical community on the importance of using formal screening tools and the benefits of early intervention.
- **Lack of Brand Recognition** – The HMG FC brand is not yet well-known within Fresno County which may negatively impact the role the current contracted agency can play in promoting awareness and providing resources and referrals. Many interviewed during our scan were aware of EPU, but had not heard of HMG and its mission.
- **Data Collection** – The current HMG FC model lacks a reliable, effective and efficient system to gather data. The lack of an effective data system limits the ability of HMG FC to analyze data, identify strengths and weakness and respond strategically.
- **Governance Structure** – While HMG FC has an established Leadership Team and a Leadership Charter, there is still some uncertainty about what role the Leadership Team should play in the setting strategic direction and oversight of operations for HMG FC. Similarly, there is uncertainty of the role that should be played by the primary funders of HMG FC who serve as the Organizing Entity.

Strategic Planning Framework

The Strategic Planning Framework represents an overview of the content and organization of the Strategic Plan. The vision, mission, and strategic priorities serve as the foundation of the Plan while the objectives, strategies and action plans lay the groundwork for the development and implementation of HMG FC's projects, programs and services. The performance indicators are the tool that will be used to evaluate the success in achieving the overall mission and individual objectives of the Plan. Together, this framework provides the blueprint for HMG FC for the next five years.

Vision: A long-term description for what an organization aspires to achieve. What is the desired end-state?

Mission: The mission describes the purpose of HMG FC and its role in achieving the stated Vision. What business are we in? What is our reason for being?

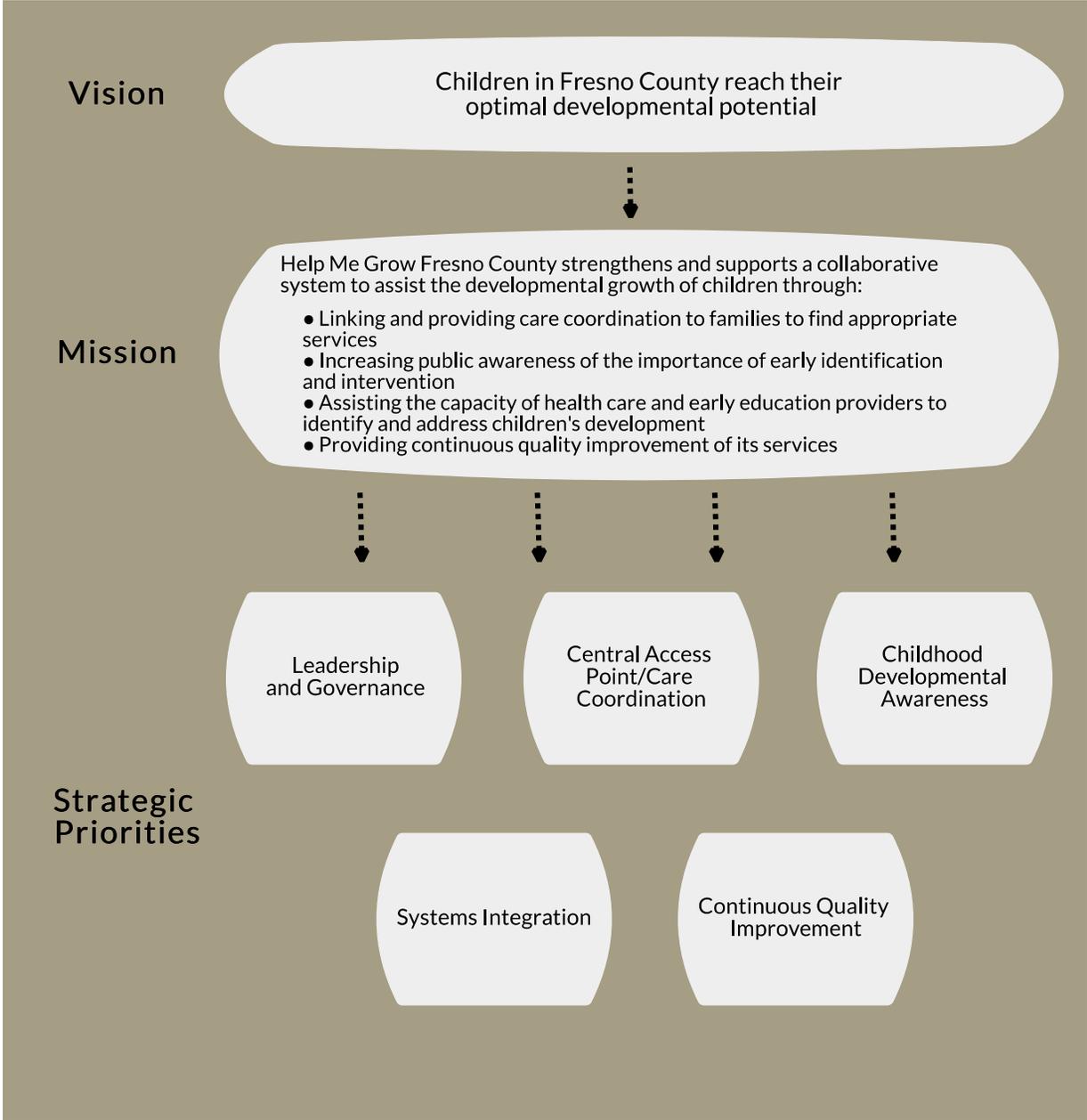
Strategic Priorities: Strategic priorities are statements of general direction leading toward the achievement of the vision and mission. What do we want to achieve?

Objectives: Objectives are a statement of action that are measurable and can be accomplished within a defined timeframe. What do we want to achieve?

Strategies and Action Plans: Strategies specify the actions HMG FC will implement or invest in, in the pursuit of achieving the objectives. Strategies may be implemented through a variety of initiatives, projects, programs and services. How will we achieve our stated priorities?

Performance Indicators: Indicators provide measures of progress towards a strategic planning objective. Indicators are generally benchmarks of performance, or points of reference, that are quantitative in nature. Are we achieving what set out to accomplish? Are we doing the right tasks? Are we doing those tasks in the right way?

Help Me Grow Fresno County Strategic Planning Framework



Help Me Grow Fresno County Vision and Mission

The values and mission of HMG FC articulate its aspirations, how it approaches the work to achieve these ends.

HMG FC Vision

Children in Fresno County reach their optimal developmental potential

HMG FC Mission Statement

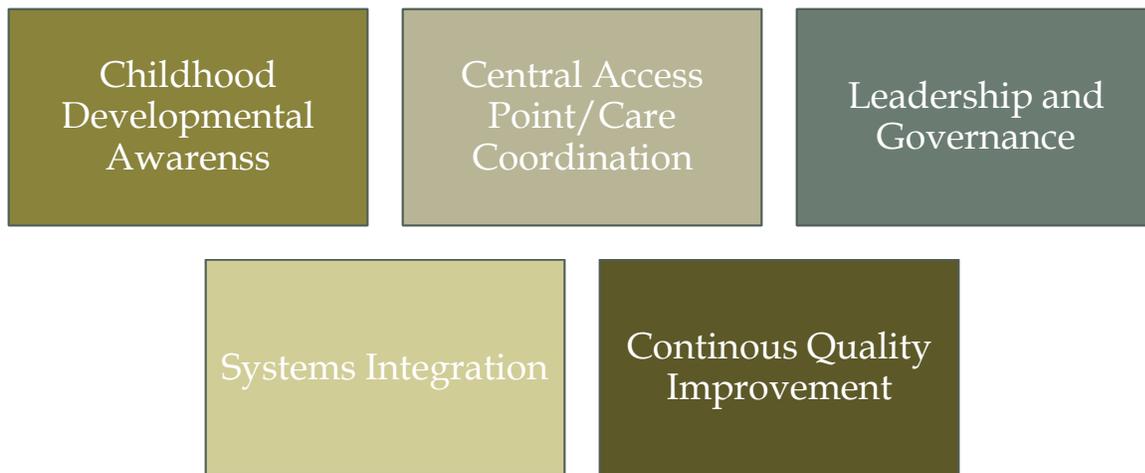
Help Me Grow Fresno County strengthens and supports a collaborative system to assist the developmental growth of children through:

- Linking and providing care coordination to families to find appropriate services
- Increasing public awareness of the importance of early identification and intervention
- Assisting the capacity of health care and early education providers to identify and address children's development
- Providing continuous quality improvement of its services

Strategic Priorities, Objectives and Strategies

The five strategic priorities identified within this Plan directly support HMG FC's mission. Collectively, these priorities reflect the core pathways for achieving the vision and mission articulated above. The priorities are intended to be mutually reinforcing and driving the systems change necessary to serve children who may experience developmental and behavioral concerns. While these priorities contain the elements of the HMG core components, the categories recognize the uniqueness of the community within Fresno County.

HMG FC Strategic Priorities



The following sections outline the objectives and strategies aligned with each strategic priority, along with a justification and description.

Strategic Priority #1: Childhood Developmental Awareness

This strategic priority area focuses on increasing the knowledge of childhood developmental progress and emphasizing the importance of early identification and intervention.

Objective 1.1: Increase the number of medical offices and clinics that conduct formal developmental screenings.

HMG FC is committed to expanding the number of children with developmental delays who are identified as early as possible. This objective recognizes the key role medical professionals play in identifying potential delays. It also seeks to address the findings from our literature review and environmental scan. HMG FC seeks to expand the number of health care providers that integrate formal screenings into their practices and programs.

- **Strategy 1.1.1:** Work with health plans to increase medical providers' knowledge and use of formal developmental screening.
- **Strategy 1.1.2:** Work with medical offices and clinics that serve children to provide training on the use of formal screening tools.
- **Strategy 1.1.3:** Evaluate the feasibility of introducing technology solutions for conducting and scoring Ages and Stages Questionnaires (ASQs) within medical practices.

Objective 1.2: Increase medical professionals' understanding of the importance of early intervention and expand their knowledge of resource and referral options for intervention.

To improve the outcomes for children with behavioral and developmental concerns, it is critical for medical professionals to seek intervention at the earliest opportunity. This objective seeks to change the outdated "wait and see" approach that has historically occurred within many pediatric practices and give providers resource and referral options for intervention.

- **Strategy 1.2.1:** Develop new efforts to increase physicians' understanding of the importance of developmental screening and early identification. This may include conducting trainings that provide physicians Continuing Medical Education (CMEs) credit.
- **Strategy 1.2.2:** Work with Health Plans to ensure that their physicians are aware of intervention resources and the services of HMG FC.

Objective 1.3: Increase awareness within the Early Care and Education Community of the importance of early identification and intervention.

Along with the medical community, Early Care and Education (“ECE”) sites represent a significant opportunity to assist in the identification of behavioral and developmental issues within the children they serve. Given the frequency of their contact with children, their understanding of developmental milestones, and the nature of their work, they are uniquely situated to assist families and identify potential concerns.

- **Strategy 1.3.1:** Develop steps, including working with efforts to implement QRIS, to reach Early Care and Education sites about the importance of developmental screening, early identification and HMG.
- **Strategy 1.3.2:** Work with licensed providers not participating in QRIS to stress the importance of developmental screening and early identification as well as provide training, where appropriate.

Objective 1.4: Increase awareness within the community (including families) of the importance of early identification and intervention.

Increasing the awareness within the community and families about developmental issues is designed to strengthen the role that families and friends can provide in identifying and treating developmental challenges. Families often struggle to understand children’s developmental milestones and how to address situations when there is a delay or concern. Educating and empowering families is critical to both identify potential delays and seek interventions when a delay exists.

- **Strategy 1.4.1:** Evaluate the feasibility of a Countywide online developmental screening tool.
- **Strategy 1.4.2:** Develop easy to understand educational materials that describe developmental milestones.
- **Strategy 1.4.3:** Work with governmental agencies (e.g. libraries, schools etc.) and community-based organizations to partner on programs that promote understanding of developmental milestones and HMG.
- **Strategy 1.4.4:** Work with medical offices to provide developmental awareness materials to their families.
- **Strategy 1.4.5:** Work with community and faith-based organizations to promote early identification and intervention within their unique communities.

- **Strategy 1.4.6:** Work with the media to develop public service campaigns promoting early identification and intervention.

Strategic Priority #2: Centralized Access Point and Care Coordination

This strategic priority area focuses on connecting children to early identification and intervention services through a centralized resource and referral center that is available to families, pediatricians and providers.

Objective 2.1: Increase the number of physicians and other providers that screen and refer families to the HMG FC centralized resource and referral center.

Many physicians and providers struggle to find appropriate interventions for children with behavioral and developmental issues, especially when the delays may be mild to moderate. Increasing the awareness of the HMG FC Centralized Access Point will lead to greater numbers of children receiving appropriate referrals and care coordination.

- **Strategy 2.1.1:** Work with health plans to increase medical providers' awareness of HMG FC resource and referral options.
- **Strategy 2.1.2:** Update marketing materials to physician offices and clinics.
- **Strategy 2.1.3:** More actively engage private pediatrician offices about HMG FC resource and referral options.
- **Strategy 2.1.4:** Continue to identify collaborative partnerships with agencies that provide services to children and their families (e.g. WIC, 211, libraries etc.).
- **Strategy 2.1.5:** Expand outreach to ECE providers and sites.
- **Strategy 2.1.6:** Evaluate the feasibility increasing web-based education, resource and referral information.
- **Strategy 2.1.7:** Continue outreach efforts to encourage participation in Connection Cafes.

Objective 2.2: Increase the number of referrals to the HMG FC resource and referral center that include a completed formal developmental screening.

The HMG model is designed as a systems change approach to addressing the developmental needs of children. To that end, HMG agencies are most effective when developmental screenings occur by providers prior to referral to the Central Access Point after a formal screening has been completed. Where necessary, the Centralized Access Point will send out formal screening tools and then score them for families, but this is not the desired process.

- **Strategy 2.2.1:** Work with physicians and providers on the importance of providing screening materials when making referrals.
- **Strategy 2.2.2:** Ensure existing HMG FC staff request screening results from physicians and providers.
- **Strategy 2.2.3:** Create a centralized directory to track and monitor developmental screenings for children.

Objective 2.3: Improve coordination between the various Fresno County call centers that provide services to children and their families.

Fresno County has a number of different call centers that provide services to children and their families, including the One Call for Kids line. During the environmental scan, it became clear the various call centers are not always aware of the difference call centers within the County or the roles they play in serving children. Better coordination between these agencies will lead to more effective referrals to children in need.

- **Strategy 2.3.1:** Develop an inventory of call centers within the County that provide services to children and their families.
- **Strategy 2.3.2:** Convene a forum of existing call centers that serve Fresno County to increase awareness of services being provided and establish protocols for inter-agency referrals.
- **Strategy 2.3.3:** Establish an MOU between the call centers to support care coordination.

Objective 2.4: Increase the number of children who are connected to services through the HMG FC resource and referral center.

A core function of HMG FC is to link children who may be experiencing behavioral or developmental challenges to intervention services. This function currently occurs through the One Call for Kids line where providers and families can call to obtain referrals to services. Families are provided a care coordinator who walks them through the process of identifying the developmental issues, provides the appropriate referral for intervention and, where necessary, assists the family in procuring the services.

- **Strategy 2.4.1:** Continue to provide care coordination activities within the HMG FC resource and referral center to ensure children are connected to services.
- **Strategy 2.4.2:** Increase the provider database used to make referrals and ensure it is up-to-date.
- **Strategy 2.4.3:** Ensure services to families and their children are conducted in a culturally competent manner.

Strategic Priority #3: Leadership and Governance

This strategic priority area focuses on improving the long-term effectiveness and sustainability of HMG FC through collaborative leadership and effective governance practices.

Objective 3.1: Improve the long-term financial sustainability of the HMG model in Fresno County.

First 5 Fresno County is a primary funder of HMG FC. As revenues for First 5 Fresno County decline, as projected, sustained funding for HMG FC will be at risk if funding is not diversified. In order to ensure the long-term sustainability of HMG FC, efforts must be made to identify additional funding sources which includes collaborating with agencies that may be willing to perform key HMG FC functions without recovering full funding for those services.

- **Strategy 3.1.1:** Develop an inventory of existing funding and services for the early identification and intervention system.
- **Strategy 3.1.2:** Secure additional funding partnerships and partners who are able to provide in-kind services.
- **Strategy 3.1.3:** Review different potential funding/reimbursement options for early identification services.

Objective 3.2: Clarify the role of the Help Me Grow Leadership Team, Strategic Partners and HMG Contractor(s).

HMG FC began in 2016 as a transition from the SMART Model of Care. As part of its formation, the Leadership Team was transitioned out of MOCPOC and a Charter was developed. While the transition from the SMART Model of Care to a HMG model has concluded, the Leadership Team is in early stages of adapting to the new governance structure, including the role of the Leadership Team, the role of the funders/Organizing Entity and HMG FC contractor(s).

- **Strategy 3.2.1:** Validate and, if necessary, update the Leadership Team Charter.
- **Strategy 3.2.2:** Identify and define the role of the HMG FC Organizing Entity.
- **Strategy 3.2.3:** Develop a performance reporting process, timeline and performance dashboard for HMG FC.
- **Strategy 3.2.4:** Develop a budget process for the HMG FC Organizing Entity and contractor(s).

Objective 3.3: Increase HMG FC brand awareness.

As stated in the environmental scan, the HMG FC brand is not yet well-known within the County which impacts the role it plays in promoting awareness and providing information and referrals. Increasing name recognition would promote the role of HMG FC as a systems change agent.

- **Strategy 3.3.1:** Develop standards and guidelines for use of HMG FC brand.
- **Strategy 3.3.2:** Increase HMG FC marketing efforts.
- **Strategy 3.3.3:** Promote stories of how HMG FC has positively impacted children's development.

Strategic Priority #4: Systems Integration

This strategic priority area focuses on providing coordination and collaboration between service sectors to strengthen and expand early identification and intervention services throughout Fresno County.

Objective 4.1: Increase collaboration of strategic partners.

At its core, the HMG model is a systems change effort designed to address the needs of children with development delays. The first step to achieve systems change within the early identification and intervention system is to build strategic coalitions with partners who provide services to children and have the capacity to effectuate change.

- **Strategy 4.1.1:** Develop partnerships with health plans within Fresno County.
- **Strategy 4.1.2:** Map existing players involved within the early identification and intervention system.
- **Strategy 4.1.3:** Reconvene quarterly stakeholder meetings between community partners that provide early identification and intervention services. The purpose of these meeting would be to strengthen partnerships among key stakeholders and identify potential gaps within the system. These stakeholders may include program and line staff who have access to the day-to-day workings of the model and would be able to provide unique insight.

Objective 4.2: Better understand existing gaps in the availability of and barriers to children receiving intervention services for developmental concerns.

To make an impact on the overall early identification and intervention system, HMG FC must have a deep understanding of the existing system including gaps in services and barriers to children receiving services. Understanding the current landscape will allow HMG FC to be more impactful with its strategies and actions.

- **Strategy 4.2.1:** Track referrals to and delays/inability to connect to services.
- **Strategy 4.2.2:** Map the existing landscape of intervention services available within the County and use data to inform decision-making processes in support of collaboration and care coordination.

Objective 4.3: Leverage Federal, State and Countywide resources to increase early identification and intervention services.

As stated above, the ability of First 5 Fresno County to continue to fund HMG FC at current levels is unlikely. Developing new sources of revenue will benefit HMG FC in the short-term and also begin the process of effectuating long-term sustainability.

- **Strategy 4.3.1:** Develop an inventory of existing funding and services for early identification and intervention funding.
- **Strategy 4.3.2:** Review new potential funding/reimbursement options for early identification services.

Strategic Priority #5: Continuous Quality Improvement

This strategic priority area focuses on developing data collection, management and analysis practices that continuously improve the early identification and intervention system within the County and the effectiveness of the HMG FC operations.

Objective 5.1: Improve the ability of HMG FC to collect and report on key performance data.

To support continuous quality improvement, HMG FC must have reliable, accurate and timely data. In its first year, HMG FC struggled to manage its data network relying on tools insufficient to support its needs.

- **Strategy 5.1.1:** Identify a new data management system.
- **Strategy 5.1.2:** Develop and maintain a culture that uses data to inform decision-making and develop long-term strategies.

Objective 5.2: Review and evaluate performance data to improve the HMG model in Fresno County.

Merely collecting data is not sufficient to foster improvement; data must be regularly and consistently reviewed by all levels of an organization. It is critical for the Organizing Entity of HMG FC, its contractor(s) and the Leadership Team to set up practices that require the routine review and analysis of data.

- **Strategy 5.2.1:** Develop a local reporting framework that includes alignment with State and National HMG Indicators.
- **Strategy 5.2.2:** Establish baseline data and targets for outcome and operational performance measures.
- **Strategy 5.2.3:** Develop protocols for the Leadership Team's review of performance and development of new strategies.
- **Strategy 5.2.4:** Conduct formal annual evaluations of the organizing entity and all contractors for HMG FC.

Objective 5.3: Increase the sharing of data with strategic partners and stakeholders.

As a system change effort, the HMG model is most successful when all partners and stakeholders are collaborating, sharing information and acting in concert. Data sharing among agencies that serve children will allow for a greater understanding of the early identification landscape including identifying gaps in service and underserved communities.

- **Strategy 5.3.1:** Develop a concise annual report/infographic summarizing the impact of HMG FC.
- **Strategy 5.3.2:** Develop a list of partners that maintain key indicators related to early identification and intervention.
- **Strategy 5.3.3:** Develop agreements with other agencies related to the sharing of data associated with early identification and intervention services and outcomes.

Assessing and Evaluating Impact

The strategic planning framework identifies the basic elements of a plan to move forward, but these elements are just the beginning of the planning process. To fully implement a strategic plan, HMG FC must routinely and relentlessly evaluate its progress to develop new strategies and action plans based on the results of that evaluation. To assist in the evaluation, this Plan includes a series of potential performance indicators designed to provide feedback on how successfully HMG FC is achieving its vision, mission and core objectives.

Strategic Priority #1: Childhood Developmental Awareness

Performance Indicators:

- # of unique pediatricians referring to HMG FC
- % of pediatricians that are aware of HMG FC and its services
- % of pediatricians Countywide conducting formal screenings
- # of pediatricians receiving trainings
- % of ECE sites within the County conducting formal screenings

Strategic Priority #2: Centralized Access Point and Care Coordination

Performance Indicators:

- # of unduplicated children served by the resource and referral center
- # of children referred to services
- % of children who are connected to services
- # of children who received a formal screening conducted by the HMG FC central access point
- % of referrals that include screening results
- # of referrals by provider type (i.e. physicians, ECE, other call centers, etc.)
- % of parents satisfied with HMG experience
- % of providers satisfied with HMG experience
- Demographic information of children served
- % by type of referral

Strategic Priority #3: Leadership and Governance

Performance Indicators:

- % of funding by agency
- # of participants in community partner meetings

- Total funding for HMG FC including in-kind services
- % of community stakeholders aware of HMG FC, its services and its brand

Strategic Priority #4: Systems Integration

Performance Indicators:

- % of children unable to be connected to intervention services due to lack of providers or excessive delay
- % of children that experience delay in receiving intervention services

Strategic Priority #5: Continuous Quality Improvement

Performance Indicators:

- # of partners receiving HMG FC annual report
- # of partners sharing data

Plan Implementation

The strategic priorities, objectives and strategies outlined in this Plan comprise a strategic roadmap for HMG FC. This Plan is intended to be the beginning of a long-term strategic process. The Plan is the initial starting point but should be used by HMG FC staff and leadership to focus their efforts, evaluate impact and revise strategic where appropriate.

The Leadership Team is responsible to review the progress of the strategic plan objectives and strategies quarterly. Through the review of performance indicators as well as other evaluation techniques, the HMG Organizing Entity, contractor(s) and Leadership Team will make modifications and enhancements to the strategies to ensure that new opportunities or challenges are incorporated into the implementation plans. Annually, the Leadership Team, Organizing Entity and contractors should come together to reflect on the progress made in that prior year and conduct a thorough review of the Strategic Plan to assess successes, challenges and modification to the Plan. This level of attention and oversight of the Plan will ensure that HMG FC's strategic roadmap remains relevant and responsive to the families of Fresno County.