



FIRST 5 EL DORADO CHILDREN AND FAMILIES COMMISSION

MEMO

TO: Commissioners
FROM: Alice Alk, Program Coordinator/Evaluator
DATE: March 20, 2023

RECOMMENDATION: Commissioners will receive a presentation on the Mid Year Evaluation Brief.

BACKGROUND: First 5 El Dorado is required by ordinance (8.65.080) to evaluate Commission funded programs as part of the strategic planning process. The evaluation of the strategic plan must include measurable outcomes “of its funded programs through the use of applicable, reliable indicators.” At the October 2022 meeting, Commissioners approved to extend the FY 21-23 Strategic Plan for two years, FY 21-25. The amended plan continues the systems-level changes reflected in the four evaluation objectives:

1. Systems are person-centered, coordinated, responsive to community needs, and aligned.
2. Services are adjusted based on information from service recipients and Community Advisories that allows for continuous quality improvement (CQI) efforts.
3. Systems are organized to provide navigation services including outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients.
4. Systems are sustainable.

DISCUSSION: The purpose of this memo is to update progress on implementation of Hubs 2.0 as reported in the FY 22-23 Midyear Evaluation Brief (Attached). Recommendations from this report include:

- 1. Review and revise as needed the implementation activities anticipated to be completed in the period covered by the FY21-23 Amended Strategic Plan.** First 5 El Dorado reviewed the priority actions necessary for Hubs 2.0 implementation, determined they could not be fully realized by the end of FY 2022-23, and elected to extend the Strategic Plan and Hubs 2.0 implementation through June 30, 2025. It is recommended that the priority actions table included in the Strategic Plan be reviewed annually and updated as needed to align with changing conditions, both external and internal to the system.
- 2. Review current data management systems and participant feedback mechanisms to identify areas for improvement and better alignment with indicators of interest.** First 5 El Dorado staff updated both the registration tracker and participant survey to improve functionality at the start of FY 2022-23. These changes increased the type and strength of data available (e.g., the revised tracker allows the types of navigation services provided to be more easily tracked and analyzed).

It is recommended that Hubs 2.0 partners continue to consider identification of a data management system that can include all data, from registration through services provided and even the feedback survey.

- 3. Engage in a promotional campaign to improve community awareness of Hubs 2.0 services.** Hubs 2.0 partners have obtained funding and executed a contract to support development of a strategic communications framework for EL Dorado Community Hubs, increase community awareness and engagement in Hubs, and increase Hubs presence in the libraries, and develop collateral to support these objectives. More information on the progress made in improving community awareness through these activities is anticipated to be included the FY 2022-23 Year End Evaluation Report.

At the May 2021 meeting, Commission Staff proposed transitioning Evaluation services in house and hiring a Program Assistant to assume the fiscal, communications and administrative responsibilities from the Program Coordinator who will lead evaluation efforts. This is the first report completed by the First 5 Program Coordinator with support of the evaluation contractor, Social Entrepreneurs, Inc. (SEI).

FISCAL IMPACT: While transitioning the evaluation in house, staff has moved to a consultation contract with SEI. This shift empowers Commission Staff to facilitate the evaluation and strategic planning with the expertise of SEI to ensure validity and reliability.

CONTRACTOR(S): *Recipients of Commission funding are listed to assist Commissioners with assessing any potential conflict of interests:* Social Entrepreneurs, Incorporated (SEI) and Unite Us.

CONCLUSIONS: The mid-year evaluation report can be used to inform Hubs 2.0 implementation and provide opportunities to improve our work.

ATTACHMENT: FY 22-23 Midyear Evaluation Brief (REVISED)

Midyear Evaluation Brief

FY 2022-23



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EXECUTIVE SUMMARY

The First 5 El Dorado Children and Families Commission was formed following the passage of California Proposition 10 (Prop 10). The Prop 10 initiative added taxes on cigarettes and other tobacco products to fund programs promoting early childhood development for children birth through five years of age and their families. First 5 El Dorado receives slightly less than \$1 million annually through revenues generated by Prop 10.

The Commission is guided by its strategic plan, as well as its vision and mission. First 5 El Dorado works closely with county agencies and community-based partners, leveraging local resources to increase the value of its investments. The Commission directs resources to build a comprehensive early childhood service system built on research and best practice models that make a difference in the lives of young children. First 5 El Dorado has always taken a regional approach to planning and service delivery, recognizing that different areas in El Dorado County have unique resources and needs. Within this framework, the Commission has identified Community Hubs as the primary strategy for achieving its mission and vision since 2016.

History of Hubs Implementation in El Dorado County

The 2016-21 First 5 El Dorado Strategic Plan established Community Hubs in each of the county's Education and Supervisorial Districts to increase access to services and build family skills in navigating those services. Five Hubs were formed, one within each district, where the local library branch served as the primary service delivery location.

Each Hub deployed a multidisciplinary team consisting of a public health nurse, community health advocate, family engagement specialist, and an early childhood literacy specialist, offering activities to promote early literacy, child development, parenting, and preventative health activities for expectant parents and families with children birth through five years of age. Evaluation activities between 2016 and 2021 have shown that Community Hubs are effective at engaging expectant parents and families with children birth through five years of age. However, many of the families were high functioning before engaging with Hubs, indicating an opportunity to focus efforts on those who may have been marginalized by the service delivery system. Previous evaluation recommendations also indicated that structural adjustments and supplemental funding were necessary to increase the efficacy of the Hubs in creating meaningful outcomes for children, families, and individuals, particularly those most in need of supports. The Commission also learned that active engagement of community partners, diversified sustainable funding, and a consistent and open feedback loop with the community, providers, and leadership are essential to ensuring the future success of the Hubs.

Implementation of Hubs 2.0¹

Informed by these previous evaluation results, as well as a better understanding of the needs experienced by families impacted by the COVID-19 pandemic, First 5 El Dorado reaffirmed its commitment to the Hub model within its 2021-23 Amended Strategic Plan and again within its 2021-2025 Strategic Plan, adopted in October 2022. The result is the Hubs 2.0 model, which builds upon the Hubs navigational system and expands its reach to all children, families, and individuals in the county. **The Hubs 2.0 model moves the First 5 El Dorado Children and Families Commission toward systems-level changes and away from program-specific investments.**

¹ More information on Hubs 2.0 can be found in the 2021-25 Strategic Plan, available at <https://www.first5eldorado.com/dashboard>.

Hubs 2.0 Evaluation Activities and Community Context

FY 2022-23 evaluation activities are conducted within a process evaluation framework. This iterative type of evaluation monitors the completion of activities, services, and procedures anticipated as necessary to meet desired outcomes, and as such allows organizations to track if their program is being implemented as designed. A process evaluation can serve as an “early warning system” for potential programmatic issues by illustrating when intended activities are not taking place or if they are not taking place as anticipated.²

It is important that the summary of progress, conclusions, and recommendations presented be viewed within a lens specific to the challenges faced by county staff and community members during FY 2022-23.

- The **Mosquito Fire** ignited on the Placer and El Dorado County line on September 6, 2022 and became the largest fire in California in 2022. Families in El Dorado County, particularly in Hub 4, were not prepared for the financial strain of the extensive evacuation order or the effects of the Mosquito Fire before the county could fully recover from the Caldor Fire.
- An **atmospheric river** brought 13 inches of rain in 48 hours to some areas of El Dorado County on December 31, 2022. With widespread flooding, mudslides, downed trees, debris flows, and power outages, evacuation orders took place for affected areas in Hub 2.

Consecutive fires and winter storms have been traumatic events for individuals and families who live in the county, including Hub team members. Affected community members continue to seek resources and assistance from Hub Navigators.

FY 2022-23 Midyear Results (July 1 through December 31, 2022)

The following provides a summary of the progress made between July 1 and December 31, 2022 toward completing activities identified as necessary for achieving each of the objectives in the FY 2021-25 Strategic Plan.

Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned

At the time of this report, nearly all activities and outputs associated with Objective 1 were completed:

- 1) A consultant with expertise in human-centered design (Early Learning Lab) was contracted to support Hub redesign,
- 2) ELL completed a report summarizing the community experience with Hubs,
- 3) ELL facilitated capacity building trainings which focused on human-centered design methodologies and collective sensemaking gatherings with Hub staff, parents and community members,
- 4) ELL completed a report outlining the plan for future use of Community Advisories, and
- 5) Community Advisories are being planned and implemented at each Hub.

Outstanding activities anticipated for completion by June 30, 2023 include regular convenings of each Community Advisory to establish meetings schedules, budgets, and Action Plans for FY 23-24.

² More information on process evaluation is available on the CDC's “Types of Evaluation” brief. Available at <https://www.cdc.gov/std/program/pupestd/types%20of%20evaluation.pdf>.

Objective 2: Services are adjusted based on information from service recipients and Community Advisories that allow for continuous quality improvement (CQI) efforts

Progress had been made both on positioning Hub team members to gain a better understanding of individuals and families within each Hub and their potential service needs and preparing them to utilize CQI to guide program development at the time this report was completed. It is anticipated that all Hub team members will have received Improvement Science training by the end of FY 2022-23, however all Hub team members have already begun implementing CQI processes within their Hubs. It is anticipated that Hub Coordinators will be integrating questions related to comfort and confidence with CQI into their quarterly rounding meetings with individual Navigators, starting in the third quarter of FY 2022-23. Outputs related to this objective are anticipated to be ongoing through Hubs 2.0 implementation and beyond. To ensure all team members are positioned to actively engage in CQI activities, Hub data will be disaggregated regularly to maintain a current understanding of the service population. In addition, new staff will be trained on CQI processes as part of onboarding.

Objective 3: Systems are organized to provide navigation services including outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients

Progress has been made towards developing a navigation system that is organized to provide outreach, intake, screening, referral, and disposition with high levels of satisfaction for participants. Outputs related to improved communications efforts are nearly complete and Hub Leadership looks forward to communications and awareness collateral being available in early Spring 2023.

Work has been done to position Hub teams to engage in CQI activities, including reviewing monthly data reports completed by First 5 staff and using this data to modify their outreach strategies to increase navigation services provided, specifically within populations of interest. Outputs related to the CQI process are completed.

Improvements made to the registration tracker and satisfaction survey have improved the quality of navigation service data. Quantitative and qualitative data collected so far indicate improved staff understanding of system components and data management tools that form the navigational component of the Hubs 2.0 model. However, Navigators continue to experience challenges utilizing Unite Us to their full potential, making it difficult to provide an accurate report out on the number of referrals provided and their disposition.

Objective 4: Systems are sustainable

Progress has been made toward supporting the sustainability of the Hubs 2.0 model, and activities related to this objective are expected to be ongoing throughout FY 2022-23 despite turnover of several key roles in county leadership. Funding mechanisms will continue to be explored, and together, annual evaluation frameworks and reports will be made available to assist the community and key participants in understanding the outcomes associated with implementation of the Hubs 2.0 model of care. Activities supporting the development of a shared understanding of the value, responsibilities, and contribution of community organizations and service providers participating in the Hub 2.0 system are anticipated to continue throughout FY 2022-23.

Progress Made on FY 2021-22 Year End Recommendations

First 5 El Dorado has continued to make progress on each of the four objective areas that comprise the evaluation framework for FY 2022-23, adjusting their approach as needed to align with changing conditions and a better understanding of what development of a successful model entails.

INTRODUCTION

The First 5 El Dorado Children and Families Commission was formed following the passage of California Proposition 10 (Prop 10). The Prop 10 initiative added taxes on cigarette and other tobacco products to fund programs promoting early childhood development for children birth through 5 and their families. First 5 El Dorado receives slightly less than \$1 million annually through revenues generated by Prop 10.

First 5 El Dorado works closely with county agencies and community-based partners, leveraging local resources to increase the value of its investments.

Because First 5 El Dorado funds are declining annually, it is important for the Commission to continually evaluate and align its strategic approach to best meet community needs using the resources available. Evaluation permits the Commission and the community to track progress towards goals and to continuously improve efforts to impact the community.

The Commission's investments and evaluation are guided by its strategic plan, as well as its vision and mission.

Focus of Commission Investments

First 5 El Dorado has always taken a regional approach to planning and service delivery, recognizing that different areas in El Dorado County have unique resources and needs. Within this framework, the Commission has identified Community Hubs as the primary strategy for achieving its mission and vision since 2016.

History of Hubs Implementation in El Dorado County

The 2016-21 First 5 El Dorado Strategic Plan established Community Hubs in each of the county's Education and Supervisorial Districts to increase access to services and build family skills in navigating those services. Five Hubs were formed, one within each district, where the local library branch served as the primary service delivery location.

Each Hub deployed a multidisciplinary team consisting of a public health nurse, community health advocate, family engagement specialist, and an early childhood literacy specialist, offering activities to promote early literacy, child development, parenting, and preventative health activities for expectant parents and families with children birth through five years of age. Evaluation activities between 2016 and 2021 found that Community Hubs were effective at engaging expectant parents and families with children birth through five years of age. However, many of the families reached had high protective factor scores before engaging with Hubs, indicating an opportunity to focus efforts on those who may have been marginalized by the service delivery system. Previous evaluation recommendations also

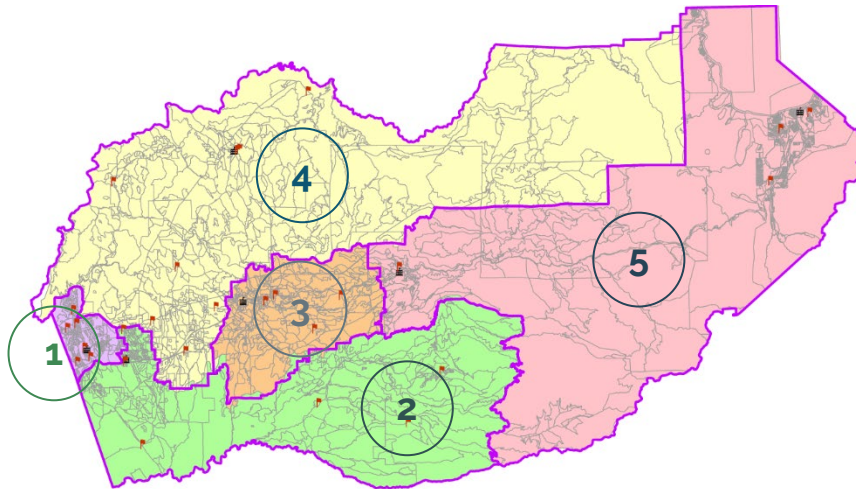
Mission

First 5 El Dorado Children and Families Commission is committed to strengthening children, individuals, and families by promoting and enhancing comprehensive systems.

Vision

All children, individuals, and families will live in nurturing communities and are ready to succeed in life.

indicated that structural adjustments and supplemental funding were necessary to increase the efficacy of the Hubs in creating meaningful outcomes for children, individuals, and families, particularly those most in need of supports. The Commission also learned that active engagement of community partners, diversified sustainable funding, and a consistent and open feedback loop with the community, providers, and leadership are essential to ensuring the future success of the Hubs.



El Dorado County Education and Supervisorial District boundaries shown with Library locations (2022). One Hub is located at the Library within each district.

Implementation of Hubs 2.0³

Informed by previous evaluation results, as well as a better understanding of the needs experienced by families impacted by the COVID-19 pandemic, First 5 El Dorado redesigned and reaffirmed its commitment to the Hub model within its 2021-23 Amended Strategic Plan and again within its 2021-2025 Strategic Plan, adopted in October 2022. The result is the Hubs 2.0 model, which builds upon the Hubs focus on providing system navigational supports and expands its reach to all children, families, and individuals in the county.

The Hubs 2.0 model moves the First 5 El Dorado Children and Families Commission toward systems-level changes and away from program-specific investments.

Key Elements of the Hubs 2.0 Model

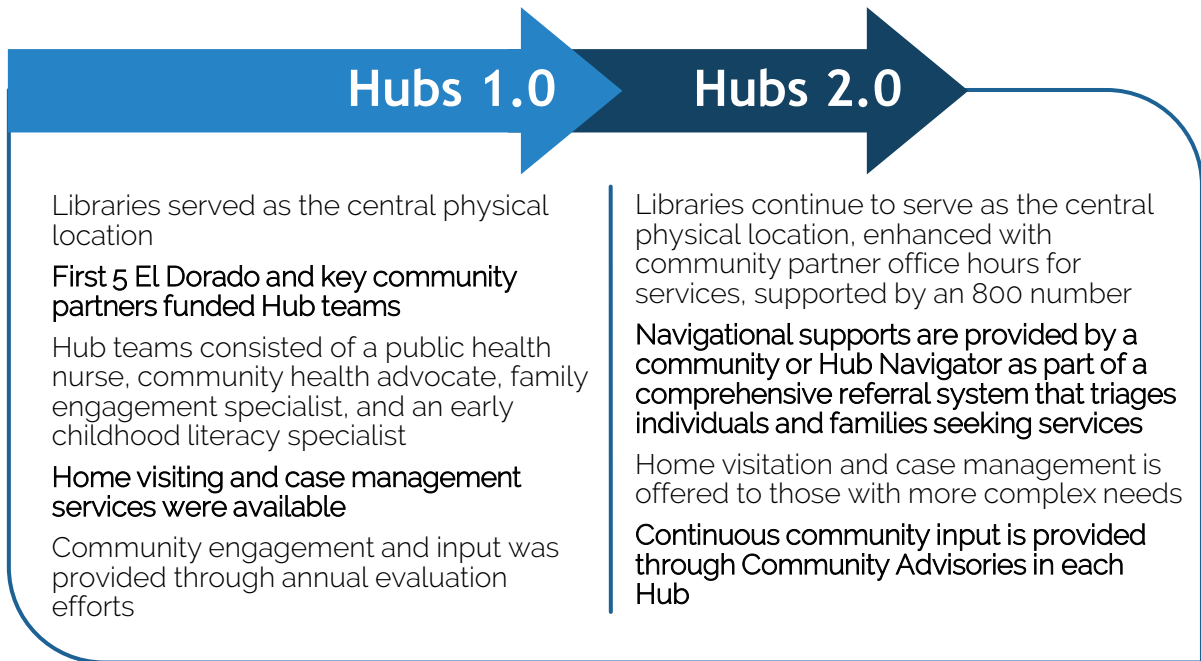
The primary assumption of this revised model is that expectant parents and families with children birth through five years of age will realize greater results from investments in service connection and coordination, rather than siloed, program specific investments. Key elements of Hubs 2.0 include:

- Hubs 2.0 prioritizes access to **services, referral, and navigation**.
- Community members may **access a Hub by walking into a Hub location, by calling an 800 number, or by referral** from another parent, caregiver, or community partner.
- **Navigators are positioned in each Hub to build relationships with people** who are marginalized or experiencing barriers to services.

³ More information on Hubs 2.0 can be found in the 2021-25 Amended Strategic Plan, available at <https://www.first5eldorado.com/dashboard>.

- **Community Advisories will be formed to encourage local input on services, supports, and solutions;** to place a focus on identifying populations who are marginalized by the system; and to develop strategies to better engage those populations in their community. This model seeks to increase partnerships and collaboration and provide a more robust and connected service system for families.

The graphic below provides a high-level overview of the major anticipated changes between the initial Hubs approach and the new Hubs 2.0 model.



Hubs 2.0 Implementation Work Completed To Date

Work to implement the Hubs 2.0 model began in fall/winter 2020-21 through the development of the FY 2021-23 Amended Strategic Plan and has continued through 2021 and 2022. It is expected that full implementation of Hubs 2.0 will last through at least 2025, and as such, in October 2022 the First 5 El Dorado Commission revised its FY 2021-2023 Amended Strategic Plan to extend through June 30, 2025.⁴

Additional information on Hubs 2.0 implementation work to date can be found in the FY 2021-2022 Evaluation Report⁵.

⁴ More information on the extension and changes to the plan are available in the *Item 12.2 FY21-25 Strategic Planning Memo* available at

<https://drive.google.com/file/d/1gV82maOLUmck2bkoJwWrwMHRonQroU6y/view>.

⁵ The FY 2021-2022 Evaluation Report is available at

https://www.first5eldorado.com/_files/ugd/ee4161_2d4ecb0c6a5b48fa80c11d8c55b55d11.pdf

COMMUNITY CONTEXT

It is important that the information provided in this brief be viewed within a lens specific to the challenges faced by county staff and community members during the second half of 2022.

Mosquito Wildfire

On September 6th, 2022, almost exactly one year after the Caldor Fire started in El Dorado County, the Mosquito Fire ignited on the Placer and El Dorado County line. The fire burned 76,788 acres and became the largest fire in California in 2022. Burning for more than 3 weeks, the fire caused evacuations in both counties, affecting mainly rural areas. Families who lived in Hub 4 were evacuated for more than 2 weeks. While El Dorado County was more equipped for these evacuations after Caldor Fire, families were not prepared for the financial strain of the extensive evacuation order or for experiencing the effects of the Mosquito Fire before the county could fully recover from the Caldor Fire. In just one year - between the two fires - over 25% of El Dorado County had burned. This especially impacted low-income rural families.

Affected families were provided with readily available resources and community support. Hub Navigators played a key role in outreach, coordination, and supply distribution activities to engage families, staff the community resource center, and support the distribution of food, water, and supplies.

Atmospheric River

At the end of 2022, an atmospheric river hit Northern California and – within 48 hours - brought 13 inches of rain to some areas of El Dorado County. With widespread flooding, mudslides, downed trees, debris flows, and power outages, evacuation orders took place for affected areas in Hub 2. Throughout the county, road closures were implemented and officials urged community members to stay home. With the massive amounts of rain and snow on the large burn scars in El Dorado County, there was major concern for mudslides in lower elevations and avalanches in higher elevations. Between flooding in many homes and wind damage on properties, residents were left with storm clean-up and repair. Several large low-income apartment complexes in the county experienced flooding of their lower units and families were asked to relocate to local hotels and shelters. However, local hotels and shelters were already in use by the county's homeless shelter program due to other fires and natural disasters, leaving these families with nowhere to go.

Consecutive fires and winter storms have been traumatic events for families in the county, including Hub Team members. Affected community members continue to seek resources and assistance from Hub Navigators.

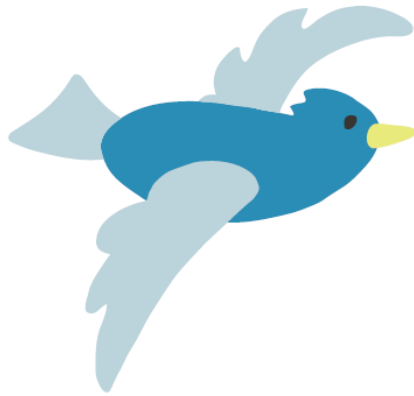


STRUCTURE AND PURPOSE OF THIS REPORT

This report is designed to illustrate how Community Hubs are evolving into “Hubs 2.0” within El Dorado County as envisioned in the Commission’s 2021-25 Strategic Plan. It covers the period July 1 through December 31, 2022. The body of the report presents key findings related to implementation activities conducted during the first six months of the 2022-23 program year; [Appendix A](#) summarizes all activities anticipated to be conducted in year two of Hubs 2.0 implementation, with progress to date information provided as appropriate and available.

Evaluation Framework

FY 2022-23 evaluation activities are conducted within a process evaluation framework. This iterative type of evaluation monitors the completion of activities, services, and procedures anticipated as necessary to meet desired outcomes, and as such allows organizations to track if their program is being implemented as designed. A process evaluation can serve as an “early warning system” for potential programmatic issues by illustrating when intended activities are not taking place or if they are not taking place as anticipated.⁶



As an iterative approach, process evaluation allows the Commission to identify areas of Hubs 2.0 implementation that can be improved or strengthened to increase success at meeting outcomes and objectives.

Prior to FY 2022-23, First 5 El Dorado contracted with Social Entrepreneurs, Inc. (SEI) to lead evaluation activities associated with Strategic Plan implementation, including generation of annual evaluation plans, and midyear and year end evaluation reports. In FY 2022-23, SEI began transitioning these activities to First 5 El Dorado staff in order to build the internal capacity of First 5 El Dorado to lead evaluation efforts. In winter 2022-23, SEI supported the development of an updated evaluation plan that was revised to align with the updated FY2021-25 Strategic Plan. That plan was used as the framework for development of this midyear evaluation brief, which was created by First 5 El Dorado staff with support from SEI.

FY 2022-23 Goals and Objectives

All activities anticipated to be conducted in FY 2022-23 were designed by the First 5 El Dorado Commission and Hub staff to contribute to one overarching goal:

Systems of care effectively support communities through individual and family functioning, health, and development.

⁶ More information on process evaluation is available on the CDC’s “Types of Evaluation” brief. Available at <https://www.cdc.gov/std/program/pupestd/types%20of%20evaluation.pdf>.

To evaluate whether the Commission is making progress in achieving this overarching goal, the following objectives are being tracked and monitored. A summary of key findings within each objective are provided in the body of this report beginning on page 13. [Appendix A](#) provides a more detailed description of the inputs, activities, and outputs that First 5 El Dorado developed to progress these objectives and implement the Hubs 2.0 model in FY 2022-23.



Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned (pg. 13)



Objective 2: Services are adjusted based on information from service recipients and Community Advisories that allow for continuous quality improvement efforts. (pg. 16)



Objective 3: Systems are organized to provide navigation services including outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients. (pg. 18)



Objective 4: Systems are sustainable (pg. 30)

Types of Data Collected

For the most part, this midyear brief utilizes qualitative data to track progress towards activity implementation. When appropriate and available, quantitative data, specifically regarding the number of people participating in Hubs 2.0 services, is also included.

- **Qualitative data** comprises verbal and written communication from a focus group conducted with 17 Hubs 2.0 team members in February 2023. The report also utilizes content from documents presented at First 5 El Dorado Commission meetings.
- **Quantitative data** comprises exports from the First 5 El Dorado Google Forms tool used by Hubs 2.0 staff to manage participant registration and services provided, the Unite Us platform which is used to manage electronic referrals facilitated by Hubs 2.0 staff, and the Brookes database which is used to manage developmental screenings (ASQs) provided to children by Hubs 2.0 staff.
- The results of a satisfaction survey distributed to Hubs 2.0 participants also provided both qualitative and quantitative information.

IMPLEMENTATION PROGRESS AND KEY FINDINGS

The following subsections provide a summary of the progress made between July 1 and December 31, 2022 toward completing activities identified as necessary for achieving each of the FY 21-25 Amended Strategic Plan's four objectives, as well as key changes made in the timing and structure of these activities. A more detailed description of progress and status for each activity and output is available in [Appendix A](#).

A Note on Timing and Formatting

The following guidance should be considered when reviewing the content in the following subsections:

Timing

The evaluation framework for FY 2022-23, revised in winter 2022-23, did not include timelines or targets for activity or output completion, and the lack of completion of included activities or outputs prior to December 31, 2022 should not be interpreted as an indication that implementation is off track.

During July through December 2022, First 5 El Dorado and their partners established timeframes for activities and targets for output completion as conditions changed within the county and staff gained a better understanding of the work necessary to fully realize the Hubs redesign.

Although this report brief is intended to provide a snapshot of implementation progress during the period July 1 through December 31, 2022, information that speaks to the revised or clarified timing of implementation activities that fall outside this period is also included when available. As appropriate, First 5 El Dorado staff have noted potential risks associated with the timing of activities or output completion for consideration in implementing next steps.

Formatting

This report is the third to be developed as part of the process evaluation approach employed to track the status of Hubs 2.0 implementation. Similar styling and formatting have also been utilized to support alignment between this and previous documents.



Progress to Date for Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned

Activities within this objective are primarily focused on achieving two outcomes:

- 1) Communities have increased social capital and are equipped to direct systems to work on their behalf, and
- 2) Hubs have an identified structure for the establishment and use of Community Advisories.

Unlike other objectives where activities can easily be grouped under only one of the identified outcome areas, all activities and outputs within this objective support both outcomes.

These activities comprise increasing Hub staff competency in the use of human-centered design (HCD), gaining a better understanding of community members' experiences, and creating a plan to center family voices in Hubs 2.0 program development and refinement. Together, these activities are intended to engage parents, caregivers, and community members in designing the systems they will use.

Outcome 1: Communities have increased social capital and are equipped to direct systems to work on their behalf and Outcome 2: Hubs have an identified structure for the establishment and use of Community Advisories

Completion of all activities and associated outputs within this objective required the participation of a consultant with expertise in HCD to support Hub redesign. As such, the first output within this objective was to contract with a consultant; this was completed through execution of a contract with the Early Learning Lab (ELL), a division of Start Early, on March 8, 2021. Key deliverables from ELL activities as described in their scope of work comprised the following, which also serve as activities and outputs within the evaluation framework for this objective.

Summary Report Detailing Community Experience with Hubs—Completed November 24, 2021

Development of a report summarizing 30 informational interviews conducted with service providers and families to understand community experience with the Hubs, including families who are marginalized, was completed November 24, 2021 via the [El Dorado County Landscape Analysis and Programmatic Recommendations](#) report.

Provisioning of Human-Centered Design Course for Hub Staff—Completed June 23, 2022

During the first half of 2022, ELL facilitated a virtual, human-centered design course for Hub staff to position them to co-design programming with community members; as stated in the course materials, a core belief behind this program is that "solutions designed with families instead of for families are much more likely to meet their needs." Both staff as well as community members from each Hub participated in a 10-module human-centered design course (entitled Family Centered Design+ or FCD+). Each module included self-directed learning component, a Hub-specific collaboration session, and a course-wide coaching call that took place over an approximately two-week period.

Collective Sensemaking Gatherings—Completed August 18, 2022

The last phase of the FCD+ activities facilitated by ELL was the convening of three Sensemaking Gatherings. Community Hub Navigators and Coordinators, First 5 El Dorado and Hubs Leadership team members, and community members were invited to attend three, two-hour virtual meetings on August 16-18, 2022 to discuss how to include parent/caregiver voice in Hub work on a regular basis. Team Action Plans for each Hub were started by community members and Hub staff.

A “Go-Forward” Plan To Guide The Future Use of Community Advisories Within Hubs – Completed October 10, 2022

Following completion of the FCD+ course and review of information collected during the Sensemaking Gatherings conducted in August 2022, the ELL team developed a report that outlines the future use of Community Advisories in the Hubs. The report, completed on October 10, 2022, included a shared framework for the use of Community Advisories in all Hubs, rather than a standalone plan for each Hub as was originally envisioned in the initial FY2021-22 evaluation framework. ELL recommended the adoption of the following underlying principles when implementing the Action Plans that the teams started to develop during the Community Gatherings.



The “Go Forward” Plan was the final deliverable from ELL based on their scope of work. The report was shared with Hub Leadership and team members in November 2022 and with the Commission in January 2023.

Refined Approach for Hubs 2.0 Implementation– Completed November 15, 2022

Carefully considering the principles as recommended by ELL, First 5 staff allocated \$15,000 (\$3,000 per Hub) to support the implementation of Community Advisories and created a Community Advisory charter agreement as guidance for structure. On November 15, 2022, the Hub Leadership team (including First 5 staff) facilitated a meeting with Hub Navigators to introduce the charter and walk through the process of developing Community Advisories in each Hub. In doing so, a refined approach was further developed to include a Community Advisory Scope of Work and Community Advisory Meeting Worksheets that better define the structure of advisory meetings.

Convening Regular Community Advisory Meetings – Ongoing until April 30, 2023

Between November 15 and December 31, 2022, two out of the five Hub teams started to convene Community Advisory meetings with parents and community members. At the time of development of this FY 22-23 Midyear Evaluation Brief, all 5 Hubs had convened at least once with parents and community members in their Hub based on the meeting objectives in the FY 2022-23 Community Advisory Charter Agreement below:

1. **Getting Started:** Bring together previous parents/caregivers, ask if they are interested in joining an Advisory and look for new participants.
2. **Reviewing the Work:** Review FY 22-23 Charter, confirm contact information, agree on the best way to contact (text, email, phone, etc.) and set a FY 22-23 meeting schedule.

3. **Developing a FY 22-23 Budget:** The budget amount must not exceed \$3,000 and can include supports, meeting supplies, food and community outreach.
4. **Convening the Advisory:** Review Advisory agreements, discuss the importance of the work and offer any additions or changes. Ask for any training needs.
5. **Developing the FY 23-24 Action Plan:** Review FY 23-24 Charter and provide any feedback on action plan template and choose leader(s).
6. **Developing the FY 23-24 Budget:** Develop FY 23-24 budget and meeting schedule.

The convening of the Community Advisories (CAs) included review and adoption of the charter in each Hub. In total, 12 participants have signed charter agreements and 11 Community Advisory meetings have occurred. By April 30, 2023, each community advisory will have signed charter agreements for all participants, an established meeting schedule, a FY 2022-23 budget, a FY 2023-24 budget and a completed Action Plan for FY 2023-24.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

It was anticipated that the planning of CAs would begin at the start of the second year of Hubs 2.0 implementation, upon receiving the "Go Forward" Plan from ELL at the end of August 2022. However, completion of the report was delayed until October 2022, expediting the planning, design and convenings of Community Advisories in November 2022. While Hub staff understand that the intent is for Community Advisories to be developed by April 30, 2023, a risk of the delayed plan is that by program year end, some advisories might not be readily formed and ready to implement their FY 2023-24 Action Plans beginning on July 1, 2023.

Additionally, during this expedited CA planning process, the Hub Leadership team learned that CA participants need further guidance and training in facilitating (or co-facilitating) convenings. Although the Community Advisories are created to be parent and community member-led, there has not been an opportunity to build their confidence and capacity to serve in a leadership or facilitator role. Due to this, Hub Navigators are facilitating convenings in FY 2022-23 and risk the continued engagement of parent or community member participants as they might perceive advisories to be systems-, rather than community-, led. To address this, community advisory participants (including Hub staff) have been asked to identify their training needs and ongoing trainings are expected to start before July 1, 2023.

Objective 1 Progress Summary

At the time of this report, nearly all activities and outputs associated with Objective 1 were completed: 1) A consultant with expertise in human-centered design (ELL) was contracted to support Hub redesign, 2) ELL completed a report summarizing the community experience with Hubs, 3) ELL facilitated capacity building trainings which focused on human-centered design methodologies and collective sensemaking gatherings with Hub staff, parents and community members, 4) ELL completed a report outlining the plan for future use of Community Advisories, and 5) Community Advisories are being planned and implemented at each Hub.

Outstanding activities anticipated for completion by June 30, 2023 include regular convenings of each Community Advisory to establish meetings schedules, budgets, and Action Plans for FY 23-24.





Progress to Date for Objective 2: Services are adjusted based on information from service recipients and Community Advisories that allow for continuous quality improvement (CQI) efforts

Activities within this objective are centered on achieving two outcomes:

- 1) Hubs will have a better understanding of the characteristics of individuals living within their service area, and
- 2) Hub teams will be positioned to engage in continuous quality improvement (CQI) efforts (note that this outcome is specifically to prepare Hub team members to engage in CQI efforts, while the activities associated with conducting CQI efforts fall under Objective 3).

Outcome 1: Each Hub will understand the characteristics of individuals living within their service area.

After the redistricting of the county's Education and Supervisorial Districts in early 2022, First 5 staff worked with the county's Geographic Information Systems Department to disaggregate available Census data by Hub. This disaggregation was completed in August 2022. Indicators for which data is available at the Hub level include:

Demographic	Social Determinants of Health
<ul style="list-style-type: none"> • disability status of children • household composition • language spoken at home • race and ethnicity • population counts 	<ul style="list-style-type: none"> • education • health insurance coverage • income • poverty level • unemployment

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

It was anticipated that Hub teams would be using the disaggregated Census data to determine community need for FY 2022-23. However, as they engaged in Improvement Science work and initiated the CQI process in summer 2022, Hub Leadership and Navigators learned that using the previous years' service population and social determinants of health data was crucial in considering and identifying Hub-specific aim statements (targets for improvement) to modify the existing outreach strategies.

In July 2022, each Hub team reviewed their Hub-specific FY 2021-22 registration data, including social determinants of health data, Ages & Stages Questionnaire (ASQ) data, Unite Us referral data and satisfaction survey data. Using this data, they were able to get a better understanding of Hub characteristics and demographic profiles of the populations they served, and identified gaps that exist within service areas. Further, to initiate the implementation of the monthly CQI process as stated below, First 5 staff designed monthly data (progress) reports that were used by Hub team members to guide and inform their ongoing CQI activities. The monthly data reports contain the following data points for each Hub for the previous month:

1. 2022-23 Client Data: Registration Data, Unite Us Data, Satisfaction Surveys, and ASQ Data
2. Social Media Analytics
3. Phone.com (This one is the same for every Hub)
4. Hub calendar

Hub teams will continue to use monthly data reports to guide CQI processes and - in addition - starting July 1, 2023, feedback from CAs will help establish service needs particular to each Hub,

Outcome 2: Hub teams are positioned to engage in continuous quality improvement efforts.

Positioning Hub teams to engage in CQI efforts requires that team members are provided with the training and resources to become fluent in this approach to change management, and that they report confidence and comfort in utilizing this approach for service and programming adjustments. Progress on both these outputs was achieved in FY 2022-23:

- At the time of this Midyear Evaluation Brief, eight Hub team members had participated in Improvement Science training offered by El Dorado Office of Education in Spring 2022 and 8 had begun the same training on February 27, 2023.
- Monthly CQI activities and meetings have taken place at each Hub throughout the first half of FY 2022-23. Beginning July 2022, Hub Coordinators facilitated meetings at each Hub to review FY 2021-22 data and initially consider populations of interest within each Hub. With this data, the Hub teams have identified their aims (targets) and began testing their change strategies as part of ongoing CQI cycles. Each month, they are applying their learning by reviewing data and adjusting their Hub-specific outreach activities to increase navigation services. In addition, Hub Coordinators are helping teams to refine the process across all Hubs, as they receive coaching from Improvement Science coaches.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

Monthly CQI worksheets indicate that Navigators are engaged in the CQI process. Although Navigators have been successfully testing new ideas and implementing modifications to increase navigation services, the worksheets do not directly measure their comfort and confidence levels with the CQI process. It is anticipated that Hub Coordinators will be integrating questions related to comfort and confidence with CQI into their quarterly rounding meetings with individual Navigators, starting in the third quarter.

Objective 2 Progress Summary

Progress had been made both on positioning Hub team members to gain a better understanding of individuals and families within each Hub and their potential service needs and preparing them to utilize CQI to guide program development at the time this report was completed. It is anticipated that all Hub team members will have received Improvement Science training by the end of FY 2022-23, however all Hub team members have already begun implementing CQI processes within their Hubs. It is anticipated that Hub Coordinators will be integrating questions related to comfort and confidence with CQI into their quarterly rounding meetings with individual Navigators, starting in the third quarter of FY 2022-23. Outputs related to this objective are anticipated to be ongoing through Hubs 2.0 implementation and beyond. To ensure all team members are positioned to actively engage in CQI activities, Hub data will be disaggregated regularly to maintain a current understanding of the service population. In addition, new staff will be trained on CQI processes as part of onboarding.





Progress to Date for Objective 3: Systems are organized to provide navigation services including outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients

Activities within this objective are designed to support achievement of two outcomes:

- 1) communities understand what services are available and can get connected to the care that is needed, and
- 2) services are provided in a manner that meets community needs.

Inherent in this objective is the implementation of navigational services that represent a central component of the Hubs 2.0 model, wherein the needs of individuals and families are assessed and they are then connected to services by a community or Hub Navigator as part of a comprehensive referral system. As activities related to the launch and utilization of navigational services had faced some of the most substantial challenges at the time of the Midyear Evaluation Brief, progress to date and challenges experienced during the implementation of navigational services are explored through a [separate subsection](#) under this objective.

Outcome 1: Communities understand what services are available and can get connected to the care that is needed.

The primary mechanism for assisting communities in understanding the services available to them and the ways in which they can get connected to care is through ongoing and targeted communication with potential service populations within each Hub. The activities and outputs associated with this outcome are the execution of a contract with a communications consultant and development of communications collateral intended to increase awareness of Hubs 2.0 services.

Contracting for Communications – Completed January 2022

In FY 2021-22, the El Dorado County Library and the El Dorado Community Health Center both wrote language into grants to support the development of Community Hubs Communications strategies at \$20,000 each. Combined with the Commission's allocation of \$25,000, a total of \$65,000 has been made available to enhance communication efforts.

At the time of this Midyear Evaluation Brief, the County Library and Community Health Center have executed a contract with El Dorado County Office of Education's (EDCOE) Communications department. The Commission's investments will be used to purchase collateral materials to support implementation. This contracting process began in September 2022 and a scope of work was approved by the Commission on October 10, 2022. Community Hub Leadership has worked with EDCOE to develop a 3-phase approach:

1. Develop a Strategic Communications Framework for El Dorado Community Hubs.
2. Increase Community Awareness and Engagement in Community Hubs.
3. Increase Community Hubs Presence in the Libraries.

In addition to the development of the phased approach, Hub Leadership and EDCOE's Communications team developed an implementation timeline along with key messaging as part of the scope of work. These elements will be used as deliverables in the contracting process. In summary, the phases comprise:

Phase	Lead Agency	Deliverables
1	El Dorado County Library	<ol style="list-style-type: none"> 1. Branding including logo, tagline, key messaging. <i>(Completed)</i> 2. Style guide for branding including bilingual templates for letterhead, newsletter, outreach flyers, social media posts, posters, table, and retractable banners. 3. Standardize Hub Environments, indoors and outdoors. 4. Bilingual Marketing Strategies including an outreach and kiosk plans. 5. Community Partnership Strategies including leadership development.
2	El Dorado Community Health Center	Implementation of outreach, kiosk, and community partnership strategies with a focus on expectant parents: <ol style="list-style-type: none"> 1. Social Media Calendar 2. Facebook Community 3. "Pop-up" environment 4. Outdoor kiosks
3	First 5 El Dorado Commission	Purchase collateral materials for Libraries and Navigators: <ol style="list-style-type: none"> 1. Style Guide, branded material. 2. Hub Environments including pop-ups, community, indoor and outdoor at the library. 3. Navigator identification including t-shirts, lanyards, etc. 4. Giveaways such as magnets, etc.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

It was anticipated that scope of work deliverables would be completed by February 28, 2023. At the time of this Midyear Evaluation Brief, a final logo and tagline had been approved and all other deliverables are likely to be delayed into the second half of the fiscal year. However, it is anticipated that all deliverables under this activity will be completed by June 30, 2023.

Outcome 2: Services are provided in a manner that meets community needs.

Ensuring that Hubs 2.0 services are provided to meet community needs requires an understanding of the service population and utilization of continuous quality improvement (CQI) efforts to drive outreach and awareness activities. During development of the Hub 2.0 model, it was anticipated that understanding the service population would include:

- defining populations of interest within each Hub,
- regular review of the profiles of individuals and families registering for Hubs 2.0 services and being provided with referrals through the Unite Us system, and
- analysis of participant satisfaction surveys to better understand family experiences

Monthly meetings would be used to compare populations of focus/interest to the profiles of families being served within each Hub, and to review satisfaction surveys to better understand participant experiences. This would lead to the ongoing identification, implementation, and modification of Hub-specific strategies for outreach based on these comparisons as well as updates to services as needed to better meet participant needs and expectations. Together, these activities would support CQI efforts in each Hub.

Implementation of Monthly CQI Cycles – Completed July 1, 2022

As described in the Objective 2 section above, monthly CQI activities and meetings occurred at each Hub throughout the first half of FY 2022-23. Hub Coordinators facilitated these meetings at each Hub to review FY 2021-22 data and initially consider populations of interest within each Hub. First 5 staff designed monthly data (progress) reports that were used by Hub team members at these meetings to guide and inform their ongoing CQI activities.

With this data, the Hub teams have identified their aims (targets) and began testing their change strategies as part of ongoing CQI cycles. Each month, they have been reviewing data and adjusting their Hub-specific outreach activities to increase navigation services to those populations of interest. In addition, Hub Coordinators helped teams to refine the process across all Hubs as they received coaching from Improvement Science coaches.

Launch and Implementation of Hubs 2.0 Navigational Services

As described in the introduction to this report as well as this section, provisioning of navigational supports is a primary component of the Hubs 2.0 model. Specifically, "navigational supports are [to be] provided by a community or Hub Navigator as part of a comprehensive referral system that triages individuals and families seeking services." In May 2021, First 5 El Dorado contracted with Unite Us to provide the comprehensive referral platform, with the system officially launching for staff use on July 1, 2021. Hub team members providing these navigational services were provided with Unite Us training prior to launch and throughout FY 2022-23 by First 5 El Dorado leadership. In summer/fall 2021, First 5 El Dorado leadership created and shared documents with Hub team members that define what qualifies as navigational services as well as the roles and responsibilities of Hub team members serving in a Navigator role.⁷ Over the course of FY 2022-23, this definition evolved to include additional services not explicitly stated in the initial description.

The following subsections describe the navigational system services and components in place as of the time of this report and, as possible given the data available, summarize the individuals served by the system during FY 2022-23.

Description of Navigation System, Navigator Role, and Data Collection Tools

Navigators connect with community members in a variety of ways in an effort to increase awareness of their services. In FY 2022-23, this included via the Hubs website, hard copy and electronic communications, attendance at community events, and engagement with families walking into the library or attending core programming such as Storytime and Play and Learn Playgroup events. The latter is referred to as "core" programming because it represents the programming offered by First 5 El Dorado funded programs in the original Hubs 1.0 model. Because there are efforts to leverage other funding to maintain core programming, these programs were not discontinued when Hubs 2.0 was launched. Instead, they were retained as outreach events that would serve the purpose of bringing new families to the Hubs and helping to build trust between Navigators (who offer the Storytimes and Playgroups directly) and families who may need supports.

Once families are engaged, or when they attend a core event, they are asked to complete a registration form that includes questions regarding needs and family circumstances, including social determinants of health questions. The form used in FY 2022-23 is available in [Appendix B](#).

⁷ Examples include: Community Hub Navigator Roles, Responsibilities and Definitions, October 2021; Community Hub Navigator Roles and Responsibilities as Defined in the FY 21-22 Scope of Work, October 2021.

Navigation System Services Components

After gaining a better understanding of individual or family needs via completion of the registration form, Navigators offer one or more of the following services as appropriate:

- providing individuals or families with information about community resources (either over the phone, virtually, or in person),
- helping individuals complete enrollment or eligibility forms (either over the phone, virtually, or in person), and/or
- connecting people with organizations that provide services that they or their family needs (ideally via the Unite Us system)
- direct distribution of food and supplies to help families meet their basic needs
- provisioning of developmental screenings for children aged 0 through 5 via the ASQ and ASQ:SE

Data Collection Tools and Management Systems

Following launch of the Unite Us system and development of a shared understanding of what comprises navigational supports, it was determined by First 5 El Dorado leadership and Hub staff that the definition of Hub navigational services, as described in the bullets above, had expanded beyond what Unite Us captures. Tracking and reporting on the full definition of Hub navigational services required the use of additional data collection tools and processes. First 5 El Dorado and Hub staff worked together to create a Google Forms tool that is intended to be utilized by Hub staff to manage the registration process, with the understanding that Unite Us will continue to be used to track referrals specifically. The registration form utilized in FY 2022-23 contains social determinants of health questions to help Navigators assess need at program entry so that staff have the information needed to connect individuals and families with resources, and contains a specific question allowing individuals to request more information about navigation services. At the beginning of FY 2022-23, the Google Forms tool was revised to allow Navigators to track the navigation services provided within the categories outlined in the bulleted list above, including if a referral was made using the Unite Us system.

Summary of Individuals Served by the Navigation System in FY 2022-23

Use of the Google Forms registration and Unite Us platform systems during the first half of FY 2022-23 demonstrated an increased understanding of the definitions of navigational system components and the tools in place to collect and manage data. Compared to July 1-December 31, 2021, the total registrations (288) at midyear increased by 197%. The table below provides a general overview of the number of individuals/families served by Navigators during July 1 through December 31, 2022.

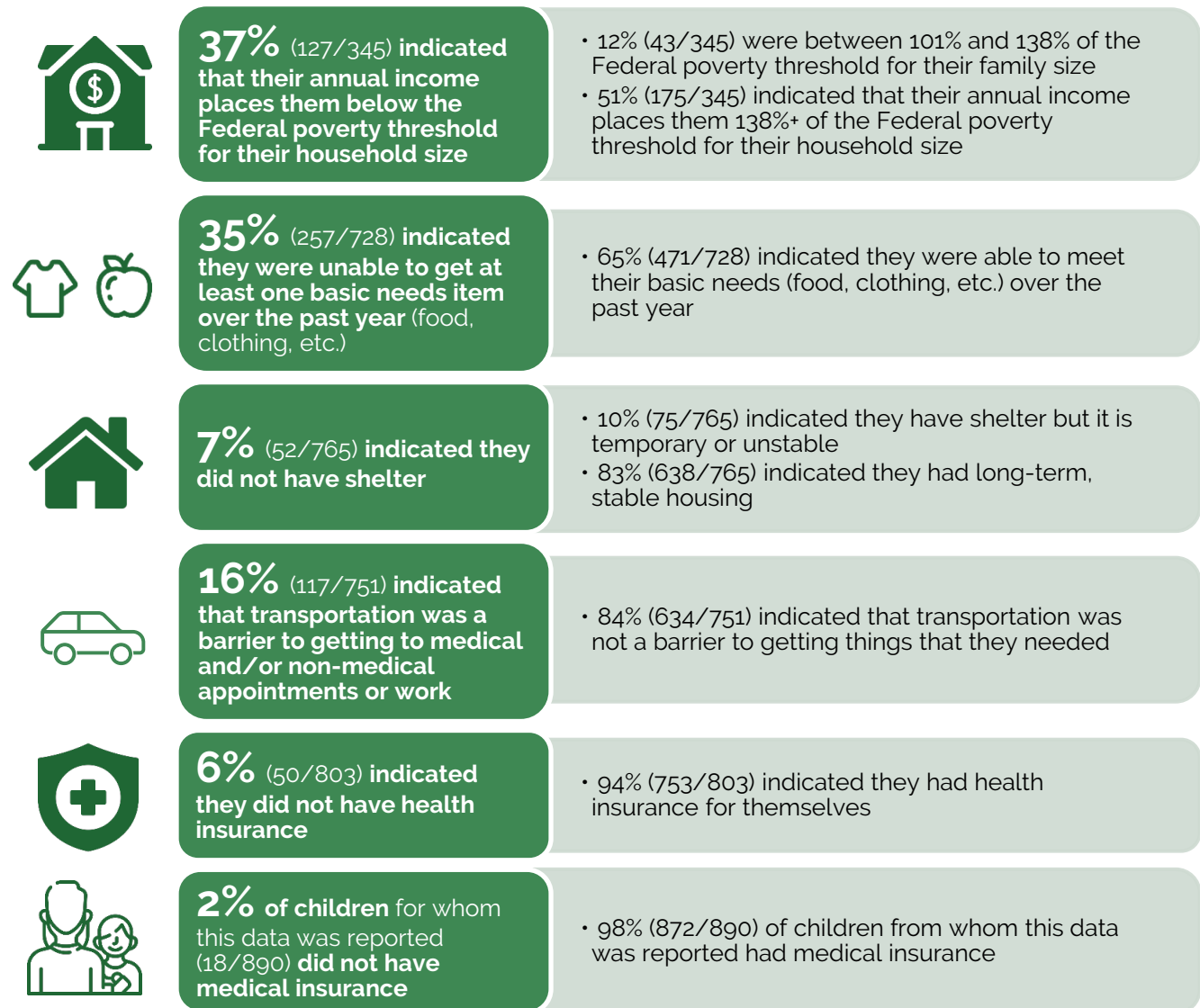
	July-Dec 2022
Total Registrations via Google Forms	856
Registrations of Unique Individuals/Families via Google Forms	817
Total Individuals/Families who received at least 1 navigation service	425
Total Navigation Services Provided	1,064

The following subsections provide details, as relevant, to contextualize these data. They also provide a summary of the developmental screenings provided and family experiences with navigation services.

Registration Data⁸

Similar to previous evaluation reports, the registration data available during production of the FY 2022-23 Midyear Evaluation Brief indicated that families accessing services were relatively high-resourced and/or low-need. However, compared to the previous year, there has been a 7% increase in families served with an annual income below the Federal poverty threshold. The figures below summarize the potential needs indicated by families during completion of the registration form at midyear. For families with more than one registration form, only their initial registration data is included in the calculations.

Family Needs Indicated at Registration⁹ (percentages may not total 100% due to rounding)



⁸ Demographic data such as race, ethnicity, preferred language, education level, and household composition are also collected via the registration process. They are not summarized here as the purpose of reviewing those demographic data points would be to better understand alignment between service recipients and populations of interest. Demographic data is reviewed during CQI activities.

⁹ All percentages are based on respondents who provided an answer to the question. Responses such as N/A, unknown, and not reported are not included.

Navigation Services Provided

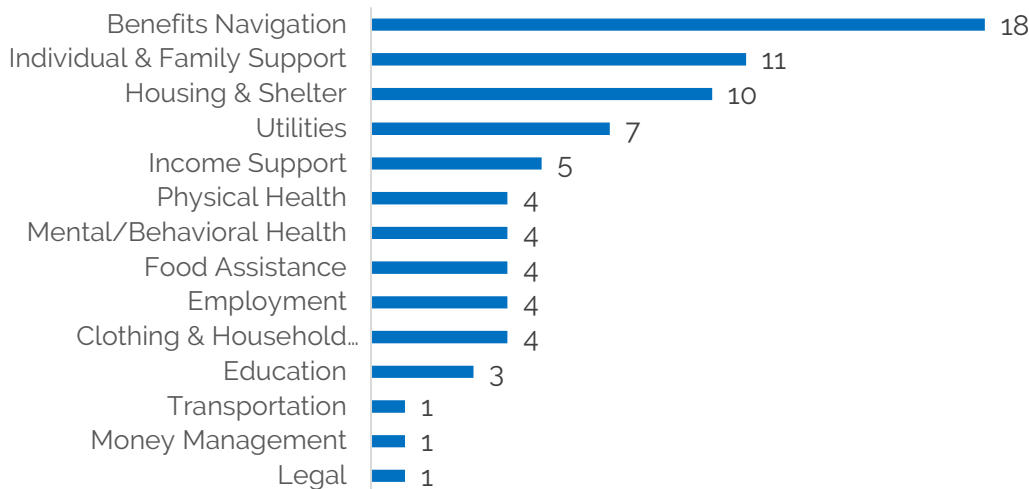
When a Navigator assists an individual or family, it is expected that they will then go into the back-end of the Google Form system and note what navigation services they provided, including if a referral was made on Unite Us. The figure below summarizes the types of navigation services that were tracked by Navigators on the Google Form system and on Unite Us at midyear.

<h2>24%</h2> <p>Navigator provided physical goods (diapers/food/Safeway giftcard) (261/1,064)</p>	<h2>33%</h2> <p>Navigator provided information about another service by sharing flyers, a website, or contact information (353/1,064)</p>	<h2>35%</h2> <p>Navigator provided direct assistance such as help completing forms, researching information, or coordinating services (373/1,064)</p>	<h2>7%</h2> <p>Navigator provided a referral to another agency via the Unite Us platform (77/1,064)</p>
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Unite Us Data

Navigators are continuing to use the Unite Us system to track referrals; 57 unique individuals received a total of 77 referrals from July through December 2022. Sixty-seven of these individuals had completed a registration form, and 10 individuals entered to Unite Us did not have registration data entered to the Google Form registration tool. The types of referrals provided are summarized in the figure below, showing that individuals most often needed referrals for support with benefits navigation (e.g., applying for or accessing health insurance).

Referral Types



Resolution of Referrals

At the time of this report, 52 of the 77 referrals were still open, 20 had been resolved, and 5 were unresolved. Below describes the top three ways in which referrals were resolved:

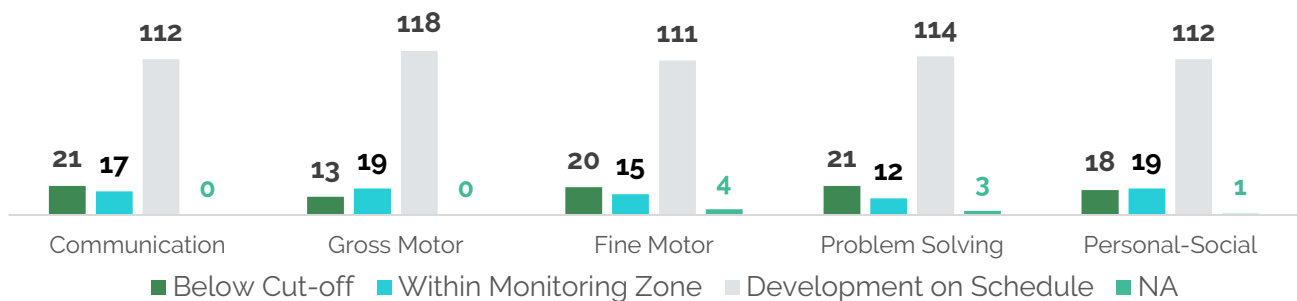
1. Shared resources or made off-platform referrals
2. Received emergency/one-time financial assistance
3. Applied for or enrolled in benefits

Developmental Screening Data

As part of their role in connecting families with services and supports, Navigators facilitate developmental screenings of children aged 0 through 5 using the Ages and Stages Questionnaire (ASQ) and the Ages and Stages Questionnaire for Social Emotional Needs (ASQ:SE). During the first half of FY 2022-23, a total of **274** screenings were completed.

ASQ Screenings

Between July 1, 2022 and December 31, 2022, a total of **150** children received at least one Ages and Stages Questionnaire (ASQ). The results of the most recent screenings for each child are provided in the graphic below. Based on these results, the majority of children had development that was on schedule; however, 21 children were below the cut off in at least one domain, indicating that they might benefit from a referral for further assessment or developmental supports.



ASQ:SE Screenings

Between July 1, 2022 and December 31, 2022, a total of **124** children received at least one Ages and Stages Questionnaire Social Emotional (ASQ:SE) screenings. Seventeen of the children screened with the ASQ:SE demonstrated a score that indicated the child might benefit from further assessment or intervention.

Satisfaction Survey Data

A satisfaction survey was developed and launched in fall 2022 to better understand the experience of individuals utilizing Hubs 2.0 navigational supports and services (the survey was primarily distributed electronically, and a list of the questions included on the English-language version is available in [Appendix C](#)). The survey was available in English or Spanish and participation was incentivized via \$5 Amazon gift cards. The survey was distributed by Hub Navigators after completion of navigation services. The survey had a mechanism by which responses could be deduplicated, but for the purposes of the analyses below, multiple surveys from one family were retained if they were completed more than one month apart. This approach was taken as families may have had different experiences during their multiple interactions with Navigators, and it was determined to be important to include any and all feedback that could be relevant to evaluation and CQI activities.

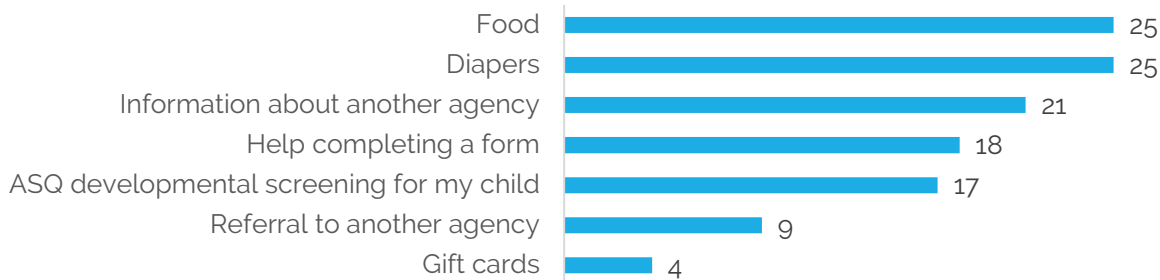
The survey was intended for respondents who received at least one navigation service and only the responses of individuals who indicated they participated in a navigation service are included in the summary below (i.e., selected answers on question 3; individuals who left question 3 blank are not included).

As of December 31, 2022, **56** surveys were completed by individuals indicating that they had received a navigation service. Due to the low response rate out of the total number of individuals who completed a registration form (817), the data below should not be generalized to the entire service population and is

provided only to provide insight into the experiences of individuals who utilized this feedback mechanism.

Types of Services Utilized

The most common type of navigational supports utilized by survey respondents was being provided with diapers, food, and/or information about another agency. The figure below illustrates the types of navigation service that respondents received:



Recommendation and Satisfaction Rates

Overall, survey respondents indicated high rates of satisfaction with the navigation services they received.



100% (55/55) of respondents indicated they **would recommend the Navigator to others**



100% (56/56) of respondents said they **were satisfied or very satisfied** with the services or supports the Navigator provided

The Navigator Perspective

On February 8, 2022, August 23, 2022, and February 14, 2023, First 5 El Dorado's external evaluation team conducted focus groups with Hub team members that offer navigational supports. Each of the five Hubs were represented by at least one team member who operates as a Navigator at each of these convenings, and at the second and third focus groups, members of the Hub Leadership team also participated. This section includes a summary of the high-level themes expressed during the first two focus group events¹⁰, a more thorough summary of the February 14th event, and an overview of the results of the three convenings conducted to date with a focus on opportunities to strengthen system implementation.

February 8, 2022 Focus Group

The decision to host the initial focus group was, in part, due to the very low number of entries in the Unite Us system as well as limited indicators that referrals were being made in other ways via the Google Forms registration tool at the time the FY2021-22 Midyear Evaluation Brief was being

¹⁰ Full summaries of the February 8th and August 23rd events can be found in the FY2021-2022 Midyear Evaluation Brief and the FY2021-2022 Evaluation Report, respectively.

completed. During this convening, the following common themes were shared by participating Navigators:

- **Theme 1:** Hubs are using a variety of approaches to connect with families who can benefit from navigational services, with the most common being through existing programming and with families that are coming to the libraries
- **Theme 2:** There is confusion around key definitions and the use of data management systems
- **Theme 3:** The current data systems do not accurately reflect the types and number of connections and supports that Hub staff are providing

These themes informed two of the three primary recommendations offered by the evaluation team in the midyear brief, that First 5 El Dorado should "continue to work with Hubs 2.0 Navigator staff to ensure full understanding of the Hubs 2.0 model" and "review current data management systems and participant feedback mechanisms to identify areas for improvement and better alignment with indicators of interest."

August 23, 2022 Focus Group

The August 23, 2022 focus group was convened to explore whether progress had been made on developing a shared understanding of the navigation system, the data collection and management tools, and next steps for Hubs 2.0 implementation. This convening included new Navigators who had recently joined the Hubs 2.0 teams, veteran Navigators who have been with the program since the launch of Hubs 2.0, and Hubs Coordinators who oversee the Navigator teams and provide administrative and other support across Hubs. During this convening, the following common themes were shared by participating Navigators:

- **Theme 1:** Hubs continue to use a variety of approaches to connect with families who can benefit from navigational services, with some, but not all, Hubs reporting an increase in the breadth of outreach activities utilized, more direct outreach into the community, and less reliance on core programming to recruit families to services
- **Theme 2:** Hubs staff are developing a shared understanding of the role of the Navigator and the services they provide
- **Theme 3:** Knowledge of the data systems in place has improved but challenges around use of the systems continues

Overall, the results of the second focus group indicated a more developed shared understanding of the navigation system, the data collection and management tools, and next steps for Hubs 2.0 implementation, but also indicated continued opportunities for improvement that could be explored through future focus groups.

February 14, 2023 Focus Group

The February 14, 2023 focus group continued to explore development of a shared understanding of the Hubs 2.0 model and specific programmatic and data management elements, and as occurred during the August 2022 event, included Navigators who had recently joined the Hubs 2.0 teams, veteran Navigators who have been with the program since the launch of Hubs 2.0, and members of Hubs Leadership. The focus group also explored the launch of the Community Advisories (CAs) within each Hub, but as the majority of CA development activities had taken place after the end of the period

covered by this report, they were shared directly with First 5 El Dorado staff and are not summarized below. The structure of the focus group was such that each Hub team, as well as the Hub Leadership staff, were able to meet with a facilitator separately to answer a set of predetermined questions (for a total of six breakout focus groups), followed by a 20-minute session in which all Navigators and Leadership team members were asked to share their experiences as a larger group. During this convening, the following common themes were shared by participating Navigators:

Theme 1: Hubs staff are developing a shared understanding of the overall role of the Hubs and the services they are to provide, but as the system has evolved, Navigators in some Hubs are utilizing a specialized rather than generalized approach.

Overall, Navigators described offering supports and services that align with the description of the Navigation system outlined on page 21. However, the majority of the Hubs indicated some division of labor and expertise amongst the Navigation team. For example, it was noted that within some Hubs there is one Navigator who specializes on supporting early childhood literacy, another who focuses on more intensive parenting supports and childhood development, and another who works within the realm of community health advocacy. As one participant noted, Navigators in some Hubs have reverted to the division of expertise first utilized in the Hubs 1.0 model, wherein each of the three separate, funded programs had a different scope of work and focus. This division of labor and expertise differs from the vision of the system expressed by the Leadership Team members, who indicated they envisioned a system where each Navigator has the core knowledge and expertise needed to support individuals and families without needing to refer to other Navigators within their Hub.

Theme 2: There is confusion and opportunities for improvement within some key elements of the outreach, registration, screening, and referral processes and tools.

Navigators across all Hubs provided a relatively consistent description of how they inform the community about Navigation services, utilize the registration form to screen clients, and provide follow-up services and referrals. Their responses also highlighted the following opportunities for improvement:

- **Increasing registration completions:** Navigators expressed some challenges around having participants complete the registration form or answering screening questions, specifically during Hub- or community-wide food and supply distribution events.
- **Clarifying the meaning of the final question on the registration form:** The registration form first asks basic contact, demographic, and social determinants of health (SDoH) questions, before describing available services and asking the completer "Would you like more information about our services?" There appears to be confusion around whether a response of "no" to this question precludes Navigators from following up, even if responses to the SDoH questions indicate individual or family need; as one Navigator noted, some consider a response of "no" to indicate that the completer is not consenting to a follow-up contact. It was confirmed during the focus group with Hub Leadership that this is contrary to the intent of the registration review process, and that Navigators should follow-up with the completer if either 1) the SDoH responses indicate need (regardless of the response to the final question), or 2) if the response to the final question is yes (regardless of whether responses to SDoH questions indicate need).
- **Exploring communication options that Navigators can utilize to share confusion, questions, and suggestions for improvement about the data collection tools and processes:** Some Navigators continued to express a lack of understanding and/or comfort with these tools,

specifically the Unite Us system. Navigators noted that they could benefit from more clarity about which services fall into each of the four service categories utilized in the services tracker, what should be entered to Unite Us, and the definition of a referral. Some Navigators indicated they are not comfortable with the Unite Us system or clear on when/how to use it, and that it often feels duplicative to ask families to complete the Unite Us registration and consent process. Finally, it was noted that other agencies are not using Unite Us, which limits its functionality to Navigators; as one Navigator noted "Unite Us is still not working in the county...we have to do calls for referrals since Unite Us doesn't work."

Theme 3: The complexity of the Hubs structure can have a negative impact on shared understandings, communication, and availability of information.

Navigators shared that they all love what they do, but that being in positions that are funded by multiple streams with different leadership structures can be challenging. Specifically, it was noted that multiple moving parts can make communication tricky, with Navigators noting that "sometimes communication is not the best" and "I just sometimes feel like there's a disconnect between the different agencies that we work for."

Summary of Focus Groups Conducted to Date and Recommended Next Steps for System Strengthening

As the primary mechanism by which Navigation services are provided to families through the Hubs 2.0 model, the Navigator perspective on implementation is critical to creating a robust and effective system. Information shared during the three focus groups conducted to date indicate that Navigators are passionate and engaged in the work they are doing, and committed to building a system that serves individuals and families in each Hub. They have also shared challenges experienced and feedback on ways in which service provision and tool utilization has varied from the envisioned model, which have provided opportunities to explore alternate approaches for Hubs 2.0 implementation. Specific opportunities to strengthen the system include:

- **Assessing how differences in the organizational structure and communication styles of the different organizations that form the Hubs leadership team impact the consistency of information provided**, and seeking opportunities to improve upon consistent messaging and infrastructure so that all Navigators are receiving similar guidance from leadership. During this assessment, specific topics to explore could include creating consistent job descriptions, developing a system in which Navigators provide timely feedback and seek clarity on questions around processes or use of tools, and resolving the differing understandings of the final question on the registration form.
- **Determining creative ways to engage with families who may benefit from Navigation services that do not rely on registration form completion**. For example, supply distribution events hosted by Hubs staff are not structured in a way that easily accommodates completion of the service registration form, but are ideal opportunities to connect with individuals and families that could benefit from other services and supports provided by Navigators. As such, it would be beneficial to incorporate basic information collection to facilitate follow-up interactions between Navigators and families.

- **Exploring whether the specialized approach outlined in Theme 1 from the February 14, 2023 focus group can be used to benefit individuals and families**, while also ensuring that all Navigators are positioned and comfortable in providing universal services to all populations. This could also be included in the assessment of the impact that differences in organization structure and communication style have on developing shared understandings of key model elements.

Objective 3 Progress Summary

Progress has been made towards developing a navigation system that is organized to provide outreach, intake, screening, referral, and disposition with high levels of satisfaction for participants. Outputs related to improved communications efforts are nearly complete and Hub Leadership looks forward to communications and awareness collateral being available in early Spring 2023.

Work has been done to position Hub teams to engage in CQI activities, including reviewing monthly data reports completed by First 5 staff and using this data to modify their outreach strategies to increase navigation services provided, specifically within populations of interest. Outputs related to the CQI process are completed.

Improvements made to the registration tracker and satisfaction survey have improved the quality of navigation service data. Quantitative and qualitative data collected so far indicate improved staff understanding of system components and data management tools that form the navigational component of the Hubs 2.0 model. However, Navigators continue to experience challenges utilizing Unite Us to their full potential, making it difficult to provide an accurate report out on the number of referrals provided and their disposition.





Progress to Date for Objective 4: Systems are sustainable

Activities within this objective are designed to achieve three outcomes:

- 1) that there is a shared understanding of the value and contribution of each Hub service partner,
- 2) that Hubs are supported through a diversified funding stream, and
- 3) that the community and key partners understand the outcomes associated with the Hub model of care.

Outcome 1: Shared understanding of the value and contribution of each Hub service partner

Developing a shared understanding of the value and contribution of partners participating in the Hubs 2.0 model requires the identification of providers that offer services that may be of value in the revised model and establishment of formal agreements that outline how these providers will participate in the system. These agreements may take one of two, non-mutually exclusive forms, either through an agreement to participate in the Unite Us system and/or through an agreement that outlines other responsibilities of the collaboration.

- Unite Us System Participants: As of December 2022, there were 66 organizations registered within the Unite Us system that served the El Dorado area, up approximately 16% from the 57 organizations registered in the system in August 2022. All organizations participating in the Unite Us system complete an agreement detailing their use of and responsibilities within the system.
- At the time of this Midyear Evaluation Brief, a Community Hub Services Partnership Agreement (MOU) has been drafted for FY 23-24. The agreement is being reviewed by County Counsel with the goal of executing by July 1, 2023.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

Some of the challenges with implementing Unite Us at the county level is that many organizations are using different databases for case management and do not see the value in adding another system for referrals, especially when they already have a specific workflow in place. There are also concerns about privacy, the process barriers in obtaining client consent, and issues in data reporting. First 5 staff is continuing to work with Unite Us to address these issues. However, there is need to have an overarching leader in the county, who supports and advocates for Unite Us implementation at the larger level.

Originally envisioned as a collaborative partner agreement, the Community Hub Services Partnership Agreement will be used to maintain the Hub infrastructure as sustainability is achieved and services are no longer a contracted requirement by First 5 El Dorado Commission. This agreement is critical to sustain and build upon the Hub model over time.

Outcome 2: Hubs are supported through a diversified funding stream

Activities that support the financial sustainability of the Hubs 2.0 model are focused on identifying and pursuing appropriate funding opportunities as well as leveraging existing resources in support of the Hubs 2.0 model. Based on the evolving needs of the community, it was determined that Hub sustainability could best be achieved by building a system that yields positive outcomes for the community by aligning work, identifying priorities, and maximizing resources through development of a countywide, collaborative wellness system rather than independent fund seeking by First 5 El Dorado.

Hub partners are working to secure external funding to sustain Hub services over time. The goal is to work with contracted partners (El Dorado County Library and El Dorado County Office of Education) to secure other funding sources by June 30, 2025. These funding sources may include, and are not limited to, Local Control and Accountability Plan (LCAP), Families First Prevention Services Act, Mental Health Services Act (MHSA), Cannabis, and Medi-Cal (Cal AIM) reimbursements.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

Hub Leadership has been working to secure sustainable funding in the next two years; however, at the time of this report, progress on sustainability has been impacted by turnover of the Health & Human Services Agency Director (April 2022), the Library Director (March 2023) and the Chief Administrative Officer (March 2023). It is anticipated that Hubs partners will continue to explore funding options and have better clarity by program year end, after transitions and onboarding take place for new leaders in the county.

Outcome 3: The community and key stakeholders understand the outcomes associated with the Hub model of care

Ensuring that the community and key participants understand the outcomes associated with implementation of the Hubs 2.0 model as well as the progress towards achieving those outcomes is supported through a variety of evaluation activities. While contracted consultant Social Entrepreneurs, Inc. (SEI) has led these evaluation efforts to date, evaluation activities began transitioning to First 5 El Dorado staff at the beginning of FY 2022-23.

Per a contract executed in Spring 2022, SEI has supported First 5 staff in the development of this Midyear Evaluation Brief, specifically by creating the template for First 5 staff to report progress on implementation.

Challenges, Changes to Planned Implementation Activities, Updated Timing, and Potential Risks

Regular evaluation activities, assessment of progress made, and dissemination of that information will continue annually. It is anticipated that First 5 staff will develop the FY 2023-24 Evaluation Plan, with coaching and support as needed by SEI. Once the evaluation plan is complete, First 5 staff will assess the workload and determine whether to continue evaluation work in house or consider an Evaluation Services RFA.

Objective 4 Progress Summary

Progress has been made toward supporting the sustainability of the Hubs 2.0 model, and activities related to this objective are expected to be ongoing throughout FY 2022-23 despite turnover of several key roles in county leadership. Funding mechanisms will continue to be explored, and together, annual evaluation frameworks and reports will be made available to assist the community and key participants in understanding the outcomes associated with implementation of the Hubs 2.0 model of care. Activities supporting the development of a shared understanding of the value, responsibilities, and contribution of community organizations and service providers participating in the Hub 2.0 system are anticipated to continue throughout FY 2022-23.



PROGRESS MADE ON FY 2021-22 YEAR END RECOMMENDATIONS

This evaluation brief is designed to provide an update on the progress made towards Hubs 2.0 implementation in the first half of FY 2022-23 within the lens of a process evaluation. As such, this section includes an overall snapshot of the progress made during this time period, as well as an update on the status of recommendations made during FY 2021-22 in the Midyear Brief and Year End Evaluation Report; more robust conclusions and recommendations will be available in the FY 2022-22 Year End Evaluation Report.

As described throughout this report and within [Appendix A](#), **First 5 El Dorado has continued to make progress on each of the four objective areas that comprise the evaluation framework for FY 2022-23, adjusting their approach as needed to align with changing conditions and a better understanding of what development of a successful model entails.** As was noted in the FY 2021-22 Evaluation Report, and based on the progress made during the first year of Hubs 2.0 implementation, it was unlikely that full implementation of the Hubs 2.0 system could be completed by the original June 30, 2023 target. As such, the First 5 El Dorado Commission elected to extend the implementation period through June 30, 2025, providing Hubs 2.0 staff, partners, and their communities with the time needed to fully realize this large-scale and complex systems change effort.

The following **recommendations** were, with minor differences, first outlined in the FY 2021-22 Midyear Evaluation Brief presented in March 2022 and/or in the FY 2021-22 Year End Evaluation Report presented in October 2022. An update on the status of each of the recommendations is provided to illustrate First 5 El Dorado's commitment to continuously reviewing and adjusting key model elements to improve success, as well as to highlight opportunities for continued improvement.

Review and revise as needed the implementation activities anticipated to be completed in the period covered by the FY21-23 Amended Strategic Plan. It was recommended that First 5 El Dorado review the list of priority actions included within the FY21-23 Amended Strategic Plan and determine 1) if they were still the actions necessary to implement the model given lessons learned during the first year of implementation and 2) if they could be completed by the end of the Strategic Plan term (June 30, 2023). First 5 El Dorado reviewed the priority actions necessary for Hubs 2.0 implementation, determined they could not be fully realized by the end of FY 2022-23, and elected to extend the Strategic Plan and Hubs 2.0 implementation through June 30, 2025. It is recommended that the priority actions table included in the Strategic Plan be reviewed annually and updated as needed to align with changing conditions, both external and internal to the system.

Review current data management systems and participant feedback mechanisms to identify areas for improvement and better alignment with indicators of interest. First 5 El Dorado staff updated both the registration tracker and participant survey to improve functionality at the start of FY 2022-23. These changes increased the type and strength of data available (e.g., the revised tracker allows the types of navigation services provided to be more easily tracked and analyzed). However, given the complexity of the system being developed, it is recommended that Hubs 2.0 partners continue to consider identification of a data management system that can include all data, from registration through services provided and even the feedback survey. This will allow for a better understanding of the ways in which individuals and families interact with the system and their experience doing so, allow for inter-Hub tracking of participants, and reduce the data cleaning and analysis burden on First 5 El Dorado staff.

Engage in a promotional campaign to improve community awareness of Hubs 2.0 services. It was recommended that Hubs 2.0 partners take steps to improve community awareness of the Hubs 2.0 model and ensure that individuals and families, specifically those who are lower resourced or could benefit from navigation services, understand what services are available and can get connected to the care that they need. As explained in more detail on pages 18-19, Hubs 2.0 partners have obtained funding and executed a contract to support development of a strategic communications framework for El Dorado Community Hubs, increase community awareness and engagement in Hubs, and increase Hubs presence in the libraries, and develop collateral to support these objectives; more information on the progress made in improving community awareness through these activities is anticipated to be included the FY 2022-23 Year End Evaluation Report.

Appendix A. Progress to Date on Anticipated FY2022-2023 Activities

The table beginning on the following page outlines the status of activities and outputs planned to support the implementation of the Hubs 2.0 model in FY 2022-23.

- This matrix was updated in winter 2022-23 to align with the FY2021-25 Strategic Plan adopted in October 2022 and subsequent FY 2022-23 Evaluation Plan revised in January 2023. The matrix includes the continued tracking of many inputs, activities, and outputs initially included in the FY 2021-22 Evaluation Plan, both to support continuity of information sharing and because completion of many of these were pushed to FY 2022-23 as described in more details in previous evaluation briefs and reports.
- Within the status column, **blue text** indicates inputs, activities, and outputs within that row that are completed at the time of this report (although not necessary in FY 2022-23); **black text** indicates that inputs, activities, and/or outputs are in progress.

This matrix is intended to provide a high-level, easy to-reference overview of the progress made in completing these activities; for more details on activities completed within each objective, refer to the body of this report.

Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned.

Anticipated Outcomes:

- Communities have increased social capital and are equipped to direct systems to work on their behalf.
- Hubs have an identified structure for the establishment and use of Community Advisories.

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • First 5 staff time to negotiate contract with consultant. • Fiscal resources necessary to secure consultant. 	<ul style="list-style-type: none"> • Secure consultant with expertise in human-centered design to support Hub redesign. • Meet with consultant at project launch to clarify project objectives and success measures. 	<ul style="list-style-type: none"> • Executed contract with Early Learning Lab. 	<p>Contract executed as of March 8, 2021. SOW included project outcomes and objectives.</p>
<ul style="list-style-type: none"> • First 5 staff, Hub Teams, and Start Early/ Early Learning Lab (ELL) contractor time to identify key individuals (community partners, service providers, and families) that should be interviewed. • ELL time to conduct and document results of interviews with key individuals. 	<ul style="list-style-type: none"> • Identify and reach out to key individuals to introduce ELL to better explore mechanisms for community engagement and input to inform the development of the Hubs system. • Schedule and conduct key individual interviews. • Document results of interviews including suggestions regarding process and set of conditions necessary for success. 	<ul style="list-style-type: none"> • Summary report detailing community experience with Hubs, including families who are marginalized. 	<p>Summary report (<i>El Dorado County Landscape Analysis and Programmatic Recommendations</i>) completed November 24, 2021.</p>

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • Hub staff and community member time to meet and participate in trainings/coaching. • Technology to support virtual engagement(s). • Evaluation team time to develop tools. 	<ul style="list-style-type: none"> • Facilitate capacity building trainings which focus on human-centered design+ (HCD+) methodologies. • Develop tools for assessing increased Hub staff knowledge and comfort with HCD. 	<ul style="list-style-type: none"> • Completion of HCD+ trainings. • Hub staff confidence and comfort in utilizing HCD as a framework for guiding Hub 2.0 development and implementation. 	<p>HCD trainings were provided by the Early Learning Lab team during the first half of 2022, with the final module being completed in June 2022.</p> <p>Surveys collecting information on knowledge gain and confidence utilizing HCD+ were issued to participants. Both a summary of relevant components of the survey and more information on the course were included in the FY 2021-22 Year End Report.</p>
<ul style="list-style-type: none"> • Hub team members and community partner time to meet and participate in collective gatherings. • Technology to support virtual gathering(s). • ELL staff time to develop report. 	<ul style="list-style-type: none"> • Provision of Collective Sensemaking gatherings. • Document results of gatherings into a report that outlines the future use of Community Advisories in the Hubs. It is anticipated that the report will include a shared framework for the use of Community Advisories in all Hubs, as well as additional information, such as priorities, that are specific to each Hub, rather than a standalone plan for each Hub. 	<ul style="list-style-type: none"> • Development of plan for future use of Community Advisories. 	<p>The Collective Sensemaking Gatherings, organized and facilitated by the Early Learning Lab team, occurred in August 2022 following the conclusion of the HCD course.</p> <p>The Report including the plan for future use of Community Advisories was completed by the Early Learning Lab team on October 10, 2022.</p>

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> First 5 staff time to consider recommendations from ELL report and implement activities to develop Community Advisories (CAs) in each Hub. 	<ul style="list-style-type: none"> Review ELL report on future use of CAs. Determine process for implementing activities to support Hubs 2.0 implementation. Solicit additional partners as needed to support implementation of activities. 	<ul style="list-style-type: none"> Refined approach for Hubs 2.0 implementation. 	<p>Hub Leadership and Hub team members participated in a meeting on November 15, 2022 to review ELL report and Charter agreements, and develop a plan to launch CAs in FY 2022-23.</p>
<ul style="list-style-type: none"> First 5 staff, Hubs team member, and community member time to participate in the creation of CAs in each Hub. Funds to support stipends for community member participation in CA development activities. 	<ul style="list-style-type: none"> Convene regular meetings of CAs in each Hub Establish charters for each CA in each Hub Establish meeting schedule, budget, and plan for use of CAs in FY23-24 	<ul style="list-style-type: none"> Number of CA meetings held in each Hub Charters for each CA in each Hub Approved meeting schedule, action plan, and budget for each CA in each Hub 	<p>First 5 staff created CA Charter Agreements, Scope of Work (including budget for stipends), and Meeting Worksheets in December 2022.</p> <p>First CA convenings and use of these documents began in November 2022.</p> <p>Anticipated completion for activities and outputs in this row is April 30, 2023.</p>

Objective 2: Services are adjusted based on information from service recipients and Community Advisories that allows for continuous quality improvement (CQI) efforts.

Anticipated Outcomes:

- Each Hub will understand the characteristics of individuals living within their service area.
- Hub teams are positioned to engage in continuous quality improvement efforts.

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • County/First 5 staff time to update community Hub characteristics and demographics. • Hub Team time to review Hub characteristics and demographic profile. 	<ul style="list-style-type: none"> • Census data is separated by Hub to develop a profile of service population by Hub. • Profile of service population by Hub is reviewed by First 5 staff and Hub Teams. • Service needs particular to each Hub are identified and established as appropriate. 	<ul style="list-style-type: none"> • Number of meetings held between First 5 and Hub Teams to review and determine community needs. • Establishment of service needs particular to each community Hub. 	<p>Census data for key indicators were disaggregated in August 2022.</p> <p>Hub teams reviewed FY 2021-22 registration and satisfaction data in summer 2022 to determine community needs.</p> <p>First 5 created monthly data (progress) reports starting July 1, 2022 for use in CQI meetings, which include review of registration and satisfaction data.</p>
<ul style="list-style-type: none"> • First 5 and Hub Team time to participate in trainings/coaching. • Evaluation team time to develop necessary tools. 	<ul style="list-style-type: none"> • First 5 staff to work with Hub Teams to provide training on continuous quality improvement. • Develop tools to assess increased Hub Team knowledge and comfort with the CQI process. 	<ul style="list-style-type: none"> • Completion of CQI trainings. • Hub Team confidence and comfort in utilizing a CQI process for service adjustments. 	<p>CQI training for new staff is to be completed in June 2023.</p> <p>Starting Jan 2023, quarterly rounding meetings between Hub Coordinators and individual Navigators will include questions related to comfort and confidence with CQI.</p>

Objective 3: Systems are organized to provide navigation services including outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients.

Anticipated Outcomes:

- Communities understand what services are available and can get connected to the care that is needed.
- Services are provided in a manner that meets community needs.

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • First 5 staff time to issue and contract with a communications consultant. • Fiscal resources necessary to secure consultant. 	<ul style="list-style-type: none"> • Secure consultant with expertise in communications. • Meet with consultant at project launch to clarify project objectives and success measures, and develop a plan to communicate changes with communities on a regular basis. • Develop collateral to support the project objectives and implement the communications plan. 	<ul style="list-style-type: none"> • Executed contract with communications consultant. • Communications collateral. 	<p>On October 10, 2022, the Commission confirmed the Communications scope of work. Commissioners received a presentation on the Communications plan on January 9, 2023.</p> <p>Contracts between County Library and El Dorado Community Health Center with EDCOE's Communications team were formally executed in January 2023. Deliverables, including key collateral, are expected to be completed by June 30, 2023.</p>
<ul style="list-style-type: none"> • First 5 staff time and Hub Team member time to participate in CQI process. 	<ul style="list-style-type: none"> • Define marginalized populations for each Hub. • Ongoing identification, implementation, and modification of Hub-specific strategies for outreach efforts. 	<ul style="list-style-type: none"> • Definition of marginalized populations for each Hub. • Description of outreach and awareness activities as determined through the CQI processes. • Analysis of entry points into the Unite Us system.* 	<p>Monthly CQI meetings began in July 2022 and are ongoing, Hub staff are involved in identifying, implementing, and modifying Hub-specific strategies for outreach, as well as updating services as needed to better meet participant needs and expectations.</p>

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • First 5 staff time to research and identify data management system(s). • First 5 staff time to secure community service partners. • Financial resources to secure data management platform. • Hub Team time to be trained on and implement Hub 2.0 service approach, and to generate necessary data reports. • First 5 staff time to issue, review, and analyze data collected from Unite Us, the participant survey, and other data platforms if utilized. 	<ul style="list-style-type: none"> • Navigators are equipped to conduct intake, screening, and referral within each Hub. • Establish data management processes and corresponding tools to track intake, screening, referral, and disposition (via the Unite Us or other platforms). • Secure partners that will participate in data management platform for referral purposes. • Determine if additional platforms are necessary to collect, manage, and analyze data that can inform Hubs 2.0 implementation and provide a better understanding of navigational services. • Issue Hub participant survey to individuals participating in navigation services. 	<ul style="list-style-type: none"> • Data management system(s) in place for tracking intake, screenings, referral, and disposition. • Number and demographic profile of individuals accessing Hub navigation services.* • Number and results of social determinants of health screenings conducted on adults accessing Hub navigation services.* • Number and children ages 0-5 that were referred for a developmental screening as a result of their participation in Hub navigation services.* • Number and results of health insurance screenings conducted on individuals (adults and children) accessing Hub navigation services.* • Number and disposition results of individuals receiving referrals through Hubs via the Unite Us system.* • Number of partners participating in the Unite Us platform.* • Number and percent of respondents indicating satisfaction with the Hub navigation services.* 	<p>The Unite Us system has been active and in use by Hub Navigators since July 1, 2021.</p> <p>With the expansion of navigation services, a Google Form tool was created and utilized by Hub staff to track services. By July 1, 2022, the tool was refined to include back-end features that allow navigators to track the dates and types of navigation services provided to each client.</p> <p>Online trainings, video tutorials, and written guidance were provided by First 5 staff to Navigators at the beginning of FY 2022-23, and are ongoing as requested and as new staff are onboarded.</p> <p>*Note that these outputs are dependent on data that is expected to come from a variety of data platforms. If this data is not available, it may not be possible to report on these outputs as described. Analysis of these data is expected to be a standing output throughout Hubs 2.0 implementation, and will be used monthly during Hub-specific CQI meetings.</p>

Objective 4: Systems are sustainable.

Anticipated Outcomes:

- Shared understanding of the value and contribution of each Hub service partner.
- Hubs are supported through a diversified funding stream.
- The Community and key participants understand the outcomes associated with the Hub model of care.

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> • First 5 staff time to identify and meet with community service partners. 	<ul style="list-style-type: none"> • Identify community service providers that are potential collaborators, partners, and allies in the implementation of Hub 2.0 model of service delivery. • Meet with groups and individuals to solidify partnership in Hub 2.0 model of service delivery. 	<ul style="list-style-type: none"> • Agreements are established with service partners through the Unite Us system. • Agreements are established between First 5 and service partners which demonstrate the value and responsibilities of the collaboration. 	<p>As of December 2022, there were 66 organizations registered within the Unite Us system.</p> <p>A Community Hub Services Partnership Agreement (MOU) has been drafted for FY 2023-24. The agreement is being reviewed by County Counsel with the goal of executing by July 1, 2023.</p>
<ul style="list-style-type: none"> • First 5 staff time to research and pursue funding opportunities to support Hubs 2.0 implementation. 	<ul style="list-style-type: none"> • Identify resources to leverage in support of the Hub 2.0 model of service delivery. • Identify and pursue funding opportunities that are aligned with the Hub 2.0 model of service delivery. 	<ul style="list-style-type: none"> • Amount of funding by source available to support Hub 2.0 model of care. 	<p>Hub Partners are working to secure external funding to sustain Hub services over time. The goal is for contracted partners to leverage additional funding sources by June 30, 2025.</p>
<ul style="list-style-type: none"> • First 5 and Hub staff time to review and revise roles and responsibilities to meet the needs of the model and to align with CA recommendations 	<ul style="list-style-type: none"> • Establish a process to regularly review Hub team roles and responsibilities. • Revise Hub team roles and responsibilities as needed to align with the Hubs 2.0 model and CA recommendations. 	<ul style="list-style-type: none"> • Regularly reviewed and updated (as necessary) scopes of work 	<p>FY 2023-24 scopes of work for Hub roles have been collaboratively refined with the Hub Partners.</p> <p>As part of weekly Hub Leadership meetings, rounding is completed to identify and address any challenges within the Hubs 2.0 model that relate</p>

Input	Activities	Outputs	Status/Progress to Date
			to Hub team roles and responsibilities.
<ul style="list-style-type: none"> • First 5 staff, Hub leadership, and evaluation team members' time. • Financial resources to implement FY22-23 evaluation efforts. 	<ul style="list-style-type: none"> • Implement a process evaluation to demonstrate how Hubs are transitioning to the 2.0 model of service delivery. • Revise the FY22-23 Evaluation Plan as necessary to integrate the Start Early Report recommendations and changes to Hubs 2.0 implementation activities. 	<ul style="list-style-type: none"> • FY21-22 Annual Evaluation Report • FY22-23 Evaluation Mid-Year Report • Updated FY22-23 Evaluation Plan 	<p>First 5 staff are working with SEI to transition leadership of evaluation efforts and complete the midyear and annual evaluation reports by the agreed upon deadlines. This transition will result in reduced external evaluation costs.</p> <p>The FY21-22 Annual Evaluation Report was completed in fall 2022, and the FY22-23 Evaluation Plan was revised in winter 22-23 to align with the updated FY 2021-25 Strategic Plan.</p>
<ul style="list-style-type: none"> • First 5 staff, Hub leadership, and CA, if appropriate, time to develop an evaluation approach. • First 5 staff time to develop, issue, and execute a contracting process for evaluation, if determined to be necessary. 	<ul style="list-style-type: none"> • Establish an evaluation approach for FY22-23 and beyond that is situated within a collective impact framework. • Develop and issue a Request for Applications/Request for Proposals (RFA/RFP) for evaluation services, if deemed necessary. • Contract with evaluation consultant to implement revised evaluation approach, consistent with Hub 2.0 model of service delivery, if deemed necessary. 	<ul style="list-style-type: none"> • FY23-24 Evaluation Plan • Executed contract with evaluation consultant. 	<p>First 5 staff will complete the FY 23-24 Evaluation Plan in spring 2023, with support from SEI as outlined in their FY2022-23 contract. Once the plan is complete, Commission staff will assess the workload and determine whether to continue evaluation activities in house or consider an Evaluation Services RFA.</p>

Appendix B. FY 2022-23 Registration Form



2022-23 REGISTRATION FORM

The El Dorado County Library, El Dorado County Office of Education and First 5 El Dorado Commission want to provide the best possible services for our clients. We are requesting the following information to determine the number of participants, understand the demographics of individuals who use our services, and to help connect you with resources that might benefit you or your family. No identifying information such as names or birthdates will be provided to anyone outside of these organizations, except for our external evaluation team. Community Hub staff may follow up with you as necessary to connect you with resources or to better understand your experience with our services; your contact information will never be shared with anyone outside of the organizations above without further consent from you.

YOUR INFORMATION

1. First Name: _____ 2. Last Name: _____ 3. Date of Birth: ___/___/____
4. Email Address: _____ 5. Phone Number: _____

Section 1. We ask you these questions to get an idea of the population we serve. Again, your privacy is important to us and we will never share any identifying information.

6. What is the nearest El Dorado County library to your home? Select one.
- El Dorado Hills
 - Cameron Park
 - Placerville
 - Georgetown
 - Pollock Pines
 - South Lake Tahoe
 - Other: _____
7. What language are you most comfortable speaking? Select one.
- English
 - Language other than English: _____
8. What is your race? Select one.
- American Indian or Alaska Native
 - Asian
 - Black or African American
 - Native Hawaiian or Pacific Islander
 - White
 - Two or More Races
 - Some Other Race: _____
9. Are you Hispanic or Latino?
- Yes
 - No
10. What is your primary health insurance?
- None/Uninsured
 - MediCal
 - Medicare
 - Covered California
 - Private Insurance
 - Other: _____
11. What is the highest level of education that you have completed?
- Less than 9th grade/high school
 - Some high school, but did not graduate
 - High school diploma or GED
 - Some college, but did not obtain a degree
 - Associate's/2-year degree (AA, AS, etc.)
 - Bachelor's/4-year degree (BA, BS, etc.)
 - Graduate/Professional degree (MA, JD, MD, PhD, etc.)
 - I choose not to answer this question
12. How many family members, including yourself, do you currently live with? _____
- I choose not to answer this question
13. During the past year, what was the total combined income for you and the family members you live with? This information will help us determine if you are eligible for any benefits. _____
- I choose not to answer this question
14. What is your housing situation today?
- I have stable, long-term housing
 - I do not have shelter (living in open public spaces or in a car)
 - I have shelter, but it is temporary or unstable (living with others or in a shelter)
 - I choose not to answer this question
15. How often do you see or talk to people that you care about and feel close to? (For example: talking to friends on the phone, visiting friends or family, going to church or club meetings)
- Less than once a week
 - 1 or 2 times a week
 - 3 to 5 times a week
 - 5 or more times a week
 - I choose not to answer this question
16. In the past year, have you or your family who live in the same household, been UNABLE to get any of the following when it was really needed? Check all that apply.
- Food
 - Clothing
 - Utilities
 - Child care
 - Phone
 - Medicine or any health care (medical, dental, mental, health, vision)
 - Other: _____
 - I was able to get all of these
 - I choose not to answer this question
17. Has lack of transportation kept you from medical appointments, meetings, work, or from getting things needed for daily living? Check all that apply.
- Yes, it has kept me from health related appointments (such as medical care, dental care, and mental health care) or from getting medications
 - No, transportation has not been a barrier to getting things that are needed for daily living by the family
 - Yes, it has kept me from non-medical meetings, appointments, work, or from getting things that I need
 - I choose not to answer this question



2022-23 REGISTRATION FORM

Section 2. If you are a parent/caregiver of a child age 0-18, please complete the following for each child who will be participating in a Hub service or receiving a referral. If not, please proceed to Section 3.

Child 1 First & Last Name: _____		Date of Birth: ___/___/_____
Race: <input type="checkbox"/> Alaska Native/American Indian <input type="checkbox"/> Asian <input type="checkbox"/> Black/African-American <input type="checkbox"/> Native Hawaiian/Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Two or more races <input type="checkbox"/> Other: _____	Is your child Hispanic or Latino? <input type="checkbox"/> Yes <input type="checkbox"/> No Primary Language: <input type="checkbox"/> English <input type="checkbox"/> Other: _____	Primary Health Insurance: <input type="checkbox"/> None/Uninsured <input type="checkbox"/> MediCal <input type="checkbox"/> Medicare <input type="checkbox"/> Covered California <input type="checkbox"/> Private Insurance <input type="checkbox"/> Other: _____
Child 2 First & Last Name: _____		Date of Birth: ___/___/_____
Race: <input type="checkbox"/> Alaska Native/American Indian <input type="checkbox"/> Asian <input type="checkbox"/> Black/African-American <input type="checkbox"/> Native Hawaiian/Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Two or more races <input type="checkbox"/> Other: _____	Is your child Hispanic or Latino? <input type="checkbox"/> Yes <input type="checkbox"/> No Primary Language: <input type="checkbox"/> English <input type="checkbox"/> Other: _____	Primary Health Insurance: <input type="checkbox"/> None/Uninsured <input type="checkbox"/> MediCal <input type="checkbox"/> Medicare <input type="checkbox"/> Covered California <input type="checkbox"/> Private Insurance <input type="checkbox"/> Other: _____
Child 3 First & Last Name: _____		Date of Birth: ___/___/_____
Race: <input type="checkbox"/> Alaska Native/American Indian <input type="checkbox"/> Asian <input type="checkbox"/> Black/African-American <input type="checkbox"/> Native Hawaiian/Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Two or more races <input type="checkbox"/> Other: _____	Is your child Hispanic or Latino? <input type="checkbox"/> Yes <input type="checkbox"/> No Primary Language: <input type="checkbox"/> English <input type="checkbox"/> Other: _____	Primary Health Insurance: <input type="checkbox"/> None/Uninsured <input type="checkbox"/> MediCal <input type="checkbox"/> Medicare <input type="checkbox"/> Covered California <input type="checkbox"/> Private Insurance <input type="checkbox"/> Other: _____
Child 4 First & Last Name: _____		Date of Birth: ___/___/_____
Race: <input type="checkbox"/> Alaska Native/American Indian <input type="checkbox"/> Asian <input type="checkbox"/> Black/African-American <input type="checkbox"/> Native Hawaiian/Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Two or more races <input type="checkbox"/> Other: _____	Is your child Hispanic or Latino? <input type="checkbox"/> Yes <input type="checkbox"/> No Primary Language: <input type="checkbox"/> English <input type="checkbox"/> Other: _____	Primary Health Insurance: <input type="checkbox"/> None/Uninsured <input type="checkbox"/> MediCal <input type="checkbox"/> Medicare <input type="checkbox"/> Covered California <input type="checkbox"/> Private Insurance <input type="checkbox"/> Other: _____

Section 3. Community Hub services are free. Navigators can connect you to supports and services. We provide resources and support for basic health insurance, food, clothing, housing, and utility bills. We also offer screenings and assessments, and diapers as they are available.

18. Would you like more information about our services?
- No
- Yes, you may contact me at: _____

Thank you for registering with Community Hubs.
If you have any questions or need further assistance, please call or text
(833) EDC-HUBS or (833) 332-4827.

Appendix C. FY 2022-23 Navigation Services Satisfaction Survey

Thank you for your recent use of Community Hubs services. Please help us understand your experience with the services offered by our Navigators. This survey is voluntary. It should take no more than 5 minutes to complete. **The first 500 participants to complete the survey (for the first time) will receive a \$5 Amazon gift card.** Your feedback will help us to improve Community Hubs. Your privacy is important to us and no identifying information such as names will be shared outside of First 5 El Dorado and their evaluation team. Your responses may be included in reports and other publications, but no identifying personal information will be released and your responses will not be attributed to you. If you have any questions, you may contact Alice Alk at (530) 295-4558.

The first thing we ask you to complete is an identification number, which lets us know if you have completed this survey more than once.

First & Last Initials		Birth Year				Last 4 digits of your phone number			

Between July 1, 2022 - June 30, 2023, you received services from a Community Hub Navigator. Community Hubs are located at El Dorado County libraries. A Navigator provided you with a registration form and talked with you about supports and services. The following questions are about your experience.

<p>1. What is the nearest El Dorado County library to your home? Select one.</p> <ul style="list-style-type: none"> <input type="checkbox"/> El Dorado Hills <input type="checkbox"/> Cameron Park <input type="checkbox"/> Placerville <input type="checkbox"/> Georgetown <input type="checkbox"/> Pollock Pines <input type="checkbox"/> South Lake Tahoe <input type="checkbox"/> Other, please specify: _____ <p>2. How did you learn about Community Hubs? <i>Select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Friend or family member <input type="checkbox"/> Community Hub Navigator <input type="checkbox"/> School <input type="checkbox"/> Another agency <input type="checkbox"/> Social media <input type="checkbox"/> Other, please specify: _____ <p>3. What services did you receive from the Navigator? <i>Select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Diapers <input type="checkbox"/> Food <input type="checkbox"/> Gift cards <input type="checkbox"/> Help completing a form <input type="checkbox"/> Information about another agency <input type="checkbox"/> Referral to another agency <input type="checkbox"/> ASQ developmental screening for my child <input type="checkbox"/> Other, please specify: _____ 	<p>4. Overall, how satisfied were you with the services received?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Very satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Unsatisfied <input type="checkbox"/> Very unsatisfied <p>5. If the Navigator referred you to another agency or agencies, did those agencies offer services that met your needs?</p> <ul style="list-style-type: none"> <input type="checkbox"/> All services offered met my needs <input type="checkbox"/> Some of the services offered met my needs <input type="checkbox"/> None of the services offered met my needs <input type="checkbox"/> I have not been referred to another agency <p>6. Would you recommend the Navigator to others?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p>7. Please let us know how we can further improve navigation services at Community Hubs:</p> <div style="border: 1px solid black; height: 100px; width: 100%;"></div>
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Thank you for completing this survey! To receive your \$5 Amazon gift card, please provide your name and email address below.

Name: _____ Email: _____