

# Strategic Plan Evaluation Report

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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 2.0<sup>1</sup>

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 Extension, adopted in October 2022 and amended March 2023. 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.**

<sup>1</sup> 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.<sup>2</sup>

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.
- A **winter blizzard** and subsequent power outage prompted the declaration of a local state of emergency in late February 2023, significantly impacting residents in Hubs 4 and 5 due to the substantial threats posed to lives, roadways, and vital infrastructure by the heavy snowfall and precipitation.

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 Evaluation Results (July 1, 2022 through June 30, 2023)

The following provides a summary of the progress made between July 1, 2022 and June 30, 2023 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, 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 were planned and implemented at each Hub.

Regular convenings of each Community Advisory to establish meetings schedules, budgets, and Action Plans for FY 23-24 were completed in April 2023.

<sup>2</sup> 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. Due to staff turnover of some Navigators who received Improvement Science training, not all current Hub team members 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. Hub Coordinators and Navigators will continue to work with the Improvement Coach from El Dorado County Office of Education - beginning July 2023 - to address any training gap with new Navigators, build capacity within the Hub teams, and create a learning community. 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 and regular meetings with the Improvement Science coach will guide the process for Navigators.

**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 ongoing; communications contract deliverables are complete and the Hub Leadership team will continue to build awareness of Hub services in the community.

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 and Hub teams will continue to embed CQI in their work.

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 its 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 was made toward supporting the sustainability of the Hubs 2.0 model in FY 2022-23, and activities related to this objective have been ongoing despite turnover of several key roles in county leadership. Hub Leadership anticipates a funding source and expansion plan for Community Hubs to be presented to the El Dorado County Board of Supervisors at or before the April 2024 Budget Direction Presentation. 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 through June 30, 2025.

#### Conclusions and Recommendations

In FY 2022-23, First 5 El Dorado has consistently advanced in all four objective areas within the evaluation framework, adapting their strategy when necessary to conform to evolving circumstances and a deeper comprehension of the requirements for building a successful model. The implementation of Hubs 2.0 has been a dynamic process. Over the past year, the timing, structure, and design of certain activities considered essential for Hubs 2.0 implementation have undergone modifications. Such adjustments are not unusual or unexpected when implementing a large-scale, complex systems change initiative. Throughout this process, First 5 El Dorado staff, partners, and Hubs team members have demonstrated adaptability in executing these activities and refining tools and procedures, all while consistently progressing towards the goal of implementing the Hubs 2.0 system of care by June 30, 2025.

This report introduces a new set of recommendations derived from a comprehensive assessment of the FY 2022-23 progress toward systems change, with the primary objective of improving First 5 El Dorado's strategic approach and overall effectiveness:

- Cultivate a thriving learning community for Hub Team Members
- Continue to Invest in Community Advisories

## 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, 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 indicated that structural adjustments and supplemental funding were necessary to increase the

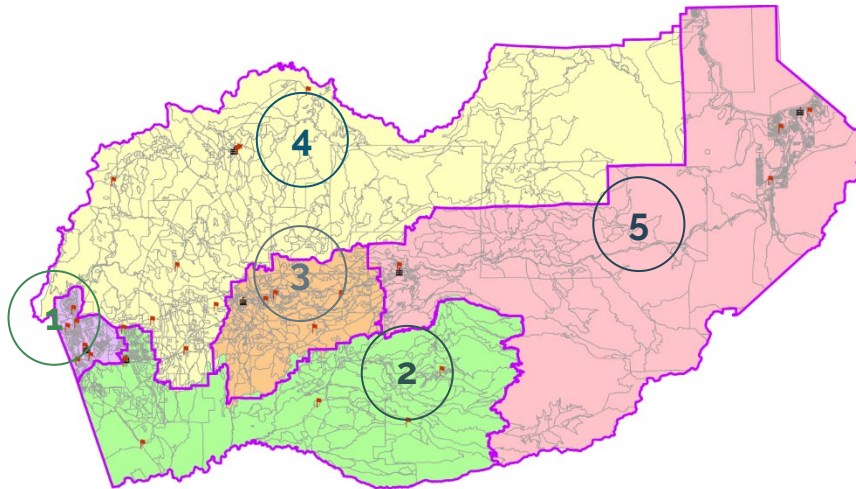
### Mission

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.

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 2.0<sup>3</sup>

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 Extension, adopted in October 2022 and amended in March 2023. The result is the Hubs 2.0 model, which builds upon the original 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.

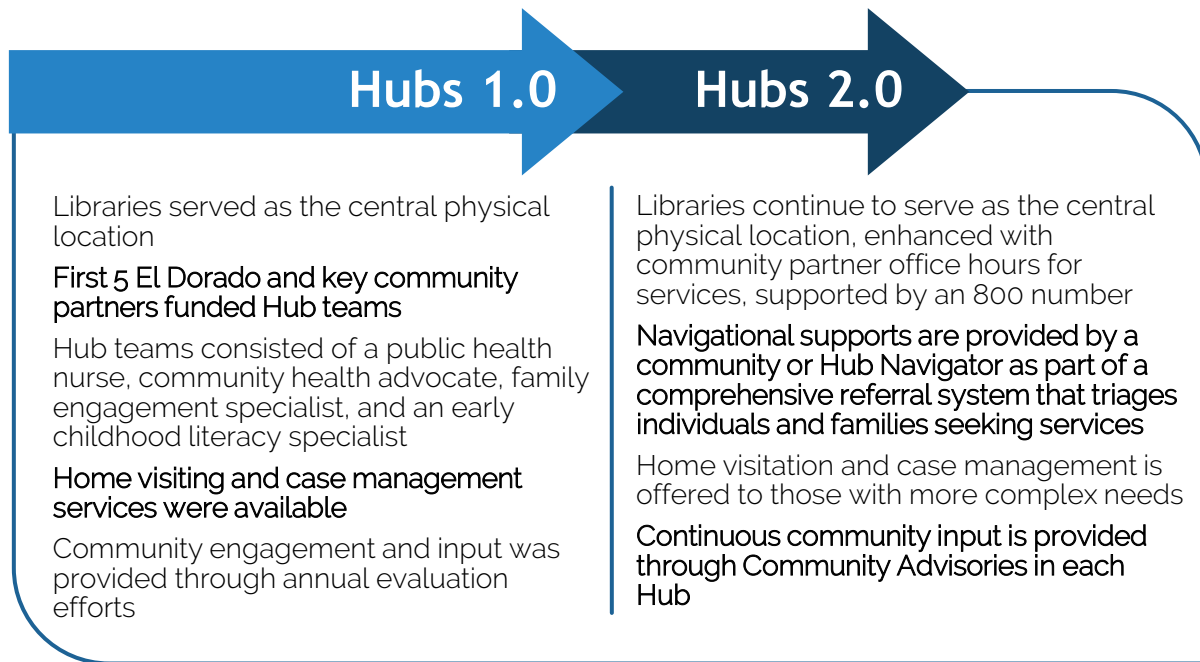
<sup>3</sup> More information on Hubs 2.0 can be found in the 2021-25 Amended Strategic Plan, available at <https://www.first5eldorado.com/dashboard>.



- **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.<sup>4</sup>

Additional information on Hubs 2.0 implementation work to date can be found in the FY 2021-2022 Evaluation Report <sup>5</sup>.

<sup>4</sup> 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>.

<sup>5</sup> The FY 2021-2022 Evaluation Report is available at

[https://www.first5eldorado.com/\\_files/ugd/ee4161\\_2d4ecb0c6a5b48fa80c11d8c55b55d11.pdf](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 FY 2022-23.

### Mosquito Wildfire

On September 6<sup>th</sup>, 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 the 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 families in rural areas.

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 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.

### Winter Blizzards

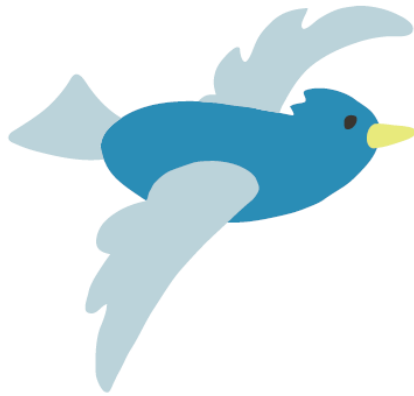
During late February 2023, El Dorado County endured the impacts of a severe snowstorm accompanied by a power outage, affecting approximately 5,000 residents. In response to the adverse weather conditions, the El Dorado County Sheriff declared a local state of emergency. The winter storms delivered a substantial amount of precipitation and snow, posing a significant threat to the lives of county residents and serious risks to the county's roadways, water, and power infrastructure, as well as various facilities and structures throughout the region. These storms inflicted substantial damage upon key grocery stores in Hub 4 and Hub 5, exacerbating the situation. Hub Navigators played a crucial role in orchestrating emergency food distribution efforts, ensuring that affected residents had access to fresh produce and non-perishable items.

## 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, 2022 through June 30, 2023. The body of the report presents key findings related to implementation activities conducted during 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.<sup>6</sup>



*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 the midyear evaluation brief and this evaluation report, which were both 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.***

<sup>6</sup> 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. 31)**

## Types of Data Collected

For the most part, this evaluation report 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 and written communication from an August 2023 survey completed by 13 navigators. 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, 2022 and June 30, 2023 toward completing activities identified as necessary for achieving each of the FY 2021-25 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

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

#### Timing

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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 June 30, 2023 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 is intended to provide a snapshot of implementation progress during the period July 1, 2022 through June 30, 2023, 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

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This report is the fourth 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 also started by community members and Hub staff during these gatherings.

### 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 (CAs) 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 Sensemaking 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 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 advisory 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 defined the structure of advisory meetings.

### Convening Regular Community Advisory Meetings

Between November 15, 2022 and June 30, 2023, all 5 Hubs convened Community Advisory meetings 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 included review and adoption of the charter in each Hub. In total, **36** participants have signed charter agreements and **29** Community Advisory meetings have occurred. By April 30, 2023, each Community Advisory completed signed charter agreements for all participants and established a meeting schedule, a FY 2022-23 budget, a FY 2023-24 budget and an 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.

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 facilitated all convenings in FY 2022-23. Training in facilitation for CAs are anticipated in FY 2023-24.

#### **Objective 1 Progress Summary**

At the time of this report, 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 were planned and implemented at each Hub.

Regular convenings of each Community Advisory to establish meetings schedules, budgets, and Action Plans for FY 23-24 were completed in April 2023.





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

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

Hub teams were expected to use the disaggregated Census data to determine community need for FY 2022-23. However, as they started the CQI process in summer 2022, Hub Leadership and Navigators learned that using the previous years' service population and social determinants of health (SDoH) data was crucial in considering and identifying Hub-specific 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 SDoH 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 contained 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 (the call log for the Community Hubs' phone line are the same for each 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 prior or during FY 2022-23:

- Eight Hub team members had completed Improvement Science training offered by El Dorado Office of Education in Spring 2022 and eight more completed the same training in June 2023.
- Monthly CQI activities and meetings took place at each Hub throughout 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 identified their aims (targets) and began testing their change strategies as part of ongoing CQI cycles. Each month, they applied their learning by reviewing data and adjusting their Hub-specific outreach activities to increase the number of navigation services provided. In addition, Hub Coordinators helped teams to refine the process across all Hubs, as they received coaching from Improvement Science coaches.
- In the second half of FY 2022-23, Hub Coordinators integrated questions related to comfort and confidence with CQI into their quarterly rounding meetings with individual Navigators. In addition, a navigator survey was conducted in August 2023, in part, to measure confidence with the CQI process.

### *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 provided, by the end of FY 2022-23, approximately half of the Navigators still needed training on Improvement Science due to Navigator turnover. At the time of this report, a partnership with System Improvement Leads at El Dorado County Office of Education had been developed to address the training gap with new Navigators, build capacity within the Hub teams, and create a learning community. At the beginning of FY 2023-24, Hub Coordinators worked with an Improvement Facilitator/Coach to develop a training curriculum for Navigators and began monthly huddles with Navigators to implement CQI processes across all Hubs and their Community Advisories.

### **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. Due to staff turnover of some Navigators who received Improvement Science training, not all current Hub team members 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. Hub Coordinators and Navigators will continue to work with the Improvement Coach from El Dorado County Office of Education - beginning July 2023 - to address any training gap with new Navigators, build capacity within the Hub teams, and create a learning community. 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 and regular meetings with the Improvement Science coach will guide the process for Navigators.



## 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 this report, 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 2023

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 was made available to enhance communication efforts.

In October 10, 2022, a scope of work was approved by the Commission. The County Library and Community Health Center executed a contract with El Dorado County Office of Education's (EDCOE) Communications department in January 2023. It was anticipated that the Commission's investments be used to purchase collateral materials to support implementation. Community Hub Leadership 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 were used as deliverables in the contracting process. In summary, the phases comprised:

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

### Completion of Contract Deliverables – June 2023

Hub Leadership worked closely with EDCOE's Communications team to develop new branding and materials to standardize Hub environments. Collateral materials such as brochures, rack cards, t-shirts and jackets were purchased and distributed among the 5 Hubs. Further, outdoor environments such as branded EZ up tents, flags, banners, and pop-up setups were ordered and delivered to the libraries. All contract deliverables were completed in June 2023.

First 5 staff created multiple templates and guidance for Navigators to use the new branding on social media and printed materials. Implementing new communications guidelines required consistent training for Hub teams and individual troubleshooting. Hub Leadership facilitated this implementation successfully and anticipate providing further trainings as new Navigators are onboarded.

### 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. Together, these activities would support CQI efforts in each Hub.

## Implementation of Monthly CQI Cycles – Completed July 1, 2022 and Ongoing

As described in the Objective 2 section above, monthly CQI activities and meetings occurred at each Hub throughout 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. In addition, 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. Further, Hub Coordinators helped teams to refine the process across all Hubs as they received regular coaching from Improvement Science coaches. At the time of this report, Hub Navigators and Coordinators are continuing to meet monthly with an Improvement Science coach to better refine their CQI processes.

## Launch and Implementation of Hubs 2.0 Navigational Services

As described in the introduction to this report, 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 2021-22 and 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 defined what qualifies as navigational services as well as the roles and responsibilities of Hub team members serving in a Navigator role.<sup>7</sup> Over the course of FY 2022-23, this definition of navigational services 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 and families who may need support.

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 (SDoH) questions. The form used in FY 2022-23 is available in [Appendix B](#).

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<sup>7</sup> 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),
- 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 contained SDoH questions to help Navigators assess need at program entry so they have the information needed to connect individuals and families with resources. 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 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 FY 2021-22, the unduplicated total registrations (727) increased by 144%. The table below provides a general overview of the number of individuals/families served by Navigators during July 1, 2022 through June 30, 2023.

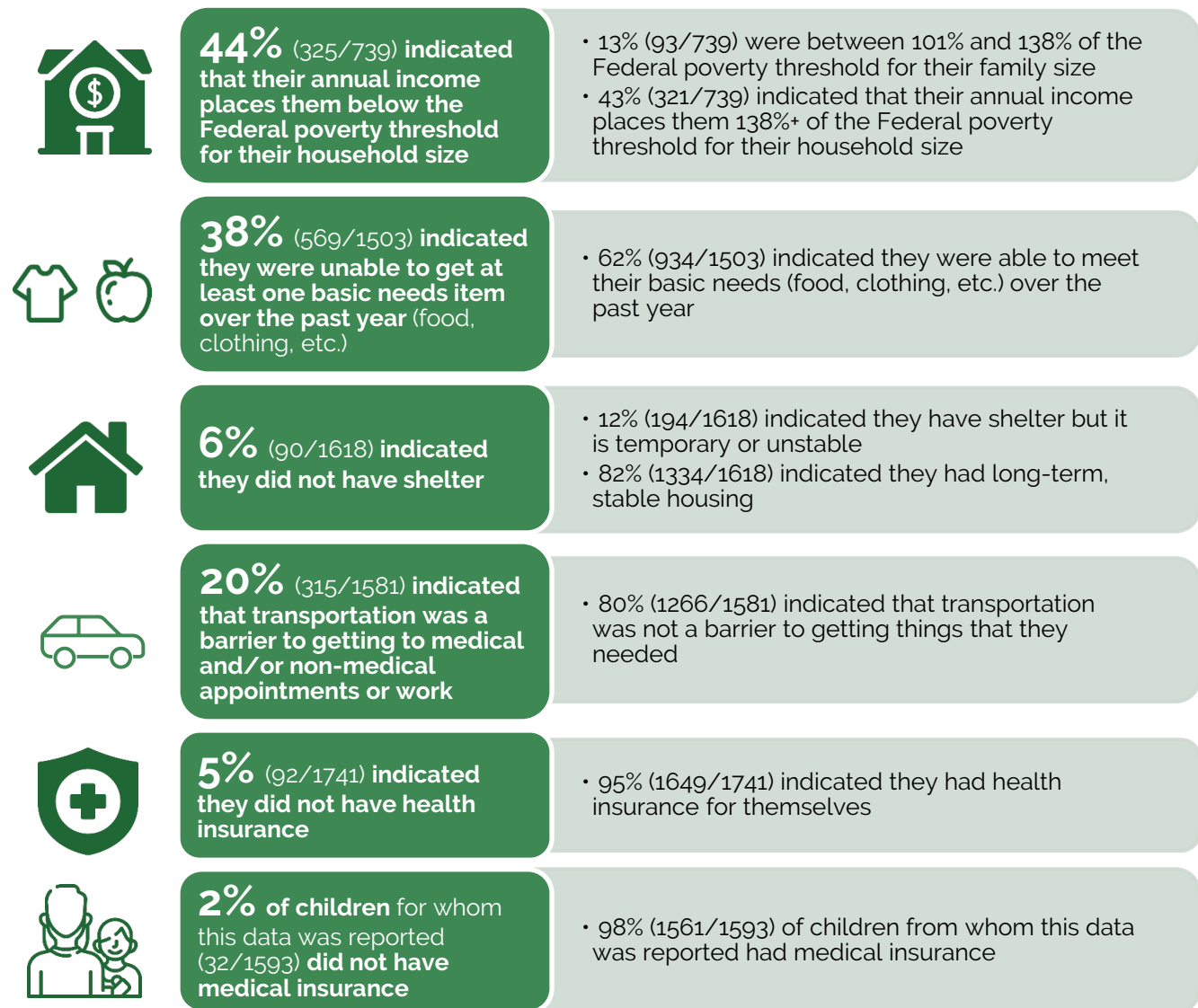
	July 2022 -June 2023
Total Registrations via Google Forms	1,889
Registrations of Unique Individuals/Families via Google Forms	1,772
Total Individuals/Families who received at least 1 navigation service	1,063
Total Navigation Services Provided	3,164

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 Data<sup>8</sup>

Similar to previous evaluation reports, the registration data available during production of the FY 2022-23 Strategic Plan Evaluation Report indicated that families accessing services were relatively high-resourced and/or low-need. However, compared to the previous year, there has been a 14% increase in families served with an annual income below the Federal poverty threshold and 12% increase in families served indicating that transportation was a barrier. The figures below summarize the potential needs indicated by families during completion of the registration form during FY 2022-23. For families with more than one registration form, only their initial registration data is included in the calculations.

Family Needs Indicated at Registration<sup>9</sup> (percentages may not total 100% due to rounding)



<sup>8</sup> 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.

<sup>9</sup> 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

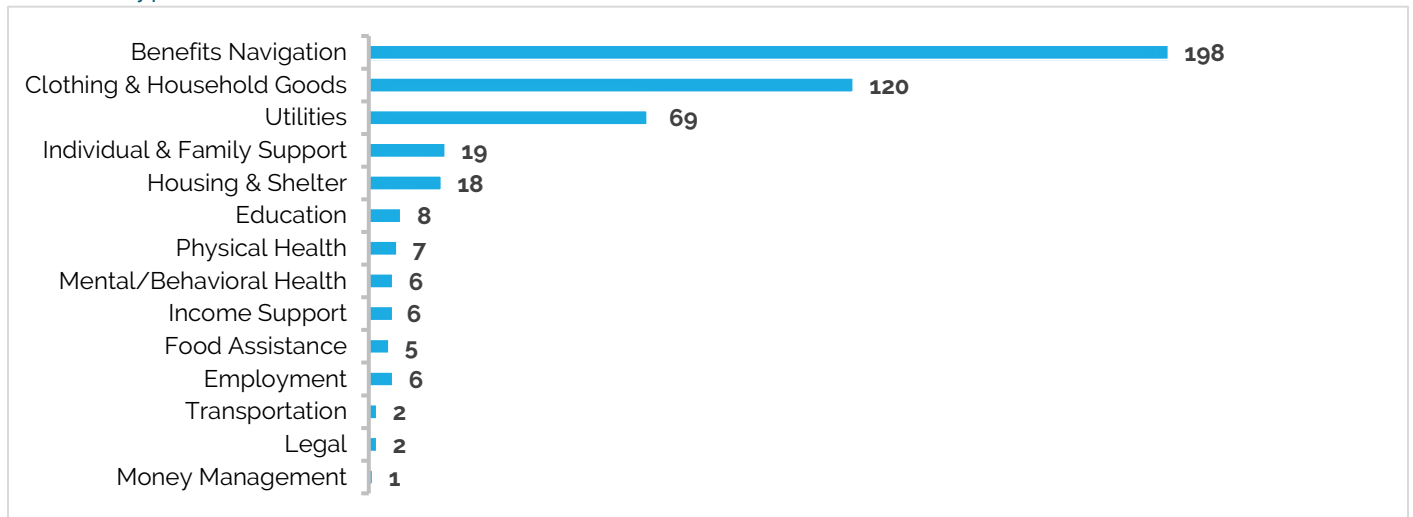
When a Navigator assists an individual or family, it is expected that they will then go into the back-end of the Google Form system and note what navigation services they provided, including if a referral was made on Unite Us. The figure below summarizes the types of navigation services that were tracked by Navigators on the Google Form system and on Unite Us during FY 2022-23.

<p><b>22%</b></p> <p><b>Navigator provided physical goods (diapers/food/Safeway giftcard)</b> (706/3,169)</p>	<p><b>30%</b></p> <p><b>Navigator provided information about another service by sharing flyers, a website, or contact information</b> (938/3,169)</p>	<p><b>33%</b></p> <p><b>Navigator provided direct assistance such as help completing forms, researching information, or coordinating services</b> 1,053/3,169)</p>	<p><b>15%</b></p> <p><b>Navigator provided a referral to another agency via the Unite Us platform</b> (467/3,169)</p>
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### Unite Us Data

Navigators are continuing to use the Unite Us system to track referrals; **391** unique individuals received a total of **467** referrals from July 2022 through June 2023. Compared to FY 2021-22, the number of referrals increased by 167%. 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, 230 of the 467 referrals were still open, 230 had been resolved, and 7 were unresolved. Below describes the top three ways in which referrals were resolved:

1. Received Phones/Electronics
2. Determined Eligible for Public Benefits
3. Received Financial Assistance or Assistance Paying for Rent/Utility Bills

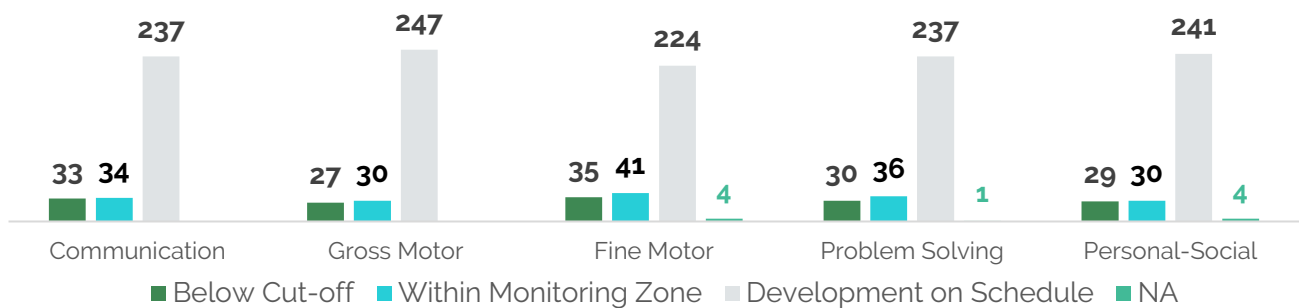


### Developmental Screening Data

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 FY 2022-23, a total of **735** screenings were completed on **465** children.

#### ASQ Screenings

Between July 1, 2022 and June 30, 2023, a total of **304** children received at least one Ages and Stages Questionnaire (ASQ). Fifteen of these children resided in neighboring counties outside of El Dorado County, however, were not denied services. 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, 76 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 June 30, 2023, a total of **417** children received at least one Ages and Stages Questionnaire Social Emotional (ASQ:SE) screenings. Thirty-four 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 analysis 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.

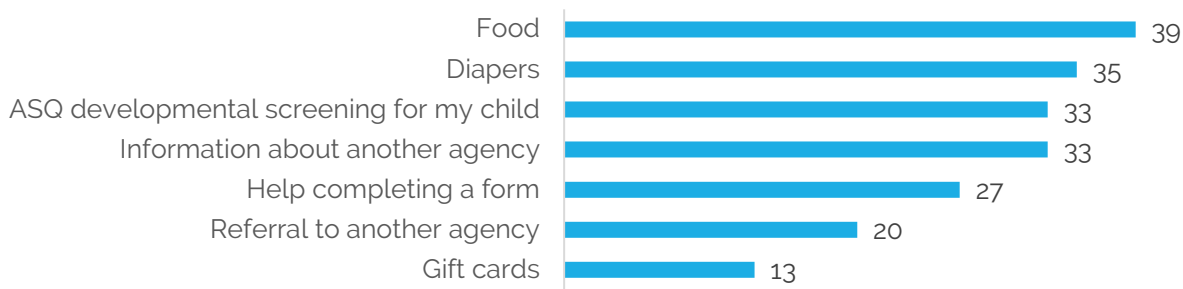
The survey was intended for respondents who received at least one navigation service and only the responses of individuals who indicated they participated in a navigation service are included in the summary below (i.e., selected answers on question 3; individuals who left question 3 blank are not included).

As of June 30, 2023, **103** 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 (1,772), 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 receiving help completing a form and being provided with diapers and/or food. 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%** (103/103) of respondents indicated they **would recommend the Navigator to others**



**100%** (100/100) 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. Additionally, a qualitative survey was conducted in August 2023 to understand individual navigator experiences. This section includes a summary of the high-level themes expressed during the first two focus group events<sup>10</sup>, a more thorough summary of the February 14<sup>th</sup> event, a summary of the navigator survey findings, and an overview of the results of the three convenings and survey conducted to date with a focus on opportunities to strengthen system implementation.

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

### 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 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 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."

#### *August 2023 Hub Navigator Survey Brief*

Each year, the First 5 El Dorado evaluation team connects with staff to better understand their experiences and identify areas of strength and potential improvement to support Hubs implementation. In fall 2023, the evaluation team utilized a survey rather than in-person or virtual focus groups, as had been utilized in the past, to gather qualitative data from Hub staff. It was intended that this switch would reduce the amount of time Hub staff spend on evaluation-aligned data collection activities and would provide staff the opportunity to share their thoughts, experiences, and recommendations individually rather than in a group setting.

The survey was designed to collect qualitative data from Hub Navigator staff within specific areas of inquiry in order to:

- provide context for data and findings included in the FY22-23 Annual Report, and
- identify opportunities to refine processes in FY23-24 to support Hubs 2.0 implementation activities.

A summary of key findings within each area of inquiry are provided below.

#### *Area of Inquiry: Community Advisories*

Navigators were asked five questions to explore their experience with implementing and facilitating community advisories. Most Navigators indicated they were completely confident (n=4) or fairly confident (n=5) in facilitating community advisories in their Hubs. A major theme across responses to this area of inquiry was the need for a clear and shared understanding of the role of a community advisory, the process for the community advisory, as well as the role of the Navigators within that process.

#### *Area of Inquiry: Improvement Science and CQI Cycles*

Navigators were asked three questions to explore their confidence and comfort utilizing an improvement science approach in their Hubs. Most Navigators (n=8) indicated that they were fairly confident in using CQI in their Hubs, and one Navigator noted they were completely confident. Overall,

a theme across these questions was that Navigators felt that the CQI processes were helpful but could be difficult to explain in plain language to the CAs as well as to get acclimated to in their own roles.

#### *Area of Inquiry: Engaging with Families*

Navigators were asked six questions to explore their confidence engaging with families and the processes they utilize to connect families with resources. Most Navigators indicated they were completely confident (n=6) or fairly confident (n=5) in engaging with families who indicated a need on their registration form. A main theme that emerged from these questions was that Navigators felt there was a lack of resources to connect families to in the area, particularly around housing and transportation. Navigators also indicated having a clear understanding of how to engage and follow up with families.

#### *Area of Inquiry: General Hub Implementation*

Navigators were asked two questions to explore challenges and successes related to general Hubs 2.0 implementation. A main challenge noted by Navigators was the need for more clear and consistent communication around their roles and the functionality of the Hub, while a common success expressed was around their ability to provide supports for families and connect them with appropriate resources.

#### *Summary of Focus Groups and Survey 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 and survey 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 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.

- **Implementing regular training sessions or workshops that focus on defining and standardizing roles and processes.** Navigators value clear and shared understanding of their roles and the community advisory process. Training sessions should involve all Navigators to ensure consistency across the teams. Regular meetings or updates can help address any questions or concerns, fostering a sense of confidence and clarity among Navigators. Recognizing that Navigators find it challenging to explain CQI in plain language to community advisories and adapt to them in their own roles, consider providing additional training or resources on simplifying and communicating improvement science concepts effectively. This could involve creating plain-language guides or visual aids.

### 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 ongoing; communications contract deliverables are complete and the Hub Leadership team will continue to build awareness of Hub services in the community.

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 and Hub teams will continue to embed CQI in their work.

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 its 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) Shared understanding of the value and contribution of each Hub service partner,
- 2) Hubs are supported through a diversified funding stream, and
- 3) Community members, Hub partners, and allies 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 June 2023, there were 81 organizations registered within the Unite Us system that served the El Dorado area, up approximately 42% 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 report, a Community Hub Services Partnership Agreement (MOU) has been drafted for FY 23-24 with the goal of executing by June 30, 2025.

#### *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 (MOU) 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.



On June 13, 2023, the El Dorado County Board of Supervisors directed the El Dorado County Chief Administrative Office, Library, and Health and Human Services Agency to determine a recommended funding source and expansion plan for Community Hubs to be presented to the Board at or before the April 2024 Budget Direction Presentation.

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

Progress on sustainability was 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 as new leadership in the county are onboarded, and after the April 2024 Budget Direction Presentation at the Board, Hubs partners will have better clarity and direction on funding and sustainability.

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

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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 supported First 5 staff in the development of the FY 2022-23 Midyear Evaluation Brief and FY 2023-24 Evaluation Plan, specifically by creating the template for First 5 staff to report progress on implementation. After assessing the workload, First 5 commission and staff have decided to continue evaluation work in-house, with consultation support from SEI provided as needed; in spring 2023, a contract was executed between the commission and SEI to carry out evaluation and strategic planning consultation in FY 2023-24.

#### **Objective 4 Progress Summary**

Progress was made toward supporting the sustainability of the Hubs 2.0 model in FY 2022-23, and activities related to this objective have been ongoing despite turnover of several key roles in county leadership. Hub Leadership anticipates a funding source and expansion plan for Community Hubs to be presented to the El Dorado County Board of Supervisors at or before the April 2024 Budget Direction Presentation. 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 through June 30, 2025.

## CONCLUSIONS AND RECOMMENDATIONS

After assessing the progress of the activities associated with each objective, the subsequent conclusions and recommendations are presented for consideration in strengthening the system and sustaining the momentum towards the complete implementation of Hubs 2.0.

### Conclusions

**In FY 2022-23, First 5 El Dorado has consistently advanced in all four objective areas within the evaluation framework, adapting their strategy when necessary to conform to evolving circumstances and a deeper comprehension of the requirements for building a successful model.**

The implementation of Hubs 2.0 has been a dynamic process. Over the past year, the timing, structure, and design of certain activities considered essential for Hubs 2.0 implementation have undergone modifications. Such adjustments are not unusual or unexpected when implementing a large-scale, complex systems change initiative. Throughout this process, First 5 El Dorado staff, partners, and Hubs team members have demonstrated adaptability in executing these activities and refining tools and procedures, all while consistently progressing towards the goal of implementing the Hubs 2.0 system of care.

As described throughout this report and within [Appendix A](#), First 5 El Dorado has been able to progress in all four objective areas specified in the evaluation framework for FY 2022-23. The collective efforts undertaken during the first 2 years of Hubs 2.0 implementation are strategically placing First 5 El Dorado and its partners on a path toward establishing sustainable, human-centered systems of care by June 30, 2025.

The following recommendations were outlined in the FY 2021-22 Strategic Plan Evaluation Report and the FY 2022-23 Midyear Evaluation Brief. 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 FY 2021-23 Amended Strategic Plan – Completed October 2022**

It was recommended that First 5 El Dorado review the list of priority actions included within the FY 2021-23 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 and determined they could not be fully realized by the end of FY 2022-23. In October 2022, the commission elected to extend the FY 2021-23 Amended Strategic Plan through June 2025, and in March 2023, the FY 2021-25 Strategic Plan was amended once again to further refine objectives and activities to support Hubs 2.0 implementation in upcoming years.

#### **Engage in a promotional campaign to improve community awareness of Hubs 2.0 services – Completed June 2023**

It was recommended that Hubs 2.0 partners take steps to improve community awareness of the Hubs 2.0 model and ensure that families understand the services they can get connected to. As explained in more detail on pages 18-19, Hubs 2.0 partners obtained funding and executed a contract with the El Dorado County Office of Education (EDCOE) Communications department to develop a strategic communications campaign for El Dorado Community Hubs. First 5 staff worked closely with the EDCOE Communications team to facilitate completion of contract deliverables by June 30, 2023. Moving

forward, Hubs 2.0 partners and staff intend to maintain their efforts in building community awareness and enhancing communication strategies at all 5 Hubs.

### **Review current data management systems and participant feedback mechanisms to identify areas for improvement and better alignment with indicators of interest – In Progress to be Completed by December 2023**

At the beginning of FY 2022-23, First 5 El Dorado staff made enhancements to both the registration tracker and the participant survey to enhance their functionality. These modifications expanded the range and quality of available data, however, due to the intricacy of the current system, it was recommended that Hubs 2.0 partners explore the possibility of adopting a comprehensive data management system. In FY 2022-23, First 5 staff began exploring potential database platforms that would encompass all data points from registration to navigation services and feedback, allow for inter-Hub tracking of participants, and reduce the data cleaning and analysis burden on First 5 El Dorado staff. At the time of this report, First 5 staff are in close collaboration with an EDCOE systems administrator to construct and put into operation a data management system (Salesforce). It is anticipated that the initial phase of implementation will be completed by December 2023.

## **Recommendations**

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In this report, a new set of recommendations are being presented for the first time. These recommendations have been curated based on a comprehensive assessment of the progress made toward systems change. They are aimed at addressing specific challenges and opportunities identified during FY 2022-23, with the overarching goal of enhancing First 5 El Dorado's strategic approach and overall effectiveness. These recommendations have the potential to play a pivotal role in shaping the future actions and outcomes of Hubs 2.0.

### **Cultivate a Thriving Learning Community for Hub Team Members**

Navigators highly value a clear and shared understanding of their responsibilities, the role and purpose of Community Advisories (CA), and the continuous quality improvement (CQI) process. To promote understanding and consistency among teams, it is recommended that Hub partners establish recurring training sessions or workshops dedicated to defining and standardizing roles and processes. Participating in these regular learning communities can facilitate the resolution of any hurdles and foster a sense of confidence and clarity among Navigators. In recognition of the challenges that Navigators may encounter when conveying CQI concepts to CA members, it is worth considering the provision of additional training or resources that simplify and effectively communicate improvement processes. This may include collaboration with an improvement coach to design materials that enhance understanding for Navigators and CA members.

### **Continue to Invest in Community Advisories**

In alignment with a commitment to a human-centered approach, a continued investment in Community Advisories is recommended as a fundamental strategy to achieve strategic plan outcomes. Community Advisories have been successfully formed in FY 2022-23. They should continue to serve as a crucial channel for engaging with individuals furthest from opportunity and ensuring that their voices take precedence in decision-making processes. This investment empowers both Navigators and community members as system co-designers and enhances the capability of Hubs 2.0 partners to address challenges in a manner that mirrors the priorities of the communities they serve. Further, their insights and input can play a vital role in allocating resources and making grant decisions that truly reflect and address the priorities of the communities being served.

## 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 in FY 2022-23; black text indicates inputs, activities, and/or outputs that 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"> <li>• First 5 staff time to negotiate contract with consultant.</li> <li>• Fiscal resources necessary to secure consultant.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure consultant with expertise in human-centered design to support Hub redesign.</li> <li>• Meet with consultant at project launch to clarify project objectives and success measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Executed contract with Early Learning Lab.</li> </ul>	<p>Contract executed as of March 8, 2021. SOW included project outcomes and objectives.</p>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• ELL time to conduct and document results of interviews with key individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Schedule and conduct key individual interviews.</li> <li>• Document results of interviews including suggestions regarding process and set of conditions necessary for success.</li> </ul>	<ul style="list-style-type: none"> <li>• Summary report detailing community experience with Hubs, including families who are marginalized.</li> </ul>	<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"> <li>• Hub staff and community member time to meet and participate in trainings/coaching.</li> <li>• Technology to support virtual engagement(s).</li> <li>• Evaluation team time to develop tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate capacity building trainings which focus on human-centered design+ (HCD+) methodologies.</li> <li>• Develop tools for assessing increased Hub staff knowledge and comfort with HCD.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of HCD+ trainings.</li> <li>• Hub staff confidence and comfort in utilizing HCD as a framework for guiding Hub 2.0 development and implementation.</li> </ul>	<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"> <li>• Hub team members and community partner time to meet and participate in collective gatherings.</li> <li>• Technology to support virtual gathering(s).</li> <li>• ELL staff time to develop report.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Collective Sensemaking gatherings.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of plan for future use of Community Advisories.</li> </ul>	<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>A report including the plan for future use of Community Advisories was completed by the ELL team on October 10, 2022.</p>

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> <li>First 5 staff time to consider recommendations from ELL report and implement activities to develop Community Advisories (CAs) in each Hub.</li> </ul>	<ul style="list-style-type: none"> <li>Review ELL report on future use of CAs.</li> <li>Determine process for implementing activities to support Hubs 2.0 implementation.</li> <li>Solicit additional partners as needed to support implementation of activities.</li> </ul>	<ul style="list-style-type: none"> <li>Refined approach for Hubs 2.0 implementation.</li> </ul>	<p>Hub Leadership and Hub team members participated in a meeting on November 15, 2022 to review the ELL report and draft CA Charter agreements, and develop a plan to launch CAs in the second half of FY 2022-23.</p>
<ul style="list-style-type: none"> <li>First 5 staff, Hubs team member, and community member time to participate in the creation of CAs in each Hub.</li> <li>Funds to support stipends for community member participation in CA development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Convene regular meetings of CAs in each Hub</li> <li>Establish charters for each CA in each Hub</li> <li>Establish meeting schedule, budget, and plan for use of CAs in FY23-24</li> </ul>	<ul style="list-style-type: none"> <li>Number of CA meetings held in each Hub</li> <li>Charters for each CA in each Hub</li> <li>Approved meeting schedule, action plan, and budget for each CA in each Hub</li> </ul>	<p>First 5 staff created CA Charter Agreements, Scope of Work (including budget for stipends), and Meeting Worksheets in December 2022.</p> <p>Inaugural CA convenings and use of these documents began in November 2022.</p> <p>FY 22-23 and FY 23-24 meeting schedules, budgets, and action plans for each Hub were completed on 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"> <li>• County/First 5 staff time to update community Hub characteristics and demographics.</li> <li>• Hub Team time to review Hub characteristics and demographic profile.</li> </ul>	<ul style="list-style-type: none"> <li>• Census data is separated by Hub to develop a profile of service population by Hub.</li> <li>• Profile of service population by Hub is reviewed by First 5 staff and Hub Teams.</li> <li>• Service needs particular to each Hub are identified and established as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings held between First 5 and Hub Teams to review and determine community needs.</li> <li>• Establishment of service needs particular to each community Hub.</li> </ul>	<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"> <li>• First 5 and Hub Team time to participate in trainings/coaching.</li> <li>• Evaluation team time to develop necessary tools.</li> </ul>	<ul style="list-style-type: none"> <li>• First 5 staff to work with Hub Teams to provide training on continuous quality improvement.</li> <li>• Develop tools to assess increased Hub Team knowledge and comfort with the CQI process.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of CQI trainings.</li> <li>• Hub Team confidence and comfort in utilizing a CQI process for service adjustments.</li> </ul>	<p>CQI training for Hub staff continued in the second half of FY 2022-23 and will be ongoing as new team members are onboarded.</p> <p>Starting January 2023, quarterly rounding meetings between Hub Coordinators and individual Navigators include questions related to assessing comfort and confidence with CQI processes.</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"> <li>• First 5 staff time to issue and contract with a communications consultant.</li> <li>• Fiscal resources necessary to secure consultant.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure consultant with expertise in communications.</li> <li>• 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.</li> <li>• Develop collateral to support the project objectives and implement the communications plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Executed contract with communications consultant.</li> <li>• Communications collateral.</li> </ul>	<p>On October 10, 2022, the Commission confirmed a 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, were completed by June 30, 2023.</p>
<ul style="list-style-type: none"> <li>• First 5 staff time and Hub Team member time to participate in CQI process.</li> </ul>	<ul style="list-style-type: none"> <li>• Define marginalized populations for each Hub.</li> <li>• Ongoing identification, implementation, and modification of Hub-specific strategies for outreach efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Definition of marginalized populations for each Hub.</li> <li>• Description of outreach and awareness activities as determined through the CQI processes.</li> <li>• Analysis of entry points into the Unite Us system.*</li> </ul>	<p>Monthly CQI meetings began in July 2022 and are ongoing, and Hub staff are involved in identifying, implementing, and modifying Hub-specific strategies for outreach, as well as updating services to better meet participant needs and expectations.</p>

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> <li>• First 5 staff time to research and identify data management system(s).</li> <li>• First 5 staff time to secure community service partners.</li> <li>• Financial resources to secure data management platform.</li> <li>• Hub Team time to be trained on and implement Hub 2.0 service approach, and to generate necessary data reports.</li> <li>• First 5 staff time to issue, review, and analyze data collected from Unite Us, the participant survey, and other data platforms if utilized.</li> </ul>	<ul style="list-style-type: none"> <li>• Navigators are equipped to conduct intake, screening, and referral within each Hub.</li> <li>• Establish data management processes and corresponding tools to track intake, screening, referral, and disposition (via the Unite Us or other platforms).</li> <li>• Secure partners that will participate in data management platform for referral purposes.</li> <li>• 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.</li> <li>• Issue Hub participant survey to individuals participating in navigation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Data management system(s) in place for tracking intake, screenings, referral, and disposition.</li> <li>• Number and demographic profile of individuals accessing Hub navigation services.*</li> <li>• Number and results of SDoH screenings conducted on adults accessing Hub navigation services.*</li> <li>• Number and children ages 0-5 that were referred for a developmental screening as a result of their participation in Hub navigation services.*</li> <li>• Number and results of health insurance screenings conducted on individuals (adults and children) accessing Hub navigation services.*</li> <li>• Number and disposition results of individuals receiving referrals through Hubs via the Unite Us system.*</li> <li>• Number of partners participating in the Unite Us platform.*</li> <li>• Number and percent of respondents indicating satisfaction with the Hub navigation services.*</li> </ul>	<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. These data points were used monthly during Hub-specific CQI meetings in FY 2022-23. Analysis of these data is expected to be a standing output throughout Hubs 2.0 implementation.</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.
- Community members, Hub partners, and allies understand the outcomes associated with the Hub model of care.

Input	Activities	Outputs	Status/Progress to Date
<ul style="list-style-type: none"> <li>• First 5 staff time to identify and meet with community service partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify community service providers that are potential collaborators, partners, and allies in the implementation of Hub 2.0 model of service delivery.</li> <li>• Meet with groups and individuals to solidify partnership in Hub 2.0 model of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreements are established with service partners through the Unite Us system.</li> <li>• Agreements are established between First 5 and service partners which demonstrate the value and responsibilities of the collaboration.</li> </ul>	<p>As of June 30, 2023, there were 81 organizations registered within the Unite Us system.</p> <p>A Community Hub Services Partnership Agreement (MOU) has been drafted for FY 2023-24 with the goal of executing with local partners by June 30, 2025.</p>
<ul style="list-style-type: none"> <li>• First 5 staff time to research and pursue funding opportunities to support Hubs 2.0 implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify resources to leverage in support of the Hub 2.0 model of service delivery.</li> <li>• Identify and pursue funding opportunities that are aligned with the Hub 2.0 model of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of funding by source available to support Hub 2.0 model of care.</li> </ul>	<p>On June 13, 2023, the Board of Supervisors directed the El Dorado County Chief Administrative Office, Library, and Health and Human Services Agency to determine a recommended funding source and expansion plan for Community Hubs to be presented by April 2024.</p>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a process to regularly review Hub team roles and responsibilities.</li> <li>• Revise Hub team roles and responsibilities as needed to align</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly reviewed and updated (as necessary) scopes of work</li> </ul>	<p><i>FY 2023-24 scopes of work for Hub roles were collaboratively refined with the Hub Partners in FY 2022-23.</i></p> <p>As part of weekly Hub Leadership meetings, rounding is completed to identify and</p>

Input	Activities	Outputs	Status/Progress to Date
	with the Hubs 2.0 model and CA recommendations.		address any challenges within the Hubs 2.0 model that relate to Hub team roles and responsibilities.
<ul style="list-style-type: none"> <li>• First 5 staff, Hub leadership, and evaluation team members' time.</li> <li>• Financial resources to implement FY22-23 evaluation efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a process evaluation to demonstrate how Hubs are transitioning to the 2.0 model of service delivery.</li> <li>• Revise the FY22-23 Evaluation Plan as necessary to integrate the Start Early Report recommendations and changes to Hubs 2.0 implementation activities.</li> </ul>	<ul style="list-style-type: none"> <li>• FY21-22 Annual Evaluation Report</li> <li>• FY22-23 Evaluation Mid-Year Report</li> <li>• Updated FY22-23 Evaluation Plan</li> </ul>	<p>First 5 staff worked with SEI to transition leadership of evaluation efforts and completed the midyear and annual evaluation reports by the agreed upon deadlines. This transition reduced external evaluation costs.</p> <p>The FY21-22 Annual Evaluation Report was completed in fall 2022, the FY22-23 Midyear Report was completed in March 2023, 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"> <li>• First 5 staff, Hub leadership, and CA, if appropriate, time to develop an evaluation approach.</li> <li>• First 5 staff time to develop, issue, and execute a contracting process for evaluation, if determined to be necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an evaluation approach for FY22-23 and beyond that is situated within a collective impact framework.</li> <li>• Develop and issue a Request for Applications/Request for Proposals (RFA/RFP) for evaluation services, if deemed necessary.</li> <li>• Contract with evaluation consultant to implement revised evaluation approach, consistent with Hub 2.0 model of service delivery, if deemed necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• FY23-24 Evaluation Plan</li> <li>• Executed contract with evaluation consultant.</li> </ul>	<p>First 5 staff completed the FY 23-24 Evaluation Plan in spring 2023, with support from SEI as outlined in their FY2022-23 contract.</p> <p>In May 2023, the First 5 Commission executed a contract with SEI to continue supporting transition of evaluation activities to First 5 staff for FY2023-24.</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 9<sup>th</sup> 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.

<b>Child 1 First &amp; Last Name:</b> _____		<b>Date of Birth:</b> ___ / ___ / ___
<b>Race:</b> <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: _____	<b>Is your child Hispanic or Latino?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No  <b>Primary Language:</b> <input type="checkbox"/> English <input type="checkbox"/> Other: _____	<b>Primary Health Insurance:</b> <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: _____
<b>Child 2 First &amp; Last Name:</b> _____		<b>Date of Birth:</b> ___ / ___ / ___
<b>Race:</b> <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: _____	<b>Is your child Hispanic or Latino?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No  <b>Primary Language:</b> <input type="checkbox"/> English <input type="checkbox"/> Other: _____	<b>Primary Health Insurance:</b> <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: _____
<b>Child 3 First &amp; Last Name:</b> _____		<b>Date of Birth:</b> ___ / ___ / ___
<b>Race:</b> <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: _____	<b>Is your child Hispanic or Latino?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No  <b>Primary Language:</b> <input type="checkbox"/> English <input type="checkbox"/> Other: _____	<b>Primary Health Insurance:</b> <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: _____
<b>Child 4 First &amp; Last Name:</b> _____		<b>Date of Birth:</b> ___ / ___ / ___
<b>Race:</b> <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: _____	<b>Is your child Hispanic or Latino?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No  <b>Primary Language:</b> <input type="checkbox"/> English <input type="checkbox"/> Other: _____	<b>Primary Health Insurance:</b> <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: _____

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. If you would like more information, please visit our website at [www.eldoradocommunityhubs.com](http://www.eldoradocommunityhubs.com) or call/text us at (833) 332-4827.

Thank you for registering with Community Hubs.

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