

## **Overview**

On Monday, December 9, 2019, FLOURISH St. Louis, Generate Health's collective impact initiative created to reduce infant mortality in the region, launched the Home Visiting Collaborative with a five-hour convening of nearly 30 participants representing 17 organizations. Held at the Harrison Education Center, the kick-off provided an opportunity for the participants to:

- Learn about the home visiting initiative and meet the planning and consulting teams;
- Understand the results and recommendations contained in the January 2019 home visitation regional assessment;
- Share their motivations for being involved with the Collaborative;
- Generate a vision of success to guide the Collaborative's formation and activation;
- Develop community agreements to anchor and guide relationship building, decision-making and collective action; and
- Initiate a shared understanding of racial equity to ground the Collaborative's efforts.

This document serves as the convening's summary and a record of key discussion results.

## **Welcome & Introductions**

The convening began with Leah Moser of Generate Health introducing the consulting team, comprised of the collective impact facilitators and the community consultants. During their introductions, the consultants shared with meeting attendees their charge and scope of work.

The collective impact facilitators, Rebecca Bennett and Jessica Perkins, are responsible for working with the Collaborative's partners and providers as they create the structure and processes for improving data sharing among providers, coordinating the intake and referral system for consumers and ensuring home visit professionals have a foundation of culturally relevant and responsive training. The Collaborative's convening schedule includes three more sessions with the following focus areas:

- Convening 2 (February 2020): Generate strategic priorities for the Collaborative's critical focus areas, including training, intake and data sharing and begin to apply a racial equity lens to participants' decisions.
- Convening 3 (March/April 2020): Refine initial actions within the focus areas and validate these actions through a racial equity lens; and create a charter for future Collaborative efforts.
- Convening 4 (April/May 2020): Review and ratify the Collaborative's call to action and final plan.

The community consultants, Mia Daughtery and Alecia Deal, are responsible for working with the home visitation consumers through the consumer advisory board (CAB). The CAB, a group of 15 to 20 African American mothers, between 20 and 40 years of age who receive or have received in home visitation services, ensures that the Collaborative designs and improves home visitation services with the consumer at the center. Throughout the six-month planning process, the CAB will meet monthly to increase participants' leadership skills and knowledge base with racial equity, trauma awareness, self care and advocacy training. The CAB, along with the community consultants, will design and participate in three community outreach events – a fish bowl summit with Collaborative partners and providers in March 2020; and Book it Up and Reading Village, both in April 2020.

Both the collective impact facilitators and the community consultants will coordinate their processes; and there will be several opportunities for providers and consumers to work together during the planning process.

When participants introduced themselves, they identified the importance of home visitation to their respective organizations. From their responses, four common themes surfaced. Home visitation:

- Increases access and eliminates many barriers to service;
- Builds relationships by establishing a consistent and secure bond between the HV professionals;
- Provides consumer training in a comfortable setting; and
- Allows for early detection and intervention to address threats impacting the mother's ability to parent and the child's physical, cognitive and emotional development.

## Overview: The State of Home Visitation in St. Louis

After the introductions, Leah Moser, Generate Health’s Director of Planning and Partnerships, provided a brief overview of the home visitation regional assessment that was completed in January 2019. The assessment identified strengths and challenges of the home visitation landscape; and it provided five recommendations for taking advantage of the strengths while addressing the challenges. The recommendations were:

- Build trust among providers and between stakeholders to establish truly collaborative efforts for home visiting in St. Louis;
- Improve regional capacity to use data to design, improve and evaluate home visiting efforts;
- Create seamless intake and referral processes that connect families with home visiting programs and services that meet their needs;
- Strengthen investment in home visitation programs and services by educating funders and policymakers on the breadth of services delivered; and
- Adopt a regional approach to family recruitment and engagement for home visitation programs that is family-centered, trauma-informed and culturally competent.

## Vision of Success

After reviewing highlights from “The State of Home Visitation in St. Louis” assessment, meeting attendees explored at length their aspirations for the new Home Visiting Collaborative. They identified: 1) the core functions that the collaborative would have to perform to make provider participation worthwhile; 2) the likely impacts that would arise from the successful execution of these functions; and 3) the shifts in provider behavior that would be necessary to ensure that the Collaborative delivers on its anticipated impacts. Findings from these discussions have been synthesized and are presented below.

## Core Functions

Meeting participants’ deliberations revealed six core functions that they would like the Collaborative to undertake:



Supporting comments for each core function are captured in the accompanying table.

| CORE FUNCTIONS  |  |
|---|--|
| <p><b>1. Enable Coordinated Service Delivery &amp; Expansion</b></p> <ul style="list-style-type: none"> <li>▪ Standardize intake and referral processes</li> <li>▪ Develop an electronic assessment tool that can be used across provider organizations to automate the referral process. Consider United Way’s Community Information Exchange, Sales Force or Red Cap. Note: Streamlining referral requires an understanding of agencies’ information infrastructure, HIPAA compliance, client consent etc.</li> <li>▪ Ensure that providers have shared trauma training and practices</li> <li>▪ Pursue operational efficiencies:               <ul style="list-style-type: none"> <li>➔ Optimize providers’ staff capacity (i.e. fewer people in homes, but greater access to resources)</li> <li>➔ Facilitate quicker connections to needed services and resources</li> </ul> </li> </ul> |  |
| <p><b>2. Facilitate Enhanced Data Sharing &amp; Collection</b></p> <ul style="list-style-type: none"> <li>▪ Establish a central information repository for data sharing on provider projects and activities, resources, outcomes etc.</li> <li>▪ Build bi-directional feedback mechanisms / processes into all data sharing efforts</li> <li>▪ Implement data collection practices that do not impede service delivery</li> </ul>   |  |
| <p><b>3. Support Consumer Empowerment &amp; Self-Advocacy</b></p> <ul style="list-style-type: none"> <li>▪ Promote a consumer-centered approach to home visitation</li> <li>▪ Expand peer support for moms</li> <li>▪ Engage with consumers who expertly navigate the social service system to encourage increased independence</li> <li>▪ Get providers to adopt more empowering intake and referral practices in order to sustain consumer participation over time</li> </ul>   |  |

## CORE FUNCTIONS (CONTINUED)

### 4. **Advance Ecosystem Alignment**

- Routinely convene and engage different ecosystem stakeholders (ex. providers, consumers, funders, health care providers, policy makers *et. al.*) to foster shared knowledge and understanding of critical issues; better leverage resources; generate more effective home visiting solutions etc.
- Organize a funder affinity group that helps to advance systems change in home visits. Work with this group to evolve funding approaches so that they are aligned with service delivery best practices and optimal consumer outcomes

### 5. **Advocate for Policy & Systems Change**

- Undertake joint policy advocacy and influence efforts to secure increased state and local support for women, children and families

### 6. **Conduct Shared Marketing, Education & Outreach**

- Develop shared messaging on home visiting access, efforts, impacts and constraints
- Increase consumer awareness of what home visiting is and entails
- Increase medical professionals' awareness of the impacts of home visiting on infant and maternal health outcomes
- Work to get home visiting information imbedded in health care providers' perinatal communications

## **Desired Impacts**

Following their discussion of desired Collaborative functions, meeting participants considered the positive impacts that could arise for the region if these functions were effectively executed and fully resourced. The impacts they noted are as follows:

1. **Consumers' Needs Are More Effectively Met:** Consumers get:
  - a. A standardized referral process
  - b. Program matching (which involves stronger needs assessment and holistic service provision) ensures that consumers enroll in the best program to meet their needs
  - c. Early intervention
  - d. Convenient connection to a continuum of care
  - e. Access to peer supports
2. **Service Expansion:** More children and families receive vital services.
3. **Increased Health Equity:** Providers engage in more targeted efforts to advance health equity and address racial disparities.
4. **Increased Protective Factors:** Consumers experience a reduction in risk factors and develop and/or deepen protective factors like resilience.
5. **Strengthened Provider Skills & Retention:** The Collaborative could develop a baseline skill set for home visits. This would likely result in region-wide training around trauma and cultural responsiveness along with other core home visiting competencies. One outcome of more comprehensive, standardized training might be heightened provider and consumer retention.
6. **Better Data Analysis & Utilization:**
  - a. Providers and consumers more effectively use data to drive their decisions and actions.
  - b. Providers adopt shared measures of success.
7. **Reputation Repair / Stigma Reduction:** Historically, in the African American community, home visitors have often had a reputation as “baby snatchers.” Improvements in service delivery and cultural responsiveness can help to improve public perceptions and reverse the reputational damage that the field has sustained.
8. **Greater Ecosystem Coordination:** Provider organizations and impacted, invested and interested stakeholders across the ecosystem are aware of home visiting needs, efforts and resources. Ecosystem stakeholders coordinate across domains and areas of focus to improve outcomes for children and families.

### **Anticipated Shifts**

To ensure that the Collaborative delivers the abovementioned impacts, participating providers will have to change key aspects of their operations and decision-making. Among the things that they will need to change are:

- Adopting a more family-centered approach that meets the home visiting needs not only of infants and moms, but also of older children and the wider family;
- Engaging with other regional efforts that are focused on maternal and child health, family well-being etc.;
- Maturing from being trauma aware to being trauma-informed. This requires years of practice;
- Deepening their focus on mental health, especially in light of the opioid epidemic. Providers will need to get better at tracking the intersection of drug use and maternal and infant health outcomes;
- Increasing their investment in data collection and evaluation;
- Helping their senior leaders (agency executives, policy makers, ecosystem influencers) better understand home visiting and its impacts. The goal here is to obtain greater buy-in;
- Assessing diversity, equity and inclusion within their organizations to understand how their institutional behavior and bias adversely impact infant and maternal health outcomes;
- Utilizing shared messaging and language or nomenclature; and
- Structuring consumer engagement in their work and decision making.

### **Values and Guiding Principles**

One of the keys to having a successful organization, especially a collaborative of multiple sector organizations, is to have a culture based on a strongly held and widely shared set of values and guiding principles that are supported by strategy and structure. Values display what is important to members and they can reveal the motivations behind purposeful action.

To begin building a culture based on shared values and guiding principles, the meeting attendees were asked to identify their most important personal and professional values. Then, they were asked to identify one value that the Collaborative should practice to ensure the vision of success would be achieved. Along with this value, they also indicated the behaviors associated with the value and how the value was important to the HV Collaborative.

In small groups of four to five participants, members provided the following values for consideration.

| <b>Value</b>   | <b>Behaviors or Actions</b>   | <b>Importance to the Collaborative</b>   | <b># of Small Group Mentions</b> |
|----------------|---|--|----------------------------------|
| Customer Focus | <ul style="list-style-type: none"> <li>▪ Be mindful of what is best for our clients without having a personal or organizational agenda</li> <li>▪ Be sensitive to the consumer</li> <li>▪ Demonstrate empathy and compassion</li> </ul>                                       | <ul style="list-style-type: none"> <li>▪ Provides a better solution for consumers and may improve retention and future referrals to friends</li> <li>▪ Foundation for why we serve families</li> </ul>   | 2                                |
| Racial Equity  | <ul style="list-style-type: none"> <li>▪ Utilize every avenue and resource available from each entity to address the needs of the target population</li> <li>▪ Keep data and statistics front and center</li> <li>▪ Ensure every decision is made through the lens</li> </ul> | <ul style="list-style-type: none"> <li>▪ Eliminates the known disparities that exist in the maternal/child health arena</li> <li>▪ Meets clients' needs and increases protective factors</li> <li>▪ Ensures quality</li> <li>▪ Supports the Collaborative's goals</li> </ul> | 2                                |
| Accountability | <ul style="list-style-type: none"> <li>▪ Establish mutually agreed upon ways to set goals, make decisions and develop practices and processes</li> <li>▪ Monitor progress and course correct, when necessary</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Helps all entities to shoulder the responsibility of the Collaborative's success</li> <li>▪ Builds trust and retention</li> <li>▪ Ensures quality improvement</li> </ul>  | 2                                |

| Value  | Behaviors or Actions   | Importance to the Collaborative   | # of Mentions |
|--|--|---|---------------|
| Dedication   | <ul style="list-style-type: none"> <li>▪ Demonstrate passion toward improving maternal/child health through empowering mothers to be the best version of themselves.</li> <li>▪ Show up, be engaged and participate; don't drop out and let others know your concerns</li> </ul> | <ul style="list-style-type: none"> <li>▪ Demonstrates to consumers that the Collaborative has their best interest at the heart of decision-making</li> </ul>  | 1             |
| Respect  | <ul style="list-style-type: none"> <li>▪ Be open to deep and active listening</li> <li>▪ Accept and receive feedback to improve the Collaborative and the services offered to clients</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Provides a platform to build upon</li> <li>▪ Recognizes and supports each entity's strengths</li> <li>▪ Encourages improvement of individual entities, as well as the Collaborative</li> </ul> | 1             |
| Trust  | <ul style="list-style-type: none"> <li>▪ Share information and referrals</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Strengthens relationships among Collaborative's members</li> <li>▪ Improves service coordination to benefit mothers and their children</li> </ul>  | 1             |
| Open & Transparent Communications                                | <ul style="list-style-type: none"> <li>▪ Be clear and explain without using acronyms</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Supports trust building</li> <li>▪ Ensures shared understanding and builds the Collaborative's knowledge base</li> </ul>   | 1             |
| Transparency   | <ul style="list-style-type: none"> <li>▪ Be "up front" about what is working and what is not working to encourage continued participation</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Establishes trust</li> <li>▪ Retains members</li> <li>▪ Leads to increased efficiency and possibly effectiveness</li> </ul>  | 1             |
| Openness to learning and willingness to share with organizations | <ul style="list-style-type: none"> <li>▪ Share updates with decision-makers</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Helps to create change in "home" organizations to further the impact</li> </ul>  | 1             |
| Sustainability   | <ul style="list-style-type: none"> <li>▪ Continue to serve families despite external pressures and circumstances</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Provides a basis for organizational integrity and the Collaborative's future</li> </ul>  | 1             |
| Teamwork   | <ul style="list-style-type: none"> <li>▪ Be willing to replace competition with coordination and collaboration</li> <li>▪ Dedicate time and resources to building partnerships that work</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Ensures structure, goals and strategies are aligned with a teamwork mentality</li> </ul>   | 1             |
| Vision Aligned   | <ul style="list-style-type: none"> <li>▪ Understand how goals and strategies lead to vision achievement</li> <li>▪ Connect the dots continually</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Preserves integrity</li> <li>▪ Ensures accountability</li> </ul>   | 1             |

These values will be reviewed at the upcoming convening with the desire of selecting the top five or six values to guide the Collaborative's efforts.

### Closing

Leah Moser closed the inaugural convening by thanking all the participants. The second convening will take place on February 10, 2020 from 9 am to 2 pm at the Harrison Education Center.