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## Introduction

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Help Me Grow Inland Empire (HMGIE) is a free resource that connects families and providers to community resources and information on child development. The Inland Empire, which includes Riverside and San Bernardino counties, is home to nearly 370,000 children ages birth through five.<sup>1</sup> **A projected 25% of children ages 0-5 are at risk of developmental delays.**<sup>2</sup> Many of these children come from families that are facing economic hardships and barriers that not only make it difficult to access early identification supports and developmental resources, but also pose challenges in getting connected to resources to support the overall health and well-being of their families. HMGIE is designed to address these issues by making developmental, social-emotional, and health screenings more available; supporting connections and navigation to resources; and strengthening the collaboration between systems and organizations to better support children and their families.

HMGIE was launched through a joint investment from First 5 San Bernardino and First 5 Riverside, in partnership with Loma Linda University Children's Health, which serves as the operating entity for HMGIE. After engaging in a planning phase between 2017-2019, HMGIE moved into the second phase of designing and testing a regional model in fiscal year 2019-2020.

The 2018-2020 Help Me Grow Inland Empire Community Progress Report provides:

1. An overview of the HMGIE model and how it builds on the national Help Me Grow model
2. A snapshot of the progress made through the design and pilot phases of HMGIE implementation
3. A picture of what lies ahead as HMGIE moves towards the expansion of services and of the partnership
4. An invitation to the community to join in the continued development of this important work

### Vision

All children achieve their full potential.

### Mission

To serve and connect all children and families in the Inland Empire with prevention and early intervention services.

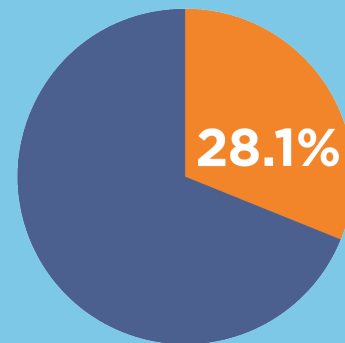
The report was informed by interviews with community partners, health care system partners, and families. They shared their expertise, perspectives and experiences to inform the ongoing development and refinement of the system. Their important insights are woven throughout this report.<sup>3</sup>

## The Need for Help Me Grow in the Inland Empire

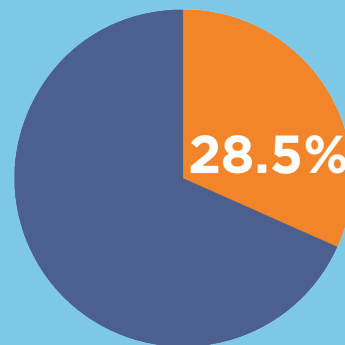
Identifying developmental delays *early* is critical to ensuring that a child receives the support they need to not fall behind their peers in school. Yet, there are many children who are not screened early enough to identify delays or receive appropriate interventions. We also know that the circumstances in which children are born and grow up, including large structural forces such as economics, institutions, and policies, strongly influence their health and well-being. Decades of research demonstrate inequities in children's wellbeing by race/ethnicity, parent education level, socioeconomic status, and other social characteristics.<sup>4</sup>

In addition, we know that there are certain risk factors associated with developmental delays, which include:

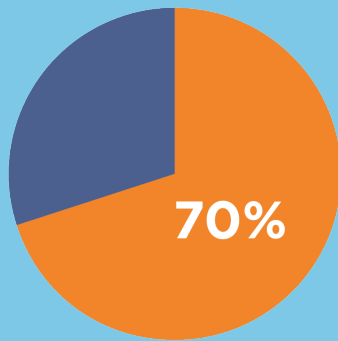
- Prematurity of less than 32 weeks or low birth weight
- Prenatal or other exposure to drugs, alcohol, or tobacco
- Poor nutrition or difficulties eating
- Children with an orthopedic, vision, or hearing impairment
- Exposure to lead-based paint



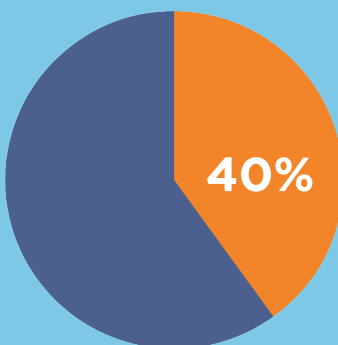
Children under the age of 6 in CA who are at moderate or high-risk for developmental, behavioral or social delays.<sup>4</sup>



Children in CA who receive timely developmental screenings.<sup>5</sup>



Children in CA with developmental delays that go undetected until kindergarten.<sup>7</sup>



Parents with children age 5 and younger who report having concerns about their child's physical, behavioral, or social development.<sup>8</sup>

Exposure to adverse childhood experiences (ACES), such as neglect and abuse,<sup>9</sup> is also a risk factor for developmental delays. Between 2011-2012, an estimated 65.5% of children in San Bernardino County and 63.9% of children in Riverside County who had been diagnosed with special health care needs had also experienced one or more adverse childhood experiences.<sup>10</sup>

Many of these risk factors are preventable and are also associated with access to adequate resources to support healthy development in children. In the Inland Empire, approximately 40% of families live in poverty, with the highest representation in Latino and African American families.<sup>11</sup> This puts a significant portion of the Inland Empire's 370,000 children ages 0-5 at risk for having developmental delays.

Through the planning phase, and continuing through the design phase of HMGIE, the need for accessible resources that support the health and development of young children and families *and* the need for resources to support families' basic needs has been clear. Specific to the region, families and community partners have voiced the need for the following:

- **Social, emotional, and other supports** directed towards the family members of children with **developmental concerns**
- More capacity and infrastructure within existing organizations for providing **effective referrals and conducting follow-up with families** to ensure their needs have been met
- **More services** where there is a lack of resources nearby, or a need for mobile services given the long distances that families might have to travel to access support
- **Stronger partnerships, coordination, and data sharing** across providers, organizations, and services across the region to reduce burden on families
- Advocacy training and **navigation support** for families so that they get connected to the services they need and do not get lost in the system
- **Transportation**, particularly for rural areas
- **Housing** stability for families to help with maintaining consistency in care and coordination
- More available and accessible **services for working families** with challenging schedules, and **families that are monolingual**



“Many of our families are not well connected to a physician and health plan...They are not always doing well child visits...Anytime a parent needs additional help to identify whatever problem they are experiencing with their child, they don’t know how to connect to physicians, and physicians might not see their role in identifying those concerns and making appropriate additional referrals.”

- **James Moses, Regional Director, Child Care Resource Center**

“If practices aren’t using these screening tools, they aren’t picking up some of the concerns that, if addressed early, can have a big impact on that child’s development and long-term trajectory.”

- **Dr. Chad Vercio, Riverside University Health System**

“There is some confusion with providers on who to send where, who is responsible for this, and who is responsible for that because there is overlap in many of the services available in the community.”

- **Dr. Catherine Tan, Pediatric Medical Director, Social Action Community Health System (SACHS)**

“More services are definitely needed. In some communities there is a scarcity of services and due to the layout of the Inland Empire, people need to drive a long distance to get to the next city.”

- **Verenice Torres, Health Educator and Rosalinda Nava, Health Education Manager, Inland Empire Health Plan**

“Transportation is a huge issue... even though most people live in relatively urban areas, there is so much rural area... Transportation is a thing we need to find a way around when public transportation doesn't work. Fifty percent of our callers do not have transportation, which is a humongous need if you are going to get families to treatment. There has to be transportation provided.”

- **Gary Madden, Executive Director, 211 San Bernardino County**

With the high rates of risk for developmental delays, and a lack of timely developmental screening for many children, there is a need for more systematic screening and appropriate service referrals to connect children with needed supports. Help Me Grow Inland Empire has an opportunity to ensure that all children across the region have access to developmental screenings and can get connected to the interventions they will need to succeed. Furthermore, many families struggle to meet their basic needs and to navigate other critical health and social services, in addition to needing support for their child's early development. This has led the HMGIE partners to focus on designing an approach that is more comprehensive, using key touchpoints with families to identify their broader needs and connect them to additional resources beyond developmental supports.

## Help Me Grow Inland Empire (HMGIE)

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Planning for Help Me Grow Inland Empire began in 2016 and the HMGIE pilot was

launched in targeted sites in fiscal year 2019-2020. HMGIE is built around the key components of the Help Me Grow National model, which began in 1998 in Hartford, Connecticut. Since that time, the model has been expanded to states around the country. In California, Help Me Grow systems are implemented at the county level.

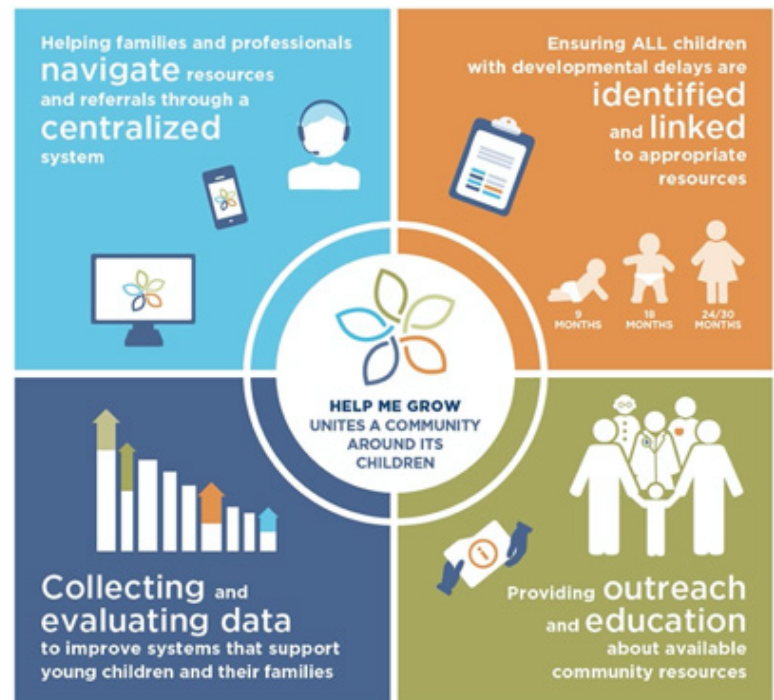


## History of HMGIE



Help Me Grow is not a program, but rather a system model that promotes cross-sector collaboration to build upon resources already in place and increase access to developmental screenings and to connect families to resources. The Help Me Grow National model includes the following four components:<sup>12</sup>

- 1. A Centralized Access Point** that helps families and professionals navigate resources and referrals.
- 2. Child Health Care Provider Outreach** that supports early detection and intervention and connects providers to community-based resources to support families.
- 3. Community and Family Outreach** that builds community understanding of what screening is and the importance of screening, and increases awareness of the system and the services it offers to families and community providers.
- 4. Data Collection and Analysis** that supports evaluation, helps identify system gaps, bolsters advocacy efforts, and guides quality improvement.



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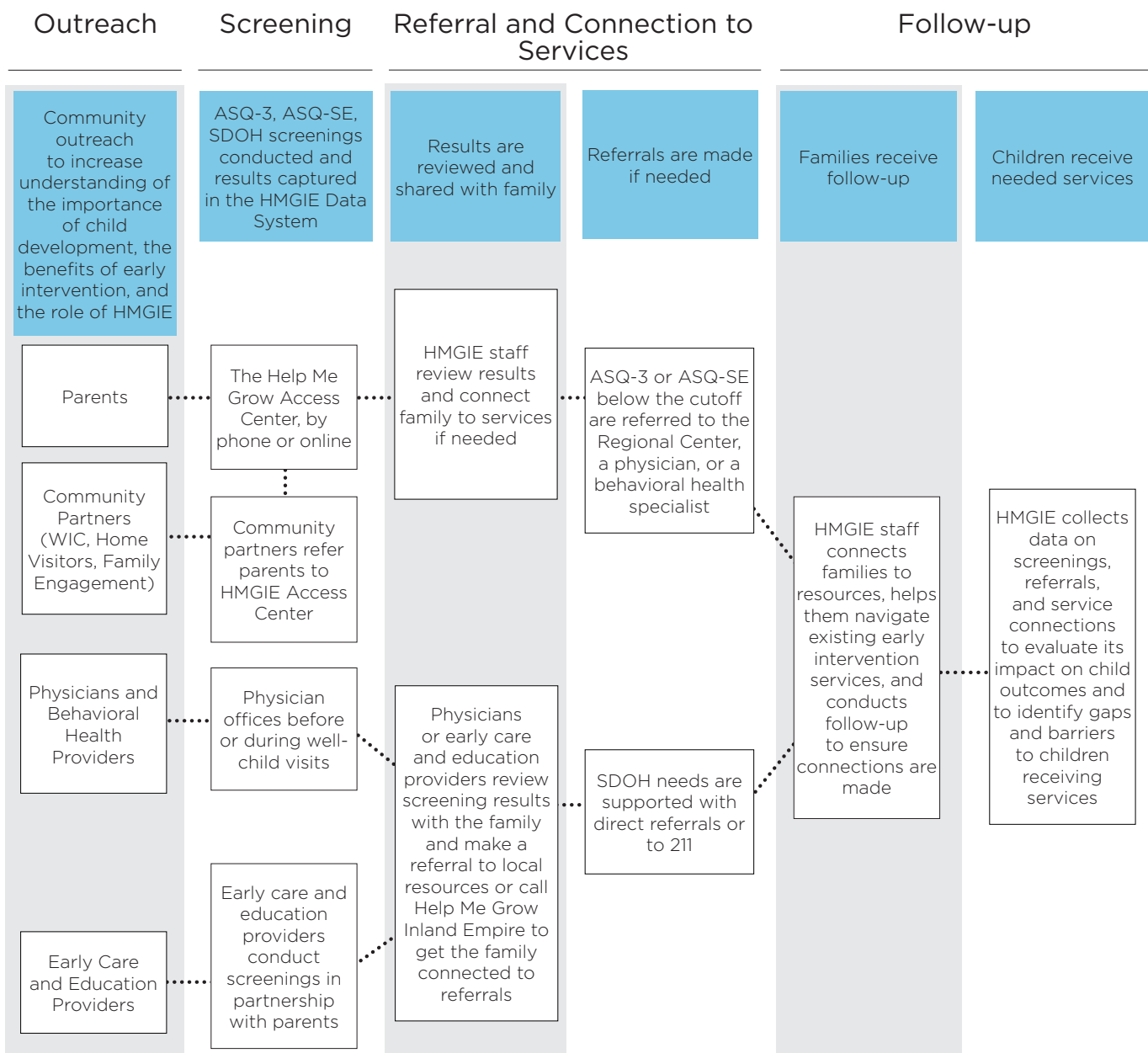


## The Inland Empire Help Me Grow Model

The HMGIE model is being designed using the key components of the Help Me Grow National model, community input gathered throughout the strategic planning process, local data, national best practice, and learning gained throughout the design and testing phases of the development of the system. From the early stages of development, there has been a strong emphasis on building a model for the Inland Empire that is inclusive of health care providers, early childhood educators, and other service providers; that builds on existing systems and services; and that is responsive to family needs.

The following captures the developing HMGIE service model and how a child and their family moves through a coordinated system of a pathway to services:

### Help Me Grow Inland Empire Pathway to Services





### Important Components of the HMGIE Model

In addition to being designed around the national model, the HMGIE leadership has placed a strong emphasis on the following:

**Partnerships:** HMGIE is an opportunity to build on the foundation of existing early intervention supports in each of the two counties, to strengthen the capacity of community partners to reach more children across the region, and to better coordinate within and across the counties. The Help Me Grow Inland Empire effort is based on the belief that greater impact will result from a collective impact approach. Since its inception, HMGIE has been working to bring in the voices and perspectives of cross-regional community partners to support the design, testing, and launch of HMGIE. This partnership-based approach is incorporating partners including behavioral health departments of both counties, Quality Start Riverside and Quality Start San Bernardino, Inland Empire Health Plan, county offices of education, 211, and many others.

**Linkages Between Health & Early Education:** Children spend most of their first years in the care of their families and early care providers. From the beginning, the HMGIE partners have designed the model with physicians and early education experts to ensure that early identification can happen easily through whatever door a family may have access to. Regardless of whether a child receives a screening in their doctor's office or in their preschool, they can be connected to resources through HMGIE.

**Integrating the Social Determinants of Health & Developmental Screenings:** HMGIE is one of the first Help Me Grow models in the nation to be built with a standardized Social Determinants of Health (SDOH) screening tool to identify health-related social needs, such as housing, food, transportation, employment, child care, and financial support for each child that comes through the system. This, in combination with the ASQ screening tools, more comprehensively addresses family needs that can impact a child's health, development, and well-being.

“HMGIE has the potential to ensure children are more prepared to be successful in school and in life, by improving screening rates and providing a reliable and accessible system of support with minimized obstacles and delays and maximized resources and services to intervene for young children and their families.”

**- Karen Scott, Executive Director,  
First 5 San Bernardino**

“The pediatricians I have talked to are very excited about HMGIE. They think it’s wonderful that they can just give their patient one number and someone will help the patient navigate the system, because they don’t have the resources to do that for them.”

**- Staci Scranton, Program  
Coordinator, Reach Out and  
Read - American Academy of  
Pediatrics Chapter 2**

“Our vision for this partnership is to foster a culture of collaboration and coordination to maximize resources and services for young children, and shore up other systems that support children and families by linkage and strategies to HMGIE.”

**- Tammi Graham, Executive  
Director, First 5 Riverside**



**Family Engagement:** Engaging families to ensure that the system is responsive to meet the needs of families and that family voices and experience are centered in the ongoing development of the system is a top priority.

HMGIE is committed to creating a community-driven system that aligns and builds upon existing resources to better leverage resources, leadership, and data across both counties; create stronger and more effective referral pathways; and ensure that there is no “wrong door” for families seeking support.

## HMGIE Accomplishments

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In May 2019, the Help Me Grow Inland Empire Strategic Plan 2019-2022 was completed with key partners from across the region, informed by research and expertise from across the country. The plan lays out the three-year roadmap for the design and launch of HMGIE with a phased approach:

- **Phase 1:** Learn and Define (2017-2019)
- **Phase 2:** Design, Test and Refine (2019-2020)
- **Phase 3:** Scale and Spread (2020-Beyond)

These phases are built around designing and testing the HMGIE model and building systems leadership and infrastructure to support it as a collective impact initiative. This report captures progress made during Phase 1 and Phase 2. It is important to note that during phase 2, the world was hit by the COVID-19 pandemic, which significantly impacted communities globally and locally in the Inland Empire. This crisis affected staffing and capacity, influenced how partners were operating in the field, and forced HMGIE to pivot away from traditional outreach strategies. Despite these environmental challenges, HMGIE was able to respond and move forward with the launch of the early stage pilot, as well as offer support as a virtual resource to partners who needed help connecting families with services. Key progress and accomplishments by HMGIE Strategic Goals are captured below:

### Goal 1: Community Awareness & Engagement

Community members understand the importance of child development, the benefits of early intervention and the role of Help Me Grow Inland Empire.

- Convened a community outreach committee to provide insights into existing pathways and communications with families
- Developed a communications plan with strategies for outreach and engagement
- Expanded the HMGIE website with parent and partner information
- Developed provider and parent outreach materials for pilot and launch

- Built a social media presence with resources and information for parents
- Produced newsletters for community stakeholders
- Partnered with the American Academy of Pediatrics on an outreach toolkit
- Coordinated with Riverside County Superintendent of Schools to promote HMGIE among Parent Teacher Associations (PTAs) and school leadership
- Partnered with 211 and the Inland Regional Center to coordinate family engagement and ensure that families accessing the call center receive coordinated support across system partners.

### **Goal 2: Early Identification & System Linkages**

Young children in the Inland Empire receive developmental screenings and are successfully connected to community services.

- Launched outreach to recruit physicians and educators to participate in pilot phase
- Provided training and office support to pilot staff
- Developed a process for referrals
- Designed and tested the system to ensure successful linkages are made
- Built capacity of the HMGIE Access Center to provide free Ages and Stages Questionnaire®-Third Edition (ASQ-3) and Social Determinants of Health (SDOH) screenings
- Partnered with Snowline Joint Unified School District to pilot screening of preschoolers and to promote SDOH screening among families

### **Goal 3: Central Access Point & Care Coordination**

Children are connected to early identification and intervention services through a centralized system of referrals and care coordination.

- Developed and implemented Access Center software to support call servicing Monday - Friday 8am - 5pm, and to receive messages after hours and on weekends
- Hired and trained two Care Coordination staff to support families with navigating screenings and referrals to services
- Launched Access Center at 1-888-HMGIE-16 (1-888-464-4316) in April 2020
- Responded to 37 inbound inquiries and served 30 families through the Care Coordination access point

#### **Goal 4: Data Collection & Analysis**

Stakeholders have accessible reliable and valid data to make informed decisions at both individual and systems levels to improve child and family outcomes.

- Built a technological solution that includes both the ASQ-3 and Social Determinants of Health (SDOH) screening tools for community-based physicians and early childhood educators
- Piloted the system solution in two pediatric clinics, Riverside University Health System and Social Action Community Health System in San Bernardino
- Identified key data indicators to be captured to measure services and impact
- Constructed electronic environment to record and report on key indicators based on Access Center activity

#### **Goal 5: Systems Alignment & Sustainability**

Services and resources are aligned for an effective and sustainable early childhood development system of care for young children.

- Increased collaboration across strategic partners including physicians; health care provider groups; and health, behavioral health, and education agencies. Building partnership with 211 for referrals
- Mapping system partners for outreach and referral coordination, and system sustainability
- Committed to five years of funding (FY 17-18 through FY 22-23) from First 5 San Bernardino and First 5 Riverside Commissions to support the design and launch of HMGIE
- Establishing partnerships and sustainability strategies

#### **Goals 6: Leadership & Governance**

There is an effective partnership model for the operation and governance of Help Me Grow Inland Empire as a collective impact initiative.

- Secured an operating entity, Loma Linda University Children's Health to lead the development and operation of HMGIE
- Formed a Design Team<sup>14</sup> with representation from First 5 Riverside, First 5 San Bernardino, and Loma Linda University Children's Health, with strategic consultation from VIVA Social Impact Partners
- Established a governance structure for the ongoing operation of HMGIE
- Developed an operational structure for HMGIE
- Expanding partnerships for future engagement in the governance structure

## Spotlight on the HMGIE Data Solution

This first pilot phase has largely included the development of the HMGIE data system. Both Ages and Stages Questionnaires®-Third Edition (ASQ-3) and Social Determinants of Health (SDOH) questionnaires have been created within the platform to be electronically distributed to parents/guardians and viewable across the shared platform, making the same information accessible to child/healthcare professionals involved in HMGIE. The data system was built to house:

1. Electronic ASQ-3 questionnaires and scoring
2. Electronic SDOH questionnaires
3. Wellness map that identifies community and health care resources

Building a data system with this level of capability to integrate across partners and the existing electronic health record system, EPIC, has required a team effort and substantial resources. EPIC is currently shared between Loma Linda University Children's Health, Riverside University Health System, and SAC Health System. Investing early on in this key infrastructure will allow HMGIE to be more responsive and effective with inbound requests, and to continuously evaluate the system to make sure it is working for community partners and families.

“The innovative aspects of the [data system] design [for HMGIE] using the EPIC platform includes providing a community-based, interoperable approach that allows an array of childcare professionals to both contribute and evaluate the developmental progress and social circumstances of participating children.”

- **Anna Finegan-Redell,**  
**Executive Director -**  
**Applications Services-IS,**  
**Loma Linda University Health**

“We all have a lot of information that we have access to. Some entities might have this data but it's so internal, nobody knows about it, it often doesn't go beyond the organization. When we start to look at this with larger county departments, school districts, nonprofits, and FRCs, as these partners come together, I am hoping we can see those connections and relationships build.”

- **James Moses, Regional**  
**Director, Child Care**  
**Resource Center**

“The idea of the hub, of one place to call—I saw on the Help Me Grow website that the call center is up now. We would love to see the evolution of this and see families come to this.”

**- Robin Ferguson, Program Manager - Early Start, Inland Regional Center**

“The missing link that HMGIE is looking to achieve is allowing any center to be that one-stop center, by connecting families to services simply because you are connected to this network.”

**- Jose Campos, Director - Parent Involvement & Community Outreach, Jurupa Unified School District**

“My experience so far is going very well with Help Me Grow. They have a very professional way to follow up [with families]. They are up to date on everything and following up on my case very well.”

**- Parent, HMGIE caller**

“What’s going to be great is once you get all that data coming in from the community and return that data back to the physicians. That will be huge. So, if the physician knows their patient had an issue and these are the services they received, they will be able to provide better comprehensive care for their patients.”

**- Dr. Catherine Tan, Pediatric Medical Director, Social Action Community Health System (SACHS)**







## Community Insights

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Through conversations with various community partners, providers, and families, HMGIE has learned much more about what is working well, what is challenging, and what could be improved to support families of children with developmental concerns. The following highlights some of the insights into the Inland Empire's existing early intervention landscape shared by system partners.

### What is working well

- Relationships and genuine care for families
- Building trust in the community
- Communication and collaboration with families
- Not just supporting children's developmental needs, but also families' emotional, social, and basic needs
- Collaboration with other community agencies and partners, and understanding of what services and supports exist
- Building parent capacity

### What is challenging and could be improved

- Finding enough services for families or limited staff capacity at these services
- Not having enough internal staff resources to allocate towards finding services for children and families and doing appropriate follow up
- Connecting families to services
- Communicating lots of information with families
- Limited understanding of what services are available and their real-time capacity for taking on new families
- Lack of coordination between agencies and providers
- Not all children are receiving regular well child visits where screenings can take place and/or not enough pediatricians are conducting screenings and having the resources to direct families where to go for supports

## Opportunities for strengthening the system

- More parent-centered tools for pediatricians to provide families during well-child visits
- More integration and coordination across systems that impact children, including school districts, early care providers, and pediatricians
- Simplified screening protocol that community partners can use to identify concerns and then direct families to HMGIE if appropriate
- More mobile and telehealth services to reach families in rural areas
- More capacity for conducting screenings so that there is widespread screening for all children
- Better referral process that can ensure more appropriate referrals made for families
- More community updates and ways for community partners to get involved

“For the kids with very mild developmental concerns, it is much harder to find resources to positively impact them.”

- Dr. Chad Vercio, Riverside University Health System

“I think that emotional help should be implemented a little bit more for all these children, or maybe even the adults too, because it is not an easy thing to carry—to understand why this is happening to them, the need for them to deal with this different way of life.”

- Parent, HMGIE caller

As HMGIE continues into its next pilot phase, these insights from partners will provide guidance and focus. A goal will be to build on these strengths and work with cross-system partners to address the challenges and opportunities.

## What's Next for HMGIE

Help Me Grow Inland Empire is being developed with innovation, learning, and partnership. With the first phase of piloting the prototype model complete, HMGIE has been deep in planning for the expansion into new communities. This work has involved incorporating data and learnings from Phase 2 into a plan for scaling and spreading to additional communities in Phase 3 during fiscal year 2020-2021. Going forward, the partners will be continuing to learn and test the model with those who are using the system, including both providers and families, to ensure that it is working for all.

### Strategy for Expansion

The next phase of growth for HMGIE will include the following priorities that are linked to both increasing services for children and families and building partnerships that support these services for the long term. Priorities include:

- Increasing awareness among families, providers, and the broader community
- Developing an expansion plan with targeted reach and financing requirements
- Identifying opportunities for increased cross-system coordination across initiatives and partnerships
- Seeking feedback from families and engaging them in the system refinement
- Testing and refining the system
- Developing sustainability and financing strategies with community partners
- Implementing an evaluation plan to capture progress and impact and to support continuous improvement
- Being responsive and nimble to support families as they navigate the current challenges brought on by the COVID-19 pandemic

### Priorities for Reach

During the strategic planning process a set of criteria was established for identifying communities to scale and spread the pilot. Help Me Grow considered the following important factors and criteria to identify geographic areas to expand the pilot into its next phase:

- *Demographics:* Population of children 0-5 and MediCal pediatric providers
- *Need & Risk-Factors:* Based on parental, perinatal, health, and socio-economic data
- *Existing Resources & Infrastructure:* Communities with existing partners for outreach, screening, services, and supports
- *Readiness & Willingness:* Community partners that are both ready and interested in partnering during this testing phase
- *Alignment Opportunities:* Communities where there are existing initiatives and agencies that strongly align with this model

An analysis of these factors led Help Me Grow Inland Empire to target the following six communities in fiscal year 2020-2021 for the next phase of expansion:

#### San Bernardino County

- San Bernardino (92410)
- San Bernardino (92404)
- Victorville (92395)

#### Riverside County

- Jurupa Valley/Rubidoux (92509)
- Desert Hot Springs (92240)
- Riverside (92507)

“If there is going to be no wrong door, it shouldn’t matter which agency touches a client, they should be able to get families connected to resources. That means there is going to need to be lots of education and training that needs to take place and agencies willing to do that.”

- **Gary Madden, Executive Director, 211 San Bernardino County**

“What is needed would be that we would have a data system where families can go to one place and see all the services they have received or are receiving and from whom—so sharing information in a more seamless way. That would be a great thing to strive for, to help these families.”

- **Edyth Gallardo, Program Manager - Early Start, Inland Regional Center**

HMGIE will conduct targeted outreach to both families and community providers in this area to expand services and to continue to test and expand the system. This will include ensuring that those who are screening and making referrals have the information and capacity to support screenings and to make referrals or to connect with the HMGIE Access Center. It also includes building partnerships with local referral sources to make sure that families are connected to both community-level resources and county-level agency supports. Families will receive follow-up to ensure they are connected to the services they need.



## Join Us in Building HMGIE

HMGIE's success in the Inland Empire is dependent on community partners coming together to improve the way we work together, to strengthen the connections to support healthy development in young children and to be able to catch concerns early to support them to achieve their full potential.

There are many opportunities to get involved with Help Me Grow Inland Empire in these next phases of scaling and spreading.

If you are a...

- Health care provider and want to learn more about developmental screening and partnering with Help Me Grow Inland Empire to support your patients
- Community partner and want to learn more about how to get connected with Help Me Grow Inland Empire and support families with screenings

Contact us at [info@HelpMeGrowIE.org](mailto:info@HelpMeGrowIE.org) or visit the website at [HelpMeGrowIE.org](http://HelpMeGrowIE.org) to join the mailing list for information on upcoming community meetings.

If you are a...

- Parent or caregiver and want to learn more about developmental screening or need support getting linked with resources in your community

Call **1-888-464-4316**

"We are excited to be in partnership. We see this as a way of improving our quality as a program and our staff sense of efficacy. With this partnership, our staff can come alongside the parent and say, 'Let's give HMG a call,' and sit with the parent on that phone call knowing that there is ongoing support from HMG. This partnership will help our staff not to feel overwhelmed with trying to solve problems that they don't have the resources to solve."

- **Patricia Kendrick, Program Administrator, Snowline Joint Unified School District**

"I am just so excited that it's coming to fruition, and to see where it will actually start making a difference for families is very exciting."

- **Staci Scranton, Program Coordinator, Reach Out and Read - American Academy of Pediatrics Chapter 2**

## Community Partner Interviewees

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*The following community partners were interviewed to inform this community progress report.*

- Anna Finegan-Redell, Executive Director - Applications Services-IS, Loma Linda University Health
- Catherine Tan, MD, Pediatric Medical Director, Social Action Community Health System (SACHS)
- Chad Vercio, MD, Riverside University Health System
- Edyth Gallardo, Program Manager - Early Start, Inland Regional Center
- Gary Madden, Executive Director, 211 San Bernardino County
- James Moses, Regional Director, Child Care Resource Center
- Jose Campos, Director - Parent Involvement & Community Outreach, Jurupa Unified School District
- Karen Scott, Executive Director, First 5 San Bernardino
- Patricia Kendrick, Program Administrator, Snowline Joint Unified School District
- Robin Ferguson, Program Manager - Early Start, Inland Regional Center
- Rosalinda Nava, Health Education Manager, Inland Empire Health Plan
- Staci Scranton, Program Coordinator - Reach Out and Read San Bernardino, American Academy of Pediatrics Southern California Chapter 2
- Tammi Graham, Executive Director, First 5 Riverside
- Verenice Torres, Health Educator, Inland Empire Health Plan

### **Help Me Grow Inland Empire Design Team Members 2019 - 2020**

- Brett Walls, Assistant Vice President, Loma Linda University Children's Hospital
- Cindy Faulkner, Operations Manager, First 5 San Bernardino
- Edward Emery, Contracts and Grants Analyst, First 5 Riverside
- Karen Scott, Executive Director, First 5 San Bernardino
- Marti Baum, MD, Loma Linda University Children's Hospital
- Piera Causley, Regional Manager - Resilient Families, First 5 Riverside
- Renee Jones, Staff Analyst II, First 5 San Bernardino
- Ronald Stewart, Help Me Grow Manager, Loma Linda University Children's Hospital
- Ronnie Robinson, Section Manager of Systems and Communication, First 5 San Bernardino
- Scott McGrath, Deputy Director of Systems and Impact, First 5 San Bernardino
- Tammi Graham, Executive Director, First 5 Riverside

### **Help Me Grow Inland Empire Staff**

- Ronald Stewart, HMGIE Manager
- Marti Baum, MD, Physician Champion
- Brett Walls, LLUCH Assistant Vice President
- Sandra Leal, Sr. Program Coordinator
- Erica Santamaria, Program Coordinator

### **Strategic Consultation & Facilitation, VIVA Social Impact Partners**

- Nicole O. Tanner, Managing Partner
- Laura Bowen, Communications Director
- Iris Elent, Consultant
- Santiago Ayón Facundo, Associate Consultant

## References

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14. With the design of the system developed, this Design Team has evolved into a Steering Committee to provide leadership and strategic direction for the HMGIE system

This report was prepared by

