



Strengthening the California Work Opportunity and Responsibility to Kids (CalWORKs) Home Visiting Program

Recommendations from the CalWORKs Home Visiting Program Continuous Quality Improvement Workgroup

November 1, 2023

Grace Guerrero Ramirez, Nickie Fung, Julia Lyskawa, Tressa Stapleton, Emily Metallic, and Myley Laurent

Strengthening the California Work Opportunity and Responsibility to Kids (CalWORKs) Home Visiting Program

Recommendations from the CalWORKs Home Visiting Program
Continuous Quality Improvement Workgroup

November 1, 2023

Grace Guerrero Ramirez, Nickie Fung, Julia Lyskawa, Tressa Stapleton, Emily Metallic,
and Myley Laurent

Submitted to:

California Department of Social Services
CalWORKs and Family Resilience Branch
744 P Street M.S. 8-8-139
Sacramento, CA 95814

Submitted by:

Mathematica
505 14th Street, Suite 800
Oakland, CA 94612-1475
Phone: (510) 830-3700
Fax: (510) 830-3701

Acknowledgments

The CalWORKs Home Visiting Program's Continuous Quality Improvement (HVP CQI) workgroup shared valuable insights on CalWORKs HVP assets, opportunities for improvement, and strategies to make home visiting services more accessible, equitable, and welcoming for families participating in CalWORKs. We appreciate the time, expertise, and contributions of workgroup participants, which included:

- **California State Assembly and Senate staff**
- **Representatives of county human services agencies:** Alameda, Fresno, Humboldt, Kern, Los Angeles, Sacramento, San Diego, San Luis Obispo, Santa Clara, Santa Cruz, Shasta, Sonoma, Tehama, and Tulare counties
- **CalWORKs eligibility workers:** San Mateo County
- **Home visitors with experience supporting families who participate in CalWORKs:** Kids First and Parenting Network
- **Family advocates:** Children Now and Lewis Advocacy
- **Representatives of local and state First 5 California:** San Diego, Alameda, Monterey, Orange, Sacramento, Placer, and Tulare
- **Home visiting program administrators:** Community Action Partnership of Kern, Cutler-Orosi Joint Unified School District, Early Head Start Home Visiting Program at Brighter Beginnings, Healthy Start Family Resource Center, Sacramento Child Abuse Prevention Center, Sacramento Nurse-Family Partnership, Social Advocates for Youth (SAY) San Diego, Tulare County PLAY home visiting program, Ventura County Adolescent Family Life Program, Ventura County Parents as Teachers/Cal-Learn program, and Woodlake Family Resource Center
- **Home visiting model advocates:** Nurse-Family Partnership and Parents-As-Teachers
- **HVP evaluation advisory workgroup:** University of California, San Francisco, Harder+Company, San Bernardino County, and Sacramento County

We thank the CalWORKs HVP partners whose insights and experiences informed this report, including CDSS CalWORKs HVP staff, advocates, and other partners.

Scott Baumgartner, Mindy Hu, Tara Strelevitz, and Joseph O'Brien of Mathematica supported activities that lay the foundation for this report, including designing and facilitating CalWORKs HVP CQI workgroup meetings. We also thank Effie Metropoulos, who edited this report, and Sharon Clark and Sheryl Friedlander, who provided production support.

Contents

Executive Summary	vi
I. Overview of CalWORKs Home Visiting Program and Workgroup on Continuous Quality Improvement	1
A. CalWORKs HVP	1
B. Motivation for creating the CalWORKs HVP	1
C. CalWORKs HVP CQI workgroup	2
D. CalWORKs HVP CQI Workgroup activities	3
II. What Does Implementation of the CalWORKs HVP Look Like?	5
A. What are the needs of families who participate in CalWORKs?	5
B. What does the evidence say about how home visiting models and the CalWORKs HVP affect children and families?	6
C. What are the implementation strengths of the CalWORKs HVP?	8
D. How could the CalWORKs HVP be improved?	8
III. How Could CDSS Move the CalWORKs HVP Forward?	10
IV. Conclusion	12
V. Strategy Snapshots	13
References	26

Exhibits

I.1 Statements describing challenges 4

II.1 Number of California counties using each evidence-based model..... 6

V.1 Strategy snapshot: Communication and outreach..... 13

V.2 Strategy snapshot: Tools to facilitate coordination 16

V.3 Strategy snapshot: Professional development and communities of
practice..... 19

V.4 Strategy snapshot: Building trust and enhancing equity 22

V.5 Challenges addressed by each strategy snapshot..... 25

Executive Summary

A. CalWORKs Home Visiting Program (HVP)

The California Department of Social Services (CDSS) supervises the California Work Opportunity and Responsibility to Kids (CalWORKs) Home Visiting Program (HVP). The CalWORKs HVP connects new parents with a nurse or other trained professional who regularly visits the family's home to offer guidance and connect them to health and social services. During fiscal year 2022–2023, 40 counties implemented an HVP.¹ Welfare and Institutions Code Sections 11330.6 through 11330.9, which established the CalWORKs HVP, required CDSS to create a workgroup of partners to support continuous quality improvement (CQI) for the CalWORKs HVP.

CDSS partnered with Mathematica to explore the use of whole-family approaches in the CalWORKs HVP and facilitate the workgroup's activities. The Mathematica team used information from document reviews, CalWORKs HVP CQI workgroup meetings, reflection sessions, and the CalWORKs HVP evaluation findings (Rienks et al. 2022) to develop this report. As part of the reflection sessions, Mathematica spoke with HVP partners such as CDSS CalWORKs HVP staff; advocates; legislative staff; staff at First 5 California; University of California, San Francisco staff who evaluated the CalWORKs HVP; and CDSS executive leadership. This report highlights work the CalWORKs HVP CQI workgroup completed in 2022 and its recommendations to strengthen the CalWORKs HVP. The report:

- Provides an overview of the CalWORKs HVP and describes the CalWORKs HVP CQI workgroup, including an overview of meeting topics and activities
- Discusses the needs of families who participate in the CalWORKs HVP and how the program is implemented

Statute requires participation from the following partners:

- Legislative staff
 - Representatives of counties and county human services agencies
 - CalWORKs eligibility workers
 - Home visitors with experience supporting families participating in CalWORKs
 - Current or former CalWORKs participants
 - Advocates for families
 - Local and state First 5 California representatives
 - California Department of Health Care Services and Department of Public Health
 - Home visiting program administrators, program experts, and advocates
-

¹ In fiscal year 2023–2024, 41 counties will participate in the CalWORKs HVP.

- Summarizes program outcomes, strengths, and areas for improvement that emerged from the CalWORKs HVP evaluation and reflection sessions
- Outlines CalWORKs HVP CQI workgroup recommendations in light of current CalWORKs HVP implementation, strengths, and areas for improvement

B. CalWORKs HVP evaluation findings: implementation strengths and areas for improvement

Findings from the CalWORKs HVP evaluation suggest the program has helped improve parenting skills and knowledge, address the families' physical and mental health concerns, address their employment and education goals, and meet basic family needs (Rienks et al. 2022). The CalWORKs HVP evaluation revealed key strengths of the program's implementation, including trainings for home visitors, collaboration between counties and community partners, and counties' experience in implementing home visiting programs. The CalWORKs HVP evaluation, along with reflection sessions conducted by Mathematica, suggested opportunities for improving the current program, such as improving coordination between CalWORKs and county-level CalWORKs HVP staff, increasing flexibility of the CalWORKs HVP, improving CalWORKs HVP staff training, and supporting staff capacity.

C. CalWORKs HVP CQI workgroup activities

Following a "Plan, Do, Study, Act" method, the CalWORKs HVP CQI process is structured in cycles that align with the Request for County's Proposal's timeline, with CalWORKs HVP providing technical assistance to participating county home visiting programs biennially. Building on the CalWORKs HVP evaluation, CDSS has hosted five meetings of the CalWORKs HVP CQI workgroup (in December 2020, and March, May, July, and September 2022). The workgroup's activities drew on evaluation findings on CalWORKs HVP outcomes, strengths, and areas for improvement. Workgroup participants engaged in brainstorming meetings to discuss key challenges, potential strategies to address those challenges, and necessary steps to implement those strategies.

D. CalWORKs HVP CQI workgroup's recommendations

Mathematica summarized the workgroup's discussions and distilled recommendations into four topics: (1) communication and outreach, (2) tools to facilitate coordination, (3) professional development and communities of practice, and (4) building trust and enhancing equity. For each topic, Mathematica developed a short document or "strategy snapshot" that summarized the strategies associated with the topic. Each snapshot identified the challenges the strategies could help address, the policy changes that might be needed to implement the strategies, intended outcomes for the strategies, and possible next steps. Recommendations include:

1. **Communication and outreach.** The CalWORKs HVP CQI workgroup proposed strategies to improve families' engagement in CalWORKs HVP. This includes developing a comprehensive and clear communications approach for engaging families in ways that are culturally responsive, empathetic, and trauma informed.
2. **Tools to facilitate coordination.** Workgroup participants reported the need to improve coordination between CalWORKs HVP staff, counties, and partners. Stronger and centralized infrastructure, tools, and resources to support coordination would enable families to seamlessly access and navigate services.
3. **Professional development and communities of practice.** The workgroup highlighted a need to implement streamlined trainings for CalWORKs HVP staff, partners, and providers. Other suggestions included establishing learning collaboratives, communities of practice, or coalitions to share best practices, successes, and challenges among staff and partners.
4. **Building trust and enhancing equity.** The workgroup stressed the importance of enacting practices that enhance equity within the CalWORKs HVP and building trust between families participating in the CalWORKs HVP and the program. Practices to build trust and equity include meaningfully engaging families and community members in designing and implementing program improvements. Workgroup participants also suggested conducting equity trainings and monitoring equity in the CalWORKs HVP.

E. Conclusion

Throughout 2022, the CalWORKs HVP CQI workgroup identified and prioritized solutions to the most pressing challenges facing the CalWORKs HVP. Guided by CQI, the CalWORKs HVP can leverage the program's assets and lean on partnerships to make improvements that would benefit families and broaden the impact of the program. Workgroup participants bring valuable expertise and thought partnership but are restricted by factors outside their control, as acknowledged in the snapshots. Policies, funding, and collaboration play a significant role in helping programs actively participate in the CalWORKs HVP CQI workgroup, benefit from CQI, and strengthen implementation of the CalWORKs HVP. These program-level improvements can improve services and outcomes for families.

I. Overview of CalWORKs Home Visiting Program and Workgroup on Continuous Quality Improvement

A. CalWORKs HVP

The California Work Opportunity and Responsibility to Kids (CalWORKs) Home Visiting Program (HVP) is a voluntary program supervised by the California Department of Social Services (CDSS). During fiscal year 2022–2023, 40 counties implemented the CalWORKs HVP.² Welfare and Institutions Code Sections 11330.6 through 11330.9 authorized and established legal requirements for the CalWORKs HVP in 2018. The CalWORKs HVP aims to support positive health and well-being outcomes for pregnant and parenting people with low incomes—and their infants and young children—through evaluated or evidence-based home visiting models. The CalWORKs HVP connects pregnant and parenting individuals with a home visitor to offer guidance and connect them to health and social services. Home visitors are nurses, trained professionals, or certified professionals who regularly visit the family. Visits can be conducted in the home or at a location agreed upon by the parent or caretaker relative and the home visitor. The CalWORKs HVP expands future educational and economic opportunities of CalWORKs participants with the goal of disrupting the cycle of poverty (CDSS n.d.).

B. Motivation for creating the CalWORKs HVP

To develop insight into the motivation for creating the CalWORKs HVP, Mathematica led reflection sessions with CDSS CalWORKs HVP staff; advocates; legislative staff; staff at First 5 California; staff at the University of California, San Francisco who evaluated the CalWORKs HVP; and CDSS executive leaders. At these sessions, participants shared important insights into the program, including what is working well and what could be improved.

Before the CalWORKs HVP was launched, there were several opportunities for changing CalWORKs to make it more effective in improving families' well-being. In reflection sessions, CalWORKs HVP partners reported that families were not benefitting from the full array of services offered through CalWORKs; specifically, many families did not receive case management or mental health services. Although cash assistance was key to addressing basic needs, families lacked the social and emotional support they needed to promote positive family dynamics, child development, parenting skills, and mental health. Home visiting programs with an evidence-based approach represented an opportunity to provide supports that were missing from CalWORKs and address the unique challenges families participating in CalWORKs face.

² In fiscal year 2023–2024, 41 counties will participate in the CalWORKs HVP.

C. CalWORKs HVP CQI workgroup

CalWORKs HVP supports and promotes CQI to enhance policies, practices, and programming. CQI is an ongoing and cyclical process in which staff collect and use data to identify what is working well and what areas need improvement. Welfare and Institutions Code section 11330.8.(a) required CDSS to create and indefinitely maintain a workgroup of partners to provide CQI based on CalWORKs HVP data collected by CDSS, and to provide technical assistance to county home visiting programs every two years. CDSS is also tasked with convening partners to share challenges, lessons learned, and best practices. Partners include:

- Legislative staff
- Representatives of counties and county human services agencies
- CalWORKs eligibility workers
- Home visitors with experience supporting families participating in CalWORKs
- Current or former CalWORKs participants
- Advocates for families
- Local and state First 5 California representatives
- California Department of Health Care Services and Department of Public Health
- Home visiting program administrators, program experts, and advocates

First convened in 2020, the CalWORKs HVP CQI workgroup aims to draw on participants' areas of expertise and knowledge to advise the CalWORKs HVP team in identifying opportunities and making recommendations to improve the CalWORKs HVP. The CalWORKs HVP CQI process follows a Plan, Do, Study, Act method, which is a way to implement and test strategies and refine them in response to the testing. The CalWORKs HVP CQI model involves the following steps:

1. Identifying data
2. Analyzing data
3. Identifying performance measures and strategies
4. Acting on identified opportunities for growth

The CalWORKs HVP CQI process is structured in cycles that align with the Request for County Proposals timeline. During this time, CDSS and the CalWORKs HVP CQI workgroup evaluated the CalWORKs HVP, identified strategies for improvement, and assessed progress toward program goals.

D. CalWORKs HVP CQI Workgroup activities

In 2022, CDSS submitted the CalWORKs HVP evaluation report (Rienks et al. 2022) to the California State Legislature. The evaluation describes the implementation of the CalWORKs HVP, measures specific to CalWORKs objectives, and outcomes for families who participated in the CalWORKs HVP. Building on the CalWORKs HVP evaluation, CDSS has hosted five meetings of the CalWORKs HVP CQI workgroup (in December 2020, and March, May, July, and September 2022). Mathematica, which has worked with CDSS since 2021 to explore the use of whole-family approaches in the CalWORKs HVP, facilitated the May, July, and September meetings. Workgroup participants engaged in brainstorming meetings to discuss key challenges, potential strategies to address those challenges, and necessary steps to implement the strategies. A summary of each meeting follows. Appendix A provides more details about the meetings.

- In the December 2020 meeting, CDSS discussed preliminary findings from the CalWORKs HVP evaluation, including key opportunities for growth identified by CalWORKs HVP clients, county leadership and staff, and CalWORKs HVP staff. CDSS discussed two areas for improvement: (1) families' awareness of the CalWORKs HVP and (2) barriers limiting families' participation in the CalWORKs HVP.
- In the March 2022 meeting, which included county-level partners,³ the workgroup focused on identifying core challenges related to the two areas for improvement described above. Informed by workgroup participants' perceptions of key implementation challenges, the Mathematica team generated six statements designed to describe and define the scope of these challenges in preparation for the second CalWORKs HVP CQI workgroup meeting.
- In the May 2022 meeting, workgroup participants engaged in activities to refine statements about challenges and brainstormed the root causes and effects of the challenges. Overall, participants identified complex eligibility and enrollment criteria and the limited understanding among staff and families about CalWORKs HVP benefits as root causes of the program's challenges. [Exhibit I.1](#) lists the statements describing challenges.⁴
- In the July 2022 meeting, workgroup participants collaborated in small groups to develop three statements that reframed challenges into opportunities. Next, the groups brainstormed and prioritized solutions. Many breakout group participants

³ County participants included partners from county welfare departments, representatives from home visiting partner agencies, home visitor supervisors, home visitors, and home visiting families.

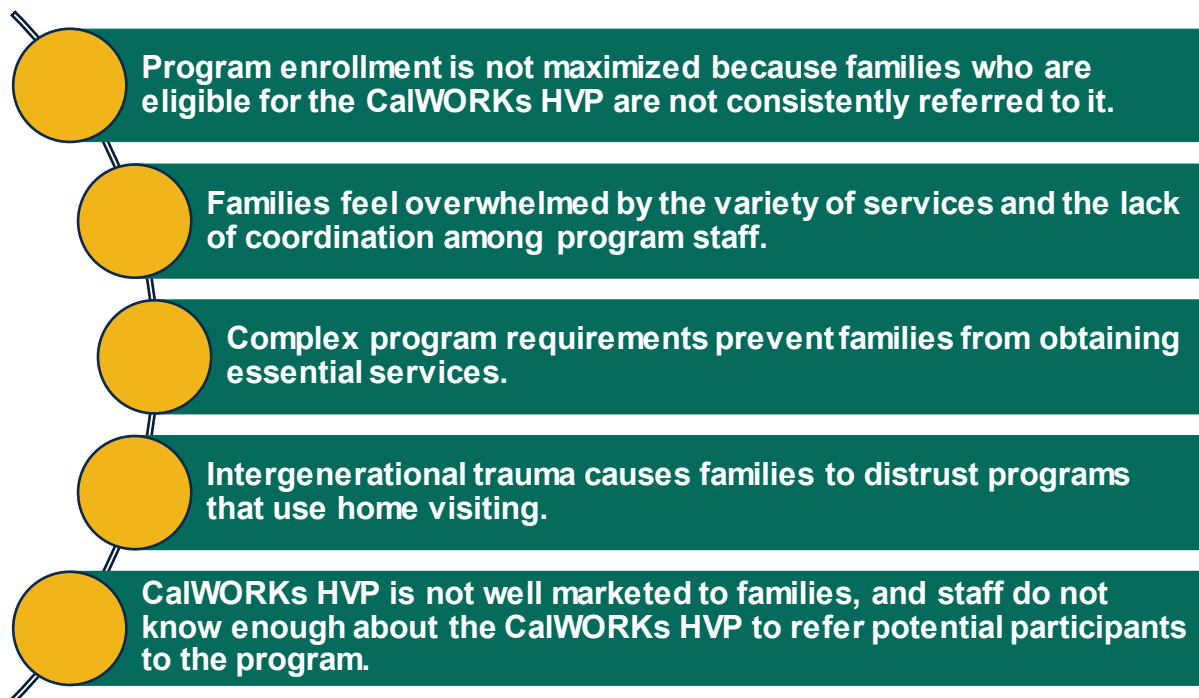
⁴ CDSS opted to focus on five of the six statements describing challenges. The sixth statement was: "Staffing challenges (for example, high turnover rates and uncompetitive salaries) can hinder referrals and timely service delivery." This statement was removed because solving the problem would require additional funding, which was not considered feasible at the time.

suggested changing the program's approach to outreach and marketing and improving coordination between state- and county-level staff.

- After the July meeting, Mathematica summarized the workgroup's discussions and distilled recommendations into four topics: (1) communication and outreach, (2) tools to facilitate coordination, (3) professional development and communities of practice, and (4) building trust and enhancing equity. For each topic, Mathematica created strategy snapshots, which are short documents that summarized the strategies associated with the topic. During the last meeting in September 2022, workgroup participants reviewed and gave feedback on these snapshots. Mathematica later revised the snapshots in response to the feedback. The strategy snapshots are discussed in detail in [Chapter III](#) and [Chapter V](#).

The next chapter of this report discusses the implementation of the CalWORKs HVP, which helps to contextualize the workgroup's recommendations.

Exhibit I.1. Statements describing challenges



II. What Does Implementation of the CalWORKs HVP Look Like?

The CalWORKs HVP pairs pregnant and parenting individuals with a nurse, trained professional, or certified professional who provides guidance, coaching, access to prenatal and postnatal care, and other health and social services. CalWORKs HVP aims to support pregnant and parenting individuals with low incomes. CalWORKs participants with children younger than 24 months are eligible to enroll in the program. CalWORKs HVP primarily delivers services in the homes of pregnant and parenting individuals (or at another location identified by the individual), but the COVID-19 pandemic brought virtual service offerings to the program, which has given families more flexibility.

A. What are the needs of families who participate in CalWORKs?

The needs of families who participate in CalWORKs vary significantly. According to the aggregate data CDSS staff collect on service referral requests from HVP, common requests include referrals for basic needs such as food, housing, and material resources; mental health and domestic violence resources; early care and education; transportation supports; and infant nutrition. The data are consistent with the evidence from the evaluation of the CalWORKs HVP (Rienks et al. 2022), which indicated the most frequent referrals received by families were to food security resources, material goods, housing support, and mental health resources. Feedback from the CQI meeting with county partners emphasized housing instability as the most critical challenge faced by families who participate in CalWORKs. Several respondents in reflection sessions also highlighted the need for housing. Furthermore, about half of families in the CalWORKs HVP evaluation reported one or more housing concerns, and CalWORKs HVP staff reported homelessness as a significant barrier to effectively serving families.

As of June 2023, 40 of 58 California counties participate in the CalWORKs HVP.⁵ Counties have the option to select from any evaluated or evidence-based home visiting model approved by the Home Visiting Evidence of Effectiveness Review (HomVEE). Some counties implement more than one model ([Exhibit II.1](#)). County HVP programs partner with other county agencies and community-based organizations (CBOs) to refer families to the services they need. The CalWORKs HVP evaluation found successful collaborations involved “co-location of services, open communication, regularity of meetings, a network and database of contacts and relationships between the counties and their CBO partners, and sharing lessons learned and best practices” (Rienks et al. 2022).

⁵ In fiscal year 2023–2024, 41 counties will participate in the CalWORKs HVP.

Exhibit II.1. Number of California counties using each evidence-based model

HVP models	Number of counties using this model
Parents as Teachers	20
Healthy Families America	19
Nurse-Family Partnership	13
Early Head Start–Home Based option	8
Home Instruction for Parents of Preschool Youngsters	1

Sources: Rienks et al. 2022 and CalWORKs HVP.

Notes: Some counties use more than one model. The evaluation gathered this data from 44 counties that have implemented the CalWORKs HVP starting in 2019. In fiscal year 2023–2024, 41 counties will participate in the CalWORKs HVP. In 2022, following the release of the evaluation, one county adopted the Home Instruction for Parents of Preschool Youngsters model.

B. What does the evidence say about how home visiting models and the CalWORKs HVP affect children and families?

Research has demonstrated the potential impacts of high-quality home visiting on children and their families. HomVEE reviewed studies for more than 50 home visiting models, documenting the studies' implementation findings and associated outcomes (Sama Miller et al. 2019). HomVEE reports the impacts of various models in eight outcome domains:

1. Child health
2. Maternal health
3. Child development and school readiness
4. Reductions in child maltreatment
5. Reductions in juvenile delinquency, family violence, and crime
6. Positive parenting practices
7. Family economic self-sufficiency
8. Linkages and referrals

The CalWORKs HVP requires counties to implement evaluated or evidence-based models—those with evidence of favorable outcomes for families participating in each model. Of the five models implemented through the CalWORKs HVP (Early Head Start–Home Based Option [EHS–HBO], Healthy Families America [HFA], Nurse-Family Partnership [NFP], Parents as Teachers [PAT], and Home Instruction for Parents of Preschool Youngsters [HIPPY]), HomVEE identified favorable outcomes for each model in the evidence across several domains:

- **EHS–HBO** demonstrated favorable outcome measures for child development and school readiness, reductions in child maltreatment, positive parenting practices, family economic self-sufficiency, and linkages and referrals to other services (HHS 2020b).
- **HFA** demonstrated favorable outcomes in all eight outcome domains (HHS 2020a).
- **NFP** demonstrated favorable outcomes in seven of eight outcome domains. The evidence did not measure outcomes for linkage and referrals (HHS 2019b).
- **PAT** demonstrated favorable outcomes in the domains of child development and school readiness, reductions in child maltreatment, positive parenting practices, and family economic self-sufficiency (HHS 2019a).
- **HIPPY** demonstrated favorable outcomes in the domains of child development and school readiness and positive parenting practices (HHS 2020c).

Appendix C provides more information on the dosage and duration of services for these evidence-based models.

The CalWORKs HVP evaluation shared valuable insights into how the program affected children and families (Rienks et al. 2022). The findings from the CalWORKs HVP evaluation reveal several positive impacts on family outcomes:

- **Improved parenting skills and knowledge.** Families reported better relationships with their children and more parenting skills and knowledge. As a result of CalWORKs HVP, parents gained positive behavior management skills, increased their understanding of developmental milestones, and developed strategies to communicate with their children.
- **Addressing physical and mental health concerns.** Most parents with concerns about their own or their family's well-being reported that CalWORKs HVP helped them with referrals to food assistance and mental health services. Families also reported CalWORKs HVP helped address concerns about physical health and domestic violence.
- **Addressing employment and education goals.** Parents who expressed an intention to look for a job, learn job skills, or complete a certificate or degree reported receiving services through CalWORKs HVP to help them find a job, develop job skills, or enroll in a class or training.
- **Meeting basic family needs.** CalWORKs HVP provided material support to families and helped them meet basic needs by referring them to services. Families appreciated the assistance they received from their home visitor and other referral services, such as support for behavioral health and transportation, help navigating adult education, supplies to care for their child, food security resources, and housing services.

C. What are the implementation strengths of the CalWORKs HVP?

The CalWORKs HVP evaluation (Rienks et al. 2022) identified key strengths of the program's implementation.

- **Home visitors found trainings helpful.** Trainings discussed model fidelity and implementation of curricula, motivational interviewing, self-care, trauma-informed care, cultural competency, and telehealth.
- **County leaders and home visitors identified collaboration between counties and community partners as a critical contributor to successful program implementation and sustainability.** However, these experiences varied by the size and characteristics of counties. For example, leaders in large and urban counties with more resources tended to speak more positively about collaborations and resources than leaders of smaller and rural counties.
- **Some counties brought experience implementing home visiting programs.** Counties that operated home visiting programs before the CalWORKs HVP said their experience—for example, having a management team familiar with home visiting—was an important support for implementation.

Reflection session participants commented on the essential supports the program offered during the COVID-19 pandemic. The CalWORKs HVP was nimble and adaptable, transitioning to telehealth models and connecting families with essential services. “It was a lifeline for people,” one session participant shared. Another respondent described how developmental screening rates plummeted for young families during the pandemic because parents could not take their children in for developmental screening. The CalWORKs HVP filled this gap and, as a result, CalWORKs HVP case data indicate that 91 percent of children in the CalWORKs HVP who were eligible for developmental screenings received at least one. The program's activities supported children's development at a time when these services were on hold for many children. Some respondents also highlighted the program's ability to give families comprehensive financial and material support.

D. How could the CalWORKs HVP be improved?

The CalWORKs HVP evaluation (Rienks et al. 2022) and the reflection sessions revealed several opportunities for improving the current program.

- **Improving coordination between CalWORKs and county-level CalWORKs HVP staff.** County CalWORKs staff would benefit from more detailed information about the roles and responsibilities in the CalWORKs HVP. CalWORKs HVP staff would benefit from timely communication about eligibility requirements and a better understanding of the financial incentive offered to families who participate in CalWORKs.

- **Increasing flexibility of the CalWORKs HVP models and transparency about eligibility requirements.**⁶ Counties can explore ways to implement home visiting models with flexibility while ensuring fidelity to the model. Given the challenges associated with meeting eligibility requirements, it is important to improve communication and transparency between CalWORKs and CalWORKs HVP staff on families' eligibility. Reflection sessions also surfaced the need to expand eligibility criteria to address the needs of the whole household and extend the program beyond two years.
- **Holding ongoing training and staff learning collaboratives.** Home visitors highlighted the value of the trainings they received, but ongoing training was one of the highest priority needs for home visitors. Desired training topics ranged from targeted areas of families' needs, cultural competency, the impact of trauma, and CalWORKs and county-level operations. This theme also arose during reflection sessions, in which respondents emphasized the need to strengthen the workforce to promote trauma-informed and culturally responsive practice and address burnout.
- **Increasing staff capacity.** County leaders, home visitors, and service providers contended with staff capacity challenges that arose when implementing CalWORKs HVP. Several home visitors reported feelings of burnout and difficulty managing large caseloads, and capacity issues among referral service providers led to limited availability of resources and long wait times for families.

⁶ An individual is eligible to participate in the CalWORKs HVP if they are a CalWORKs participant; the parent or caretaking relative for a child-only case; or apparently eligible for CalWORKs aid. The individual must be pregnant or a parent or caretaker relative of a child younger than 24 months at the time of program enrollment (CDSS n.d.).

III. How Could CDSS Move the CalWORKs HVP Forward?

As reflection sessions and the evaluation findings suggest, CalWORKs HVP staff and families—and partners such as advocates in the home visiting space—see the value of the CalWORKs HVP in alleviating poverty, promoting families' well-being, and connecting them to essential services. The CalWORKs HVP CQI workgroup offered important insights about how to improve the program, which build on the strengths and opportunities that emerged in the reflection sessions and evaluation.

A. Recommendations of the CalWORKs HVP CQI workgroup

The CalWORKs HVP CQI workgroup brainstormed next steps CDSS could take in expanding or modifying the current CalWORKs HVP to improve program implementation and meet the needs of families. These recommendations are organized around the four strategy snapshots that reflect the workgroup's feedback: (1) communication and outreach; (2) tools to facilitate coordination; (3) professional development and communities of practice; and (4) building trust and enhancing equity. The strategy snapshots, which appear on [Chapter V](#), are working documents from the workgroup and are not a reflection of CDSS policy or guidance. Each strategy snapshot is summarized below.

Communication and outreach. The workgroup proposed strategies to improve family engagement in the CalWORKs HVP ([Exhibit V.1](#)). This includes developing a comprehensive and clear communications approach for engaging families in ways that are culturally responsive, empathetic, and trauma informed. For example, CDSS could train home visitors and county partners on how to present the program's message to families using simple and accessible outreach materials. The workgroup also suggested using a variety of media, including social and paid media, to share information about HVP services. Integrating testimonials from families who participate in the CalWORKs HVP in these engagement approaches could help build families' trust in the program. As trusted community members, community health workers and *promotores*⁷ could help engage families and share information about the CalWORKs HVP. In reflection sessions, participants suggested that more start-up funds will be needed to support outreach and marketing.

Tools to facilitate coordination. Workgroup participants recognized a need to improve coordination between CalWORKs HVP staff, counties, and partners ([Exhibit V.2](#)). It is notable that the evaluation revealed coordination and collaboration to be both strengths and opportunities for improvement within the CalWORKs HVP. Workgroup participants expressed interest in stronger and centralized infrastructure, tools, and resources to support coordination, which would enable families to seamlessly access and navigate services. Participants also said there are opportunities to improve data systems,

⁷ Promotores are community health workers who work in Spanish-speaking, Hispanic, and Latino communities.

including the measurement, collection, and sharing of data. For example, access to real-time information about the number of HVP slots available would help providers connect families to the CalWORKs HVP without first needing to confirm with CalWORKs HVP staff whether slots were available.

Professional development and communities of practice. The workgroup highlighted a need to streamline trainings across agencies, which could be tailored at the county level based on unique program needs ([Exhibit V.3](#)). Training topics could include family engagement approaches, referrals, family mental health, domestic violence, and staff well-being. Other suggestions included establishing learning collaboratives, communities of practice, or coalitions so staff and partners could share best practices, successes, and challenges. Workgroup and reflection session participants raised the need for more coordination between state- and county-level CalWORKs staff and county partners by using a central data system for tracking, reporting, and communicating or creating opportunities for staff and partners to meet regularly and share success stories. Reflection session participants also noted that these opportunities can help counties do more to leverage different funding streams to implement their programs. A possible next step is to assess the professional development and training needs of staff.

Building trust and enhancing equity. The workgroup stressed the importance of building trust between families participating in the CalWORKs HVP and the program and enacting practices that enhance equity within the CalWORKs HVP ([Exhibit V.4](#)). Equitable practices are core to the strategies described above. Practices to build trust and equity include meaningfully engaging families and community members in designing and implementing program improvements.

To promote authentic community engagement, CDSS might consider convening a parent advisory council to ensure providers regularly consult families about program improvements and policy changes. For example, workgroup participants raised the need to improve the intake process to be sensitive and responsive to families' experiences of trauma. As noted, building trust with families involves engaging with trusted community members and families participating in the CalWORKs HVP who could promote the program with the broader community.

Workgroup participants suggested conducting ongoing, annual, or quarterly trainings about implicit bias, systemic violence experienced by families, and culturally appropriate practices as part of staff's continuous education. To explore systemic inequities, the CalWORKs HVP can implement tools, mechanisms, and data-driven practices to assess families' access to services, identify any disparities, and evaluate practices, policies, and procedures with an equity perspective. Finally, CDSS could launch an initiative to train and hire graduates of the CalWORKs HVP as home visitors and ensure the hiring process is equitable.

IV. Conclusion

Throughout 2022, the CalWORKs HVP CQI workgroup brainstormed and prioritized solutions to the most pressing challenges facing the CalWORKs HVP. For each solution considered, workgroup participants stressed the importance of engaging families and partners in designing, planning, and implementing activities. At the same time, they recognized the need to ensure there is staff capacity and funding to carry out these activities. Workgroup participants highlighted opportunities for improvement and existing practices to build on, suggesting that current HVP implementers and their partners could already be implementing some of the strategies in the snapshots. Therefore, there may be promising opportunities to leverage partners' work to streamline implementation.

Guided by CQI approaches, the CalWORKs HVP can leverage the program's assets and lean on partnerships to make improvements that would benefit families and broaden the CalWORKs HVP's impact. This will take time and effort, which the CalWORKs HVP CQI workgroup has already dedicated. Workgroup participants bring valuable expertise and thought partnership but are restricted by factors outside their control, as acknowledged in the snapshots. Policies, funding, and collaboration play a significant role in helping programs actively participate in the CQI workgroup, benefit from CQI, and strengthen implementation. These program-level improvements can improve services and outcomes for families.

V. Strategy Snapshots

The following strategy snapshots are working documents from the CalWORKs HVP CQI workgroup and are not a reflection of CDSS policy or guidance.

Exhibit V.1. Strategy snapshot: Communication and outreach

The CalWORKs HVP CQI workgroup participants identified the need to improve the program's communication and outreach. Strategies for carrying this out could potentially include:

- Create elevator pitches on the program's benefits that providers and county staff can use when speaking to partners or eligible families.
- Create a brochure for families with information about CalWORKs HVP and simple enrollment instructions.
- Create a radio PSA on CalWORKs HVP service offerings.
- Create county-specific newsletters to share CalWORKs HVP success stories.
- Create videos for the office lobby with testimonials from past CalWORKs HVP participants.
- Create a billboard for CalWORKs HVP and advertising on the back of buses.
- Hold regular trainings for all staff on eligibility requirements, program benefits, service offerings, and enrollment procedures—especially when there is high staff turnover.
- Hold regular meetings between CalWORKs HVP staff and CalWORKs staff to improve communication.
- Partner with *promotores* and community health workers to spread word in the community about home visiting programs.
- Use social media such as tailored Facebook ads with testimonials from past participants to demonstrate how CalWORKs HVP supports families.
- Have staff participate in community outreach events.
- Use text message outreach with eligible families.
- Advertise CalWORKs HVP through media campaigns (at the state and county level) with testimonials from families.
- Advertise CalWORKs HVP on the hold line when families call County CDSS.
- Hold CalWORKs HVP tabling events at county facilities.

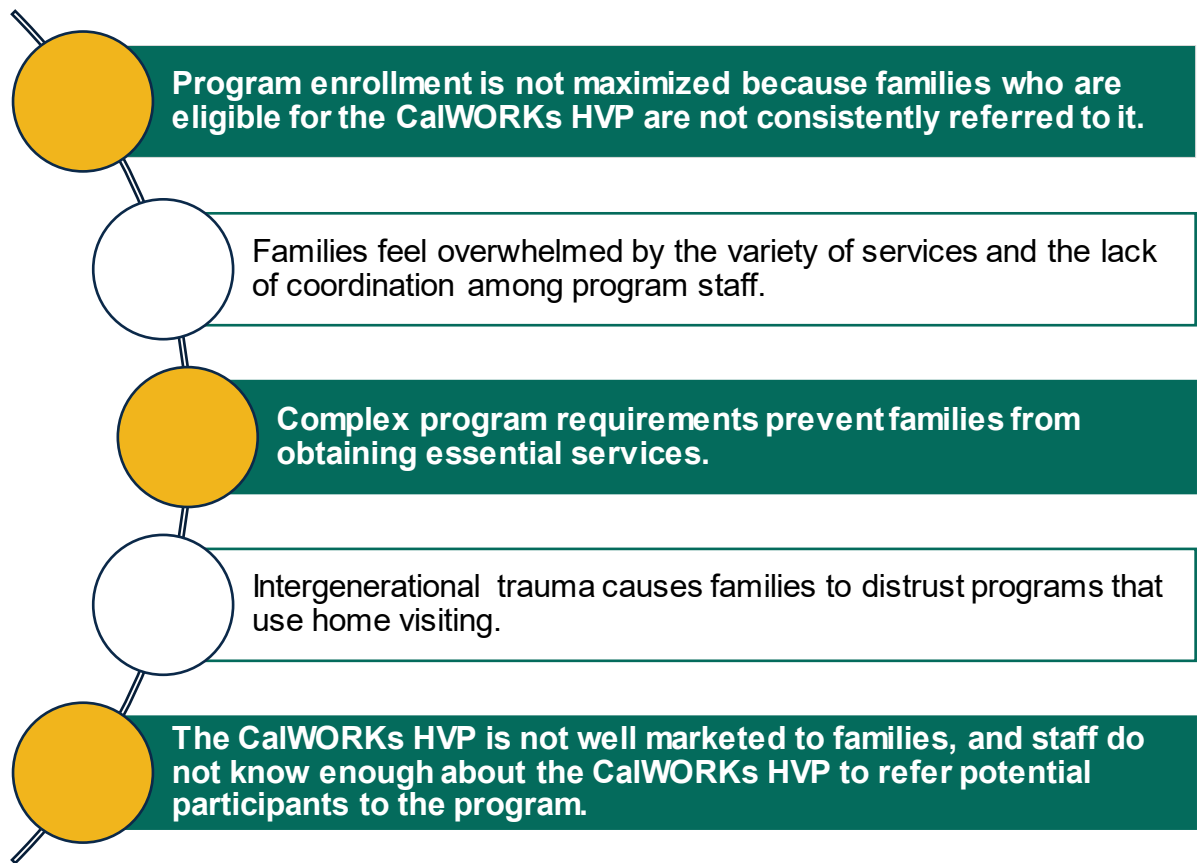
All program resources and communication and outreach materials should be:

- Simple, straightforward, and easy to understand
 - Client friendly
-

- Accessible language, including translations
- Visually appealing

What challenges could these strategies help address?

These strategies could help address three challenges identified by CalWORKs HVP CQI workgroup participants, which are bolded below:



What, if any, policy changes are needed to implement these strategies?

No policy change is needed to implement these strategies.

Strategies require legislative change	Strategies require changes to agency policy	Strategies could be implemented without legislative or agency-level policy changes
---------------------------------------	---	--

If strategies were implemented successfully, how would they benefit families who participate in CalWORKs?

- More awareness of the CalWORKs HVP would lead to more families enrolling in the program and obtaining essential services.
- Testimonials from past participants could build trust in the CalWORKs HVP.
- Inclusive, accessible marketing materials would deepen understanding of service offerings and requirements.

What are some possible next steps?

- Identify staff who are available to contribute to outreach.
 - Determine appropriate funding needed to support outreach.
 - Recruit families who had a positive experience with the CalWORKs HVP to help with outreach.
 - Create countywide marketing plans and use county marketing departments.
 - Ask families for input on outreach strategies.
 - Provide information about the CalWORKs HVP to community partners who work with potential participants, and include partners in outreach.
 - Consider the best way to communicate about the CalWORKs HVP to families so they understand all the benefits of participating.
 - Consider effective ways to identify families participating in CalWORKs who may already be receiving home visiting services through another program.
 - Consider ways to ensure buy-in and participation from local public health and human services agencies.
 - Decide on common language and program references that are universally applicable.
-

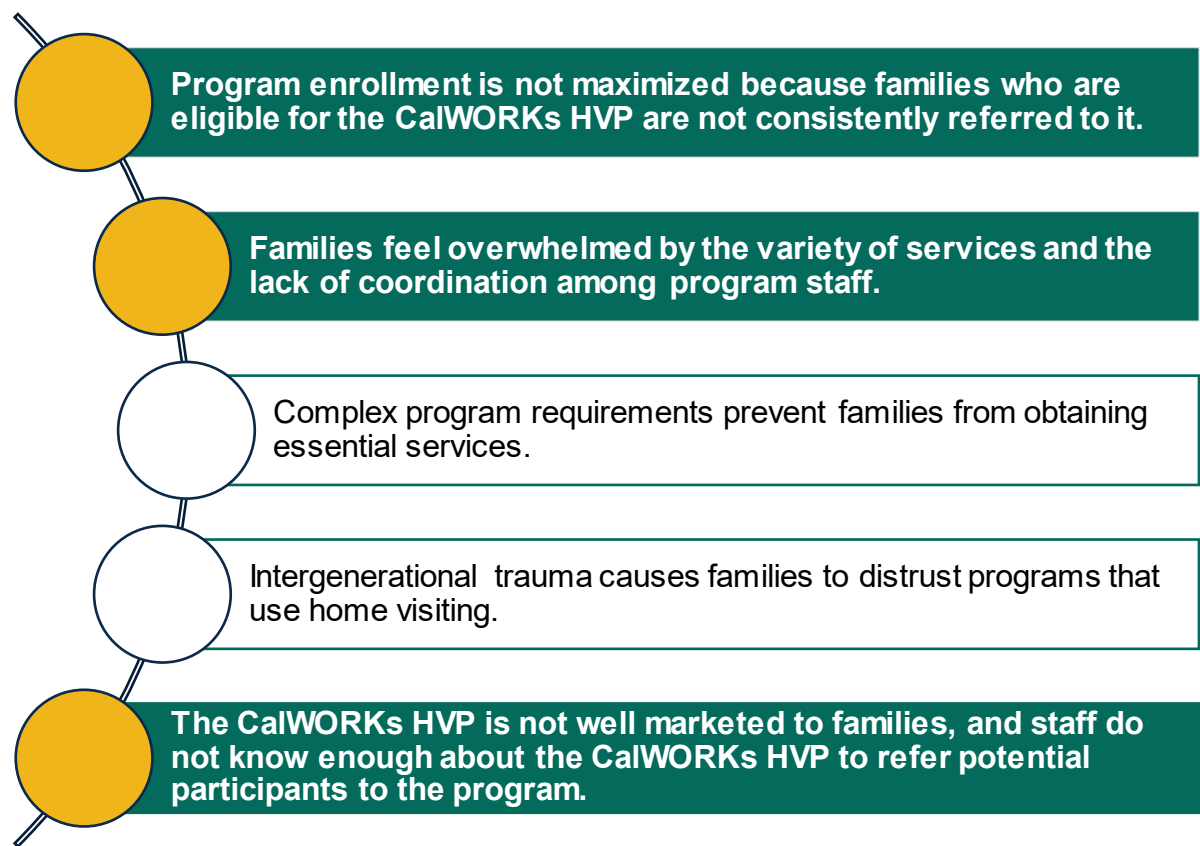
Exhibit V.2. Strategy snapshot: Tools to facilitate coordination

The CalWORKs HVP CQI workgroup participants identified the need to improve coordination between CalWORKs HVP staff, counties, and partners. Strategies for carrying this out could potentially include:

- Create an accessible, centralized platform to store, track, measure, and share data, which will include the following information:
 - The number of slots available to enroll new families into the CalWORKs HVP
 - Community resources available to families who participate in the CalWORKs HVP
 - CalWORKs list of families, which could be shared with public health departments for efficient referrals
- Co-locate staff and partners to increase collaboration and cross-system knowledge; consider how staff who work remotely can access the same supports as co-located staff.
- Give families the power to refer themselves to the CalWORKs HVP and express their interest in various services via electronic survey or text message.
- Create a process to identify families who participate in CalWORKs who may already be receiving home visiting services through another program.
- Create an effective way to reach families who began engaging with the CalWORKs HVP but withdrew from the program.
- Establish state data measures that align with the home visiting models to avoid overburdening partners with additional data collection. Identify common measures across all home visiting models. Avoid adding data points to the already-cumbersome existing report, HVP 19, which is a monthly report used to track CalWORKs HVP activities in counties.
- Revisit data collection points and how they are being used. Families spend their first visits completing forms for data collection instead of focusing on building rapport and determining needs. Ensure data being collected elsewhere (such as by the Family First Prevention Services Act or the Department of Health Care Services) are not also being collected by CalWORKs HVP staff.

What challenges could these strategies help address?

These strategies could help address three challenges identified by CalWORKs HVP CQI workgroup participants, which are bolded below:



What, if any, policy changes are needed to implement these strategies?

No policy change is needed to implement these strategies.

Strategies require legislative change	Strategies require changes to agency policy	Strategies could be implemented without legislative or agency-level policy changes
---------------------------------------	---	--

If strategies were implemented successfully, how would they benefit families who participate in CalWORKs?

- Raised awareness of available resources among staff working with eligible families will lead to more families enrolling in the program and obtaining essential services.

- Empowering families to self-refer leads to increased referrals and more self-determination.
- Sharing information between CalWORKs HVP and partner staff will lead to more referrals.
- Improved coordination among staff increases efficiency and alignment between service offerings.
- More information sharing between staff helps improve staff's knowledge of available services.

What are some possible next steps?

- Determine and provide guidance on how much extra effort staff would need to expend to improve coordination.
 - Determine funding needed to implement the strategies.
 - Create a platform for communication across all partners so those at the county and state levels are aware of happenings and trends in each other's work.
 - Train staff on the tools that will be used for collaboration.
 - Develop memoranda of understanding between entities to allow for data sharing, keeping HIPAA requirements in mind.
 - Develop universal release form for families to assist with data sharing in cross-entity data platform.
 - Hold meetings to increase buy-in and commitment to implement and build the coordination of services. Ensure the right people are at those meetings to remove silos.
 - Review all data currently being collected and pare down required data points.
-

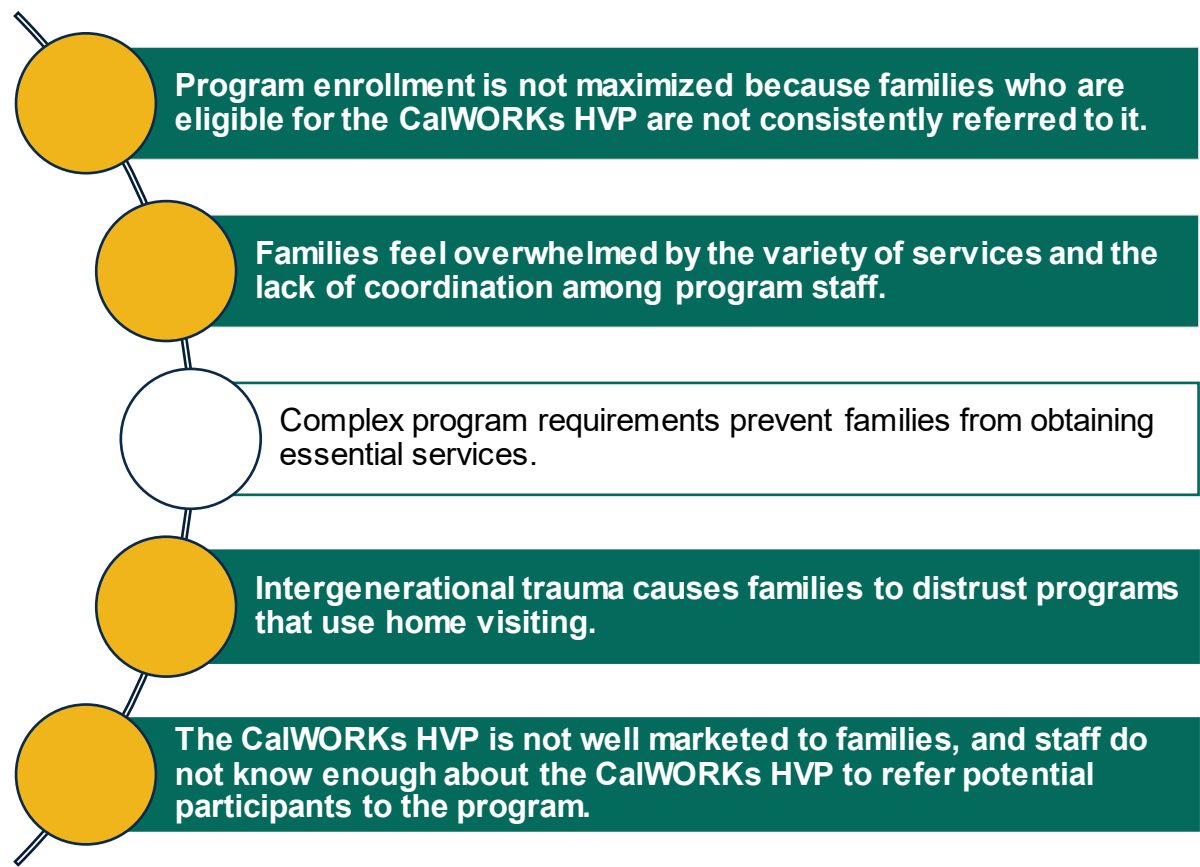
Exhibit V.3. Strategy snapshot: Professional development and communities of practice

The CalWORKs HVP CQI workgroup participants identified the need to improve professional development and communities of practice (CoPs) for the program. Strategies for carrying out this effort could potentially include:

- Create general state-level guidance on professional development and allow counties to tailor trainings to best meet the needs of their communities.
 - Deliver cross-department/cross-agency trainings and orientations.
 - Streamline training of all staff to create a shared understanding of program models and offerings.
 - If not already available, provide topic-specific resources and trainings for providers and CalWORKs staff on:
 - Building rapport with families
 - Facilitating referrals
 - Increasing knowledge of adverse childhood experiences and trauma-informed service delivery (such as the best ways to meet the needs of families with significant trauma who have trouble engaging in services)
 - Using a parent-centered approach to service delivery
 - Mental health and domestic violence
 - Early childhood mental health
 - Home visitor well-being
 - Establish a coalition to help community members and county staff better understand home visiting program availability and eligibility criteria.
 - Create a CoP with partners and providers to:
 - Share successes and challenges among program providers
 - Brainstorm solutions to common challenges
 - Share training opportunities widely and equitably with programs.
 - Hold monthly or quarterly meetings that include health and human services agencies to discuss strengths and barriers of the CalWORKs HVP and program updates.
 - Survey staff about professional development needs and experiences.
-

What challenges could these strategies help address?

These strategies could help address four challenges identified by CalWORKs HVP CQI workgroup participants, which are bolded below:



What, if any, policy changes are needed to implement these strategies?

No policy change is needed to implement these strategies.

Strategies require legislative change	Strategies require changes to agency policy	Strategies could be implemented without legislative or agency-level policy changes
---------------------------------------	---	--

If strategies were implemented successfully, how would they benefit families who participate in CalWORKs?

- More awareness of the CalWORKs HVP among staff working with eligible families would lead to more families enrolling in the program and obtaining essential services.
- Better trained staff could form stronger relationships with families, building families' trust in the CalWORKs HVP and increasing satisfaction with the CalWORKs HVP.
- Pain points would be identified through CoP calls, allowing staff to address challenges, improve coordination, and more effectively support families through the CalWORKs HVP.

What are some possible next steps?

- Identify available staff to facilitate trainings and coordinate CoP activities.
 - Determine funding needed to support professional development and CoP activities.
 - Ask counties and staff for input on professional development needs.
 - Establish training workgroups in all agencies.
 - Gather information on trainings and practices agencies are already using to find opportunities for collaboration.
 - Create a shared space for all staff to access best practices and materials generated from trainings and CoPs.
 - Create a training plan with listed deliverables and outcomes.
 - Have county department share training opportunities.
-

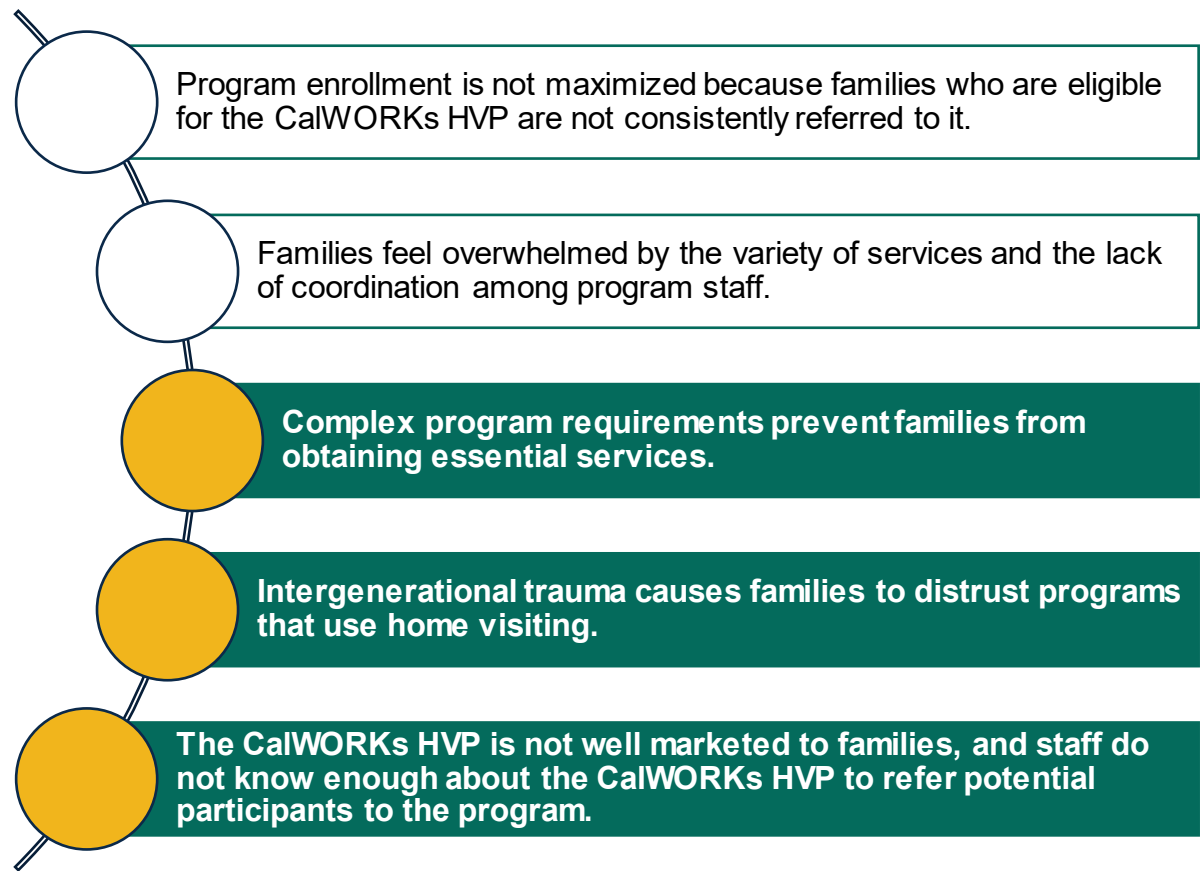
Exhibit V.4. Strategy snapshot: Building trust and enhancing equity

The CalWORKs HVP CQI workgroup participants cited the need to enact practices that enhance equity within the CalWORKs HVP and build trust between families participating in the CalWORKs HVP and the program itself. Strategies for carrying out this effort could potentially include:

- Ask families for input when designing program improvements.
 - Invite families to participate in meetings and give input on services, with CalWORKs HVP leaders potentially co-designing services with parent leaders.
 - Consult families on what steps are needed to build trust within the CalWORKs HVP.
 - Provide opportunities for families and community members to share ideas or feedback on what services and resources they want from the program.
 - Survey families and providers about perceived barriers related to current marketing.
 - Field surveys with families to identify common unmet needs.
 - Collaborate with community partners to hold listening sessions with families to build their trust.
 - Convene a family advisory board to listen and effectively respond to family needs and preferences.
 - Focus on reaching the people who are most impacted by system failures.
 - Use data to find disparities in enrollment and/or service delivery.
 - Engage with trusted community members:
 - To be the first line of communication about the CalWORKs HVP
 - To assist in developing and promoting outreach materials
 - Create a mechanism for entities to evaluate policies, procedures, and practices to make sure they do not perpetuate racism or other inequities.
 - Overhaul the CalWORKs HVP intake process to reduce trauma caused by collecting intake data.
 - Hire staff from the communities being supported, including family members who participated in the program.
 - Provide families in the CalWORKs HVP who promote the program and/or do outreach with credit toward their work participation hours requirement.
 - Train staff on historical and current harms families experience when engaging with public systems.
-

What challenges could these strategies help address?

These strategies could help address three challenges identified by CalWORKs HVP CQI workgroup participants, which are bolded below:



What, if any, policy changes are needed to implement these strategies?

No policy change is needed to implement these strategies.

Strategies require legislative change	Strategies require changes to agency policy	Strategies could be implemented without legislative or agency-level policy changes
---------------------------------------	---	--

If strategies were implemented successfully, how would they benefit families who participate in CalWORKs?

- More trust between CalWORKs HVP families and HVP staff would lead to deeper and sustained family engagement.

- Involving trusted community partners in marketing the CalWORKs HVP would lead to greater community awareness of the program, more families enrolling in the program, and more families obtaining essential services.
- Incorporating families' perspectives into the program's design ensures responsive and supportive services that better meet the needs of families who participate in the CalWORKs HVP.

What are some possible next steps?

- Develop a training approach for staff that will help them build trust and enhance equity, including training on implicit bias, reflective supervision, working with diverse populations, and promoting culturally appropriate practices.
- Consider hiring equity consultants to advise counties on implementing strategies.
- Develop plans for regularly collecting feedback from participants and communicating to participants, staff, and partners how that feedback was addressed and how it informed practice, if it did.
- Secure resources to compensate families who participate in the CalWORKs HVP for their time participating in program improvement activities, advisory boards, feedback surveys, focus groups, etc.
- Ensure all families participating in the CalWORKs HVP have convenient ways to engage with the program, considering geographic location, access to internet, access to devices, and the timing of services and activities. Ensure service delivery is consistent and equitable across communities.
- Explore opportunities to elevate the voices of families who participate in the CalWORKs HVP; for example, by creating a CalWORKs HVP parent advisory board or hiring graduates of the program. Consider asking the Office of Child Abuse Prevention's parent leadership program to share their lessons learned.
- Review hiring processes with an equity lens.

Exhibit 5 summarizes each strategy snapshot and the challenges they intend to address.

Exhibit V.5. Challenges addressed by each strategy snapshot

Statements describing challenges	Communication and outreach	Tools to facilitate coordination	Professional development and communities of practice	Building trust and enhancing equity
Program enrollment is not maximized because families who are eligible for the CalWORKs HVP are not consistently referred to it.	✓	✓	✓	
Families feel overwhelmed by the variety of services and the lack of coordination among program staff.		✓	✓	
Complex program requirements prevent families from obtaining essential services.	✓			✓
Intergenerational trauma causes families to distrust programs that use home visiting.			✓	✓
The CalWORKs HVP is not well marketed to families, and referral staff do not know enough about the CalWORKs HVP to refer potential participants to the program.	✓	✓	✓	✓

References

- Adams, G., and S. Gebrekristos. "Local Workforce Development Boards and Child Care." Urban Institute, August 2018.
https://www.urban.org/sites/default/files/publication/98850/local_workforce_development_boards_and_child_care_0.pdf.
- Ascend, Aspen Institute. "The 2Gen Approach." n.d.
<https://ascend.aspeninstitute.org/2gen-approach/>.
- California Department of Social Services. "CalWORKs Home Visiting Program." n.d.
<https://www.cdss.ca.gov/calworks-home-visiting-program>.
- Chase-Landsdale, P. Lindsay, and Jeanne Brooks-Gunn. "Two-Generation Programs in the Twenty-First Century." <https://www.ipr.northwestern.edu/documents/nu2gen-docs/Chase-Lansdale%20%20Brooks-Gunn%202014.%20Two%20generation%20programs%20in%20the%2021st%20century.pdf>.
- Crowne, S.S., D. Hegseth, Y. Yadatsu Ekyalongo, R.C. Cohen, E. Bultinck, M. Haas, S. Anderson, and M. Carter. "Findings from the First 5 California Home Visiting Workforce Study." Child Trends, 2021. https://cms.childtrends.org/wp-content/uploads/2021/02/F5CARReport_ChildTrends_March2021-1.pdf.
- Dodge, K.A., W.B. Goodman, R.A. Murphy, K. O'Donnell, J. Sato, and S. Guptill. "Implementation and Randomized Controlled Trial Evaluation of Universal Postnatal Nurse Home Visiting." *American Journal of Public Health*, vol. 104, suppl. 1, 2014, pp. S136–S143. doi: 10.2105/AJPH.2013.301361.
- Fung, N., J.F. Harding, E. Brown, K. Conroy, J. Holdbrook, G. Roemer, and M. Rankin. "Supporting Parents with Child Care During Training." Mathematica, 2021.
- Goodson, Barbara, Todd Grindal, Catherine Darrow, Margaret Gwaltney, Deborah Klein Walker, Brandy Wyant, and Cristofer Price. "Outcomes of Project LAUNCH: Cross-Site Evaluation Findings, Volume II." OPRE Report 2014-88. Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2014.
https://www.acf.hhs.gov/sites/default/files/documents/opre/launch_outcomes_report_12_29_14_final_508.pdf.
- Juniper, C., C.T. King, and A. Anderson. "CareerAdvance Implementation Study Findings Through FY 2017." Ray Marshall Center for the Study of Human Resources, University of Texas at Austin, LBJ School, 2018.
- National Association of Community Action Agencies–Community Action Partnership. "Cases of Integration: Community Action and Head Start." National Association of Community Action Agencies, 2018.
- National Human Services Assembly. "The Two-Generation Approach Framework. A Closer Look at State Implementation." National Human Services Assembly, 2016.
https://www.nationalassembly.org/wp-content/uploads/2018/05/2GenFramework_Sept2016.pdf.

- Quick, H., K. Manship, D. Parrish, S. Madsen, E. Lyman-Munt, J. Ernandes, D. Rojas, F. Helsel, C. Howes, and J. Youngok. "Evaluation of the First 5 LA Family Literacy Initiative: Final Evaluation Report." American Institutes for Research, 2011. <https://www.air.org/resource/evaluation-first-5-la-family-literacy-initiative-final-evaluation-report>.
- Rienks, J., L.S. Franck, L.L. Remy, R. Shiao, M. Clay, L. Kaseff, R. Mehra, J. Cervetto, D. de Veer, L. Broder, A. Das, J. Lang, and E. Schifsky. "CalWORKs Home Visiting Program Evaluation: Legislative Report." University of California, San Francisco and Resource Development Associates, 2022. <https://www.cdss.ca.gov/Portals/9/CalWORKs/HVP/CalWORKsHVPEvaluationReport.pdf?ver=2022-05-02-091824-407>.
- Sama-Miller, E., L. Akers, A. Mraz-Esposito, R. Coughlin, and M. Zukiewicz. "Home Visiting Evidence of Effectiveness Review: Executive Summary." OPRE Report #2019-93. Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2019. https://www.acf.hhs.gov/sites/default/files/documents/opre/homevee_effectiveness_executive_summary_dec_2019.pdf.
- Sama-Miller, Emily, Christine Ross, Teresa Eckrich Sommer, Scott Baumgartner, Lily Roberts, and P. Lindsay Chase-Lansdale. "Exploration of Integrated Approaches to Supporting Child Development and Improving Family Economic Security." OPRE Report # 2017-84. Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2017. https://www.acf.hhs.gov/sites/default/files/documents/opre/two_gen_final_report_final_clean_b508.pdf
- Shelton, E., C. Warren, and S. Gehrig. "NAZ 2016 Annual Report: Including Accomplishments Over Five Years as a Promise Neighborhood." Wilder Research, 2017. https://www.wilder.org/sites/default/files/imports/NAZ_2016_Annual_Report_3-17.pdf.
- U.S. Department of Health and Human Services, Administration for Children and Families. "Implementing Parents as Teachers." Washington, DC: HHS, ACF, 2019a. <https://homvee.acf.hhs.gov/implementation/Parents%20as%20Teachers%20%28PAT%29%C2%AE/Model%20Overview>.
- U.S. Department of Health and Human Services (HHS 2019b). Administration for Children and Families. "Implementing Nurse-Family Partnership (NFP)." Washington, DC: HHS, ACF, 2019b. [https://homvee.acf.hhs.gov/implementation/Nurse-Family%20Partnership%20\(NFP\)%C2%AE/Model%20Overview](https://homvee.acf.hhs.gov/implementation/Nurse-Family%20Partnership%20(NFP)%C2%AE/Model%20Overview).
- U.S. Department of Health and Human Services (HHS 2020a). Administration for Children and Families. "Healthy Families America (HFA)." HHS, ACF, 2020a. <https://homvee.acf.hhs.gov/effectiveness/Healthy%20Families%20America%20%28HFA%29%C2%AE/Model%20overview>.

U.S. Department of Health and Human Services (HHS 2020b). “Implementing Early Head Start Home-Based Option.” Administration for Children and Families, U.S. HHS. <https://homvee.acf.hhs.gov/implementation/Early%20Head%20Start%20Home-Based%20Option/Model%20overview>.

U.S. Department of Health and Human Services (HHS 2020c). “Home Instruction for Parents of Preschool Youngsters (HIPPY).” Administration for Children and Families, U.S. HHS. <https://homvee.acf.hhs.gov/effectiveness/Home%20Instruction%20for%20Parents%20of%20Preschool%20Youngsters%20%28HIPPY%29%C2%AE/In%20brief>.

Welfare and Institutions Code Division 9, Chapter 2 11330.6-1330.9, “CalWORKs Home Visiting Program.” Amended 2019. https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=WIC&division=9.&title=&part=3.&chapter=2.&article=3.4.

Mathematica Inc.

Our employee-owners work nationwide and around the world.

Find us at mathematica.org and edi-global.com.



Mathematica, Progress Together, and the “spotlight M” logo are registered trademarks of Mathematica Inc.