



WASHINGTON
COMMUNITIES
for CHILDREN

Early Childhood Comprehensive Services

Phase 2: Summary Report

Prepared by Greg Bloom, Rachel Hall, Chris Hwang,
and Jenny Nakata

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Introduction

Washington Communities for Children (WCFC) is a network of coalitions dedicated to improving the well-being of children, families, and communities. There are 10 WCFC Regions across the state who bring together community resources, regional expertise, and robust cross-sector relationships to improve systems and achieve measurable results. Seven state teams, called Learning Networks, meet regularly to build relationships, learn together, identify challenges, and test ideas. This framework is paralleled in all WCFC Regions and in many counties to ensure connectivity within and across early childhood systems.

WCFC received a sub-grant through the Washington State Department of Health's Early Childhood Comprehensive Systems (ECCS) program to develop strategies to identify local and culturally appropriate services and update resource and referral directories. In the ECCS program's first phase (2022), the Early Childhood Coalitions observed that each community had a range of already-existing sources of resource directory information that were of some value. However, they were not sufficiently comprehensive or reliable to meet the need for this information. Rather than pitting any one system against all others, the coalitions in the first phase's cohort – and the network at large – expressed interest in developing cooperative solutions that could align efforts among previously siloed systems.

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Between January and July 2023, WCFC, in partnership with [Open Referral](#), facilitated the second phase of the Resource Directory Strategy Pilot, including a cohort of four WCFC Regions, all serving small rural populations and families with children 0-3. Each cohort member designed and implemented a strategy to improve the supply of localized, sustainable resource directory information, for the purpose of building capacities for coordination of care across sectors and technologies, and to inform a more cohesive statewide system of resources for children, their families, and service organizations.

This phase successfully achieved our primary objective: each cohort member gathered local resource data that was shared with WithinReach, the state affiliate for Help Me Grow Washington. This data share helped to improved the quality of information available in the statewide family resource call center and ParentHelp123.org website.

At the same time, we **built capacities for ongoing local collaboration** and **developed shareable tools and processes** to enable these partnerships to be replicated and improved. Several cohort members **demonstrated that data maintained in one information system can be shared with other information systems** –bringing this community several steps closer to a vision of the future in which reliable information about the resources available to families in need can be found wherever people might happen to look for it: across many websites, call centers, mobile apps, community settings, etc. (See appendix: ECCS Phase 2 Success Spectrum)

This report summarizes the findings of this phase of action within and among each of our cohort members' coalitions. It also presents a set of recommendations for future development. The appendices collect a set of strategic briefs from each cohort member and collateral materials that reflect policies and other relevant outputs from these emergent initiatives.

Problem Summary: A Landscape of Fragmented Silos

For any initiative to support children and families – and to improve the health and well-being of our communities at large – it is critical to have reliable access to comprehensive information about the availability of health, human, and social services. However, this information constantly changes and is typically maintained ad hoc in redundant, fragmented, incompatible silos.

Among the Early Childhood Coalitions in Washington State, every community has experience developing and/or using various community resource directories, whether through call centers, web platforms, or Word documents maintained on a desktop. However, these have all previously been developed in isolation or even in competition with each other. With each new effort to collect this information, providers become more overwhelmed and less likely to spend time providing their own information to any given third party.

We know that one system is unlikely to meet all needs. Our communities are diverse, and many services that can help children and families are also part of other networks that share our goals but have unique requirements. We need capacities to cooperate among organizations and to sustainably produce resource data that can be shared across systems.

The emergence of resource data exchange standards –as developed by [the Open Referral initiative](#) and formally adopted by [the Alliance of Information and Referral Systems](#) –makes it possible for communities to approach this old problem with new strategies that leverage existing assets while escaping the historical patterns of competitive silo-ization.

Prompting Questions for Phase 2: How Might We Enable Cooperation?

- How might we design equitable and effective partnerships between local, regional, and statewide resource information and referral systems?
- If a local coalition wants to maintain its own resource directory information system, how can we ensure that the contents of this system can be effectively shared with statewide partners' systems and vice versa? What capacities are needed, locally and statewide, to enable mutually beneficial cooperation?
- What should be the terms through which responsibilities are delineated and shared between local and statewide partners?
- How might these partnership models support referral systems like Help Me Grow, 2-1-1, etc.?

Methodology: Participatory Action and Design

Between January and July 2023, building upon the conceptual foundation laid by Phase 1 of the ECCS program in 2022 (Appendix: ECCS Phase 1 Strategy Memos), WCFC convened a Resource Directory Strategy Pilot cohort of four WCFC Regions, serving small rural populations and families with children 0-3. The cohort included Peninsulas 2-1-1, Visions for Early Learning Regional Coalition (Grays Harbor, Mason, Thurston, Lewis, Pacific, and North Pacific counties), San Juan County, and Whatcom County. These communities worked with Open Referral to collect, curate, and share local resource directory information with WithinReach, the Washington State affiliate and organizing entity for Help Me Grow. The cohort included the Whatcom Early Learning Alliance, represented by the Whatcom Resource Information Collaborative (WRIC), which also played the role of mentor for other cohort members. The project team and cohort members were in regular dialogue with WithinReach throughout this process.

The cohort collectively affirmed a project scope, set objectives, and reviewed progress. (Appendix: Phase 2 ECCS Spectrum of Success) The project facilitator and program manager met one-on-one with each cohort member's leadership to support them through their own process of deliberation with stakeholders in their local communities, resource data collection, and collaboration for data exchange with WithinReach. This process began by articulating a shared set of minimal requirements, targeted outcomes, and success criteria for each cohort member's local strategy. We subsequently proceeded through preparation, action, and analysis. Our findings (see appendix) will be circulated among stakeholders and may serve as a precursor to a project charter in the next iteration of the WCFC-ECCS initiative.

Results: Outputs from Phase 2 Pilot Projects

In phase 2 of this ECCS project, the resource directory cohort designed and tested strategies to enable cooperation between local Early Childhood Coalitions and statewide partner WithinReach. Each cohort member collected resource data about local services for children and families and shared this data with WithinReach; in turn, WithinReach analyzed, ingested, and shared insights back with the local partners about the value and limitations of this resource data.

Through this process, we also produced a set of tools, policies, partnership criteria, and best practices that can be reused by other communities and built upon in the future to facilitate similar partnerships at larger scales.

Specifically, these efforts yielded:

Resource data about local child/family resources, gathered by local Coalition representatives and shared with WithinReach:

- **Visions for Early Learning Coalition**, which covers a region of five rural counties, focused support on partners in Grays Harbor, who collected various sheets, PDFs, and documents of local resources. They shared a total of 274 resources with WithinReach, of which 26 programs and services were added to WithinReach's dataset and made accessible through ParentHelp123.org. Most of these resources were local food and clothing services, tribal-focused supports, and local services for children with special health care needs. The Coalition intends to build upon this pilot by using Airtable, integrated with a Jotform survey, to gather standardized directory data from the 30-plus regional Early Childhood Coalition members. To date, 25 submissions have been received, with plans to resume resource collection in September 2023 when the members reconvene after the summer break. This secondary collection effort will include outside organizations' services and resources from the Grays Harbor College resource directory that serve child development and families, with the plan to again exchange data with WithinReach and 2-1-1.

- **Whatcom Resource Information Collaborative** maintains and manages about 700 resources across 212 organizations in their Airtable instance (a free online data management tool), which uses the Human Service Data Specification to standardize resource data for exchange among referral systems. Whatcom shared 314 resources from 207 organizations with WithinReach. While piloting a dedupe (SiloBuster) tool, the partners found that 3.4% of WithinReach’s resource organizations were already known to Whatcom, and 37% of Whatcom’s resource organizations were already known to WithinReach. WithinReach gained 130 new organizations and their associated resources from this instance of data exchange.
- **Peninsulas’ 2-1-1** covers a wide geographical area of services, including Kitsap, Jefferson, Pacific, Mason, and Grays Harbor (part of Visions for Early Learning domain). A query of Peninsulas’ resource records categorized under 2-1-1’s resource taxonomy that mapped to Help Me Grow Essential Services categories yielded 765 organization and location records representing 4,495 programs and services. SiloBuster identified only 88 organizations that overlapped with WithinReach’s data set. While additional analyses will be conducted to validate the overlapping records in Phase 3, collaborations across partners are already forming. Peninsulas’ 2-1-1 has offered partners at Visions and San Juan access to analytics (from logs of callers’ requests) related to child and family needs in this region to support community needs assessment and prioritization of future information gathering, policy-making, and funding decisions.

In each of these instances, the shared outputs can also be made available as open data that can be accessed simultaneously by any third-party referral system that might serve families in these communities. Furthermore, the tools (such as [the Open Referral Airtable template](#)) and processes (such as [a standardized style guide](#)) used to collect and structure this data are freely available for others to use. (See detailed partner goals and results in Appendix: Phase 2 ECCS Partner Results.)

... the ECCS project team developed new open-source tools ... that enable comparison of overlapping datasets by identifying matching records and segmenting unique records that can be readily exchanged from one system to another.

Tools and processes to exchange resource data between information stewards who maintain overlapping directories: In both Whatcom (via the Whatcom Resource Information Collaborative) and Peninsulas’ 2-1-1 (via WA 2-1-1), a local organization that manages a relatively large resource database agreed to work with WithinReach to identify records that were either managed redundantly across both systems, or were unique to the local system and potentially of value to WithinReach.

To facilitate the collaboration process among directory information stewards, the ECCS project team developed new open-source tools – known collectively as the SiloBuster – that enable comparison of overlapping datasets by identifying matching records and segmenting unique records that can be readily exchanged from one system to another. (See Appendix: SiloBuster Process). SiloBuster uses machine learning to accelerate a process of identifying matching records that can be deceptively difficult and laborious for humans (as organizations often have different names and services have ‘fuzzy’ boundaries that inhibit ‘apples-to-apples’ comparison at scale). The machine-learning process is ‘trained’ by subject matter experts (such as resource directory information managers at 2-1-1, WRIC, and WithinReach), who evaluate outputs and improve this process over time.

We estimate that cohort members each saved 2-3 workdays in time by using SiloBuster to identify matching records, compared with previous manual processes. This represents a potentially transformative breakthrough for the field of information-and-referral.

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See Appendix Z for a short video describing the SiloBuster process to verify, validate, and “merge” disparate resource records into accessible formats.

Taxonomic alignment between categorical schema used by primary resource directory managers: One of the most important and difficult aspects of resource information management is categorization: the same service might be described in different ways by different people for different (valid) purposes. Different resource directories may use different taxonomies; some may use none at all. Through this project – through collaboration among Peninsulas 2-1-1, 2-1-1 Washington, and WithinReach – we have produced an initial draft of a ‘map’ that aligns the 211 taxonomy with the set of “Essential Services” prioritized by Help Me Grow. (Appendix: Help Me Grow - 211 Taxonomy Map)

Sample taxonomy mapping featured on the next page of this report.



Sample Taxonomy Mapping

<u>HMG Essential Services</u>	<u>2-1-1 Taxonomy Code</u>	<u>2-1-1 Taxonomy Name</u>
Access to Baby & Child Dentistry	LL-3000.1450	Children's Hospitals
	LT-1750.1550	Cleft Lip/Palate Clinics
	LV-1600.6400	Pediatric Dentistry
Ages & Stages	LF-7000.6520	Pediatric Developmental Screening
Basic Food	NL-1900	EBT Card Services
	NL-6000.2000	Food Stamps/SNAP
	NL-6000.2000-220	Food Stamps/SNAP Applications
Behavioral and mental health	FC-8200.8100-500	Mental Health Courts
	LT-3470	Integrated Physical/Mental Health Services
	PH-2360.1500	Child Care Mental Health Consultation Programs
	RM-7000.1500	Child/Adolescent Residential Treatment Facilities
	RP-5000.5000	Mental Health Screening
	RP-6400.3300	Infant and Early Childhood Mental Health
	RR-5150	Mental Health Information/Education
	RR-5150.2500	General Mental Health Information/Education
	TH-2600.6500-650	Post Disaster Crisis Hotlines
	TH-2600.6500-750	Post Disaster Mental Health Expense Assistance
	PN-8100.0500	Addictions/Substance Use Disorder Support Groups
	PN-8100.0500-030	Adult Children of Alcoholics Support Groups
	PN-8100.0500-070	Alcohol Use Disorder Support Groups
PN-8100.0500-120	Codependents Support Groups	

This taxonomy mapping makes it easier to both identify relevant records for exchange among systems and to deliver relevant resource data to users across a diversity of contexts. It also enables new kinds of precision in reporting and analytics about the use of resource data (i.e., community needs) and the distribution of resources (i.e., community assets). **With further development and maintenance, this unanticipated output of collaboration among ECCS cohort members can be a valuable asset to facilitate cooperation across the entire sector.**

Implementation of website “whitelabeling” feature to enable customization and localization of a common web search infrastructure: Both 2-1-1 and WithinReach have recently deployed the Connect211 web search service, which has delivered new statewide websites for each organization. During this ECCS phase, San Juan decided to use [Connect211’s “whitelabeling” website service](#), through which WithinReach’s statewide website can be replicated and customized to reflect local partners’ branding and priorities. The San Juan website (expected to launch in early 2024) will provide local users with access to the same information available on ParentHelp123.org – but with local context to build trust and locally managed priorities to make it easier for users to immediately find specific services that are located in San Juan.

This website whitelabeling strategy can enhance the ability of local partners to present local websites that address local needs in such a way that complements rather than competes with statewide efforts to provide a general-purpose web interface for all Washington residents.

Criteria for effective partnerships that support and sustain these collaborations over time. In some communities, there isn’t the capacity or desire to maintain a comprehensive local resource directory – yet there may still be roles to play for local partners to provide input that supports a statewide partner’s data management effort and, in turn, receive tailored support that addresses local needs. Through this process, we have identified a set of partnership criteria that may be critical to ensure that such collaborations are equitable and effective over time.

Specifically, cohort members have concluded that *equitable and effective resource data management partnerships entail:*

1. Clear responsibilities around who is responsible for maintaining information about which specific services;
2. Tools that enable data to be effectively and efficiently shared for review and feedback;
3. Regular discussions – preferably in person, or at least in real-time – to assess these responsibilities and the results thereof;
4. On-demand ability to submit issues pertaining to data quality and unmet user needs, with established mechanisms to provide prompt feedback on these issues; and
5. The ability for one partner to freely access and creatively re-use data that is managed by another partner on their behalf.

Engagement with the entire WCFC network on these concepts and strategies.

Through regular office hours, the ECCS project team and cohort members presented our analysis and strategies to Early Childhood Coalition Leadership from across the state. During these conversations, we offered light support for the distributed development of similar strategies throughout the WCFC network.

Whatcom Resource Information Collaborative representatives also served a mentorship role, offering demonstrations, reference materials, and light technical support for other ELCs.

Response to this engagement has been uniformly positive. A couple of representative comments are included below:

“It is so exciting to see this [pilot] happening. Resource Data sharing has been a need for as long as I’ve been involved in this work! (almost 20 years)”

- Marilyn Gisser, DCYF, June 2, 2023, Office Hours

“I just want to express my gratitude for being invited to be part of this project, and to [the facilitation team] and for their time and expertise. It has been invaluable to San Juan for helping launch us onto this new path, learn a new lingo/ tools, and think about our process both now and in the future around data exchange and utilization.”

- Kristen Rezabek, San Juan County, June 29, 2023

Findings: Our Lessons Learned

Members of this cohort and the WCFC network at large provided positive feedback about the design and implementation of this participatory research initiative. By establishing a limited initial scope – focused upon specific kinds of services within an achievable boundary – cohort members reported confidence and satisfaction with their ability to focus and get things done in the face of a complex and, at times, overwhelming challenge. Local leaders outside this cohort also appreciated the opportunity to learn about these pilots as proof of concept.

Broadly, each cohort member tested one of two different partnership models. In one, a local Coalition (San Juan County and Visions for Early Learning) collected information about local children and family services within their specific region or community. They shared that data with WithinReach for inclusion and management in WithinReach’s statewide system. In the other model, a local resource directory information manager already maintained a relatively comprehensive resource directory (2-1-1 in Kitsap and the Whatcom Resource Information Collaborative) and identified a set of unique records within their comprehensive directory that would be relevant to children and families and therefore valuable to share with WithinReach for use in the statewide system.

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Local information can be managed locally and shared with a statewide partner. As demonstrated by the Whatcom Resource Information Collaborative (WRIC), communities can establish collectively owned capacities for managing resource information as a freely available public good. In this second phase of the ECCS project, Whatcom was joined by Peninsulas 211, which manages information about resources across the Olympic peninsula (and here represented Kitsap County). Both of these cohort members manage hundreds of resource records in a standardized [resource database](#) with a [website](#) and an open API (Application Programming Interface) that can provide access to this data for use by 3rd-party websites and applications. Each has established policies that spell out how information is managed, what resources can be included, and how decisions are made (see the [Whatcom Resource Data Utility Style Guide](#) and [Verification Process](#)).

In these instances, the local or regional organization can be considered a ‘peer’ of WithinReach, and their partnership can be viewed as an exchange between similar systems with shared goals. In this phase, we demonstrated that the technical process of this exchange begins by comparing the contents of each partner’s database to identify the records maintained by each or unique to one. We further compared categories used between systems –aligning the 2-1-1 Taxonomy with the list of Help Me Grow’s Essential Services provided by WR. Given this phase’s limited time and budget, cohort members identified and shared local records that were 1) unique and 2) relevant to HMG. In future exchanges, cohort partners hope to receive records uniquely maintained by WithinReach to improve the breadth of the local/regional directories. A more ambitious collaboration would address matching records, which each party maintains; this will entail more complicated technical and organizational processes, as record style and structure may vary between systems in ways that make the exchange more challenging –though also, potentially, more valuable.

Local information can be managed by a statewide partner on behalf of a local community. With sufficient capacity, a statewide or regional partner can assume responsibilities for managing local service information with support from local partners for resource identification, curation, and verification. In this cohort, San Juan and Visions for Early Learning provided reference points and local expertise to WithinReach in support of WithinReach’s internal process of resource data management. (Note: In the previous phase of the ECCS project, this partnership model was tested with a significant variation: in the North Central resource data partnership between Greater Columbia 2-1-1 and Action Health Partners, with support from the North Central Accountable Communities of Health (ACH), a local resource navigator was hired to augment the capacity for the statewide or regional referral partner to manage information about local services.)

As mentioned above, cohort members articulated a set of criteria for designing and evaluating such partnerships to ensure they are equitable and effective. These criteria are:

- Clear responsibilities around who is responsible for maintaining information about which specific services;
- Tools that enable data to be effectively and efficiently shared for review and feedback;
- Regular discussions – preferably in person, or at least in real-time – to assess these responsibilities and the results thereof;
- On-demand ability to submit issues about data quality and unmet user needs, with established mechanisms to provide prompt feedback on these issues; and
- The ability for one partner to freely access and creatively re-use data managed by another partner on their behalf.

Open Questions Moving Forward

- How should we structure the next iteration of this ECCS work? To what extent do other cohort members and Learning Network members want to formalize their work in the kind of Project Charter that Whatcom's Resource Information Collaborative has developed?
- What capacity do statewide partners need to be able to deliver data services in accordance with the critical criteria for equitable and effective partnerships as identified by cohort members (as listed on pages 6-7)?
- How can we better manage the taxonomic diversity of vocabularies used to describe services (i.e., taxonomies) for different users in different contexts –so that different taxonomies can be effectively used as complements to each other rather than competing schema?
- What tools and processes might make it easier for multiple partners with overlapping directories to collaborate in data management? How can we build upon the innovation developed in this project at cross-database record comparison and exchange?
- How does this work relate to Washington's emerging "Community Info Exchange" initiatives? How can we ensure that local and statewide resource information management systems complement – rather than compete with –such initiatives?
- What potential funding models can ensure resource data is reliably maintained and equitably shared?
- What role might funders and network institutions play in establishing accountable commitments from providers to provide updates about their own services?

Recommendations for Future Development

- **Support additional pilot projects** among members of this cohort and/or others who want to join. At least two kinds of prospective pilot scenarios have already been identified:
 - **Bi-lateral data exchange between local and statewide directory maintainers:**
 - At a minimum, the next ECCS pilot phase should entail the sharing of data on resources that are available statewide (to all WA residents), as currently maintained by a statewide partner, with a local partner in exchange for local data –ensuring mutual benefit between parties.
 - A more ambitious pilot would test collaboration around ‘matching records’ that are redundantly maintained between local and state partners –such that partners delineate responsibilities and establish processes for sharing data and feedback to reduce shared costs and improve shared data quality.
 - **Regionalization of local efforts to enable collaboration among multiple partners across neighboring counties** so that tools and resources can be shared where possible to maximize impact.
- **Develop tools and partnership materials to promote similar collaborations in the future.** Several such objectives can be achieved through collaboration in next-phase pilot projects:
 - **Expand upon ‘Silo-Buster’ tools** to enable ongoing collaboration and, ultimately, real-time federation of multiple data systems into a coordinated ‘system of systems.’
 - **Develop tools for managing redundant data** (as described above) so that resource directory maintainers who each manage records about the same services can assign responsibilities, share feedback, and resolve conflicts in data that is shared among multiple systems. This is significantly more challenging but would significantly increase the value of these partnerships.
 - **Formalize partnership models**, developing templatable partnership agreements, protocols, workflows, etc.
 - **Develop shared taxonomy mapping** to promote effective categorization and reporting across this complex network.
- **Build additional capacity and awareness within the WCFC network.**
 - Share this report with findings and recommendations with the following:
 - WCFC Regional Leads
 - WCFC Resource Navigation and Access Learning Network
 - Expand Office hours for the benefit of Regional Coalition network members.
 - Host a workshop and/or design a replicable training process.
 - Develop a toolkit offering templates, guiding questions, and other resources to support communities in self-guided work.

- **Advocate for alignment across sectors among funding streams, projects, and info systems:**
 - Share findings in related networks, exploring the potential for partnerships –
 - Other relevant early childhood partnerships
 - Help Me Grow Washington
 - Child Care Aware of Washington
 - Coordinated Recruitment and Enrollment
 - Early Learning Coordination Plan Core Network
 - Essentials for Childhood Steering Committee
 - Health and social care coordination initiatives
 - WCFC Health Provider Voice Learning Network
 - Accountable Communities of Health network
 - Regional/statewide CIE initiatives
 - Sea Mar FQHC network
 - Share findings and recommendations with relevant government stakeholders:
 - Department of Health and Care Connect leadership
 - Health Care Authority’s Medicaid policy office
 - DCYF
 - DSHS
 - Governor’s office
 - Poverty Reduction Task Force
 - Engage with Washington 2-1-1 leadership in dialogue about findings and prospective partnership opportunities.
 - Learn about existing partnerships between 2-1-1 and WithinReach.
- **Diversify funding sources** to expand the capacity for this work among more cohort members/pilot projects.

Conclusion

This report summarizes the findings of the second round of participatory research and action for resource directory information management strategies conducted among Early Childhood Coalitions across Washington. This information about the resources available to children and families is a critical input to many initiatives currently in progress or envisioned across the landscape of early childhood service providers. The need for more reliability and sustainability of this information is an old and well-known problem; we are now developing new strategies to avoid the pitfalls of previous attempts.

These new strategies focus on engaging diverse community stakeholders in aligning resource information management processes that have previously been siloed, redundant, competitive, and unsustainable. The intended result of these strategies is to facilitate cooperation among previously isolated efforts to yield higher-quality data that can be used in more ways –not just on one website, but on many different websites – and even other kinds of uses like community asset mapping, impact evaluations, etc. – as is appropriate for our diverse communities.

In this project, we have broken new ground in several ways. We demonstrated that information collected in local and regional systems can be shared with a statewide partner for use across multiple websites and services simultaneously. In doing so, we developed reusable (open-source) tools and protocols that can be used in other communities around the state and beyond. We have also demonstrated the potential for new partnership models that can equitably and effectively distribute responsibilities to achieve higher-impact results with lower collective costs. This emphasis on local engagement, accountable governance, and interoperable systems can help communities overcome the failures that have resulted from competitive databasing efforts in the past.

The early childhood network –and broader health, human, and social service sectors in Washington state –have an emerging opportunity to build open access solutions that ensure reliable information is accessible to all across boundaries of sectors, organizations, and technologies. We welcome feedback on this report and expressions of partnership interest. For more information, please contact info@washingtoncfc.org and visit the Washington Communities for Children website: washingtoncfc.org.

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Appendix

Glossary

- **Airtable:** a web-based application that is like a hybrid of a spreadsheet and database.
- **API:** an Application Programming Interface that enables the contents of a database to be accessed in real time by external software systems.
- **Community Information Exchange:** encompasses the three elements of primary infrastructure that comprise a holistic ecosystem of health and social care: Resource Data Exchange, Client Data Exchange, and Community Data Governance” (Sorenson & Bloom, 2021)
- **Data standard:** agreed-upon method of structuring data to enable interoperable use among different technologies.
- **Data services:** third-party services that help to manage and deliver data for clients.
- **Infrastructure:** shared systems that enable diverse, simultaneous activities among a multiplicity of “downstream” systems.
- **Human Services Data Specification:** a standard exchange format for publishing data about health/human/social services, their locations, and the organizations that provide them.
- **Interoperability:** the ability for resource directory data to be used in any technology that might usefully serve help-seekers, help providers, analysts, and any civic leaders.
- **Resource directory data:** information about the accessibility of health, human, and social services that are available to people in need.
- **Referral platforms:** software systems that enable users (often service providers) to find and refer to social services, with varying capacities for coordination thereof.
- **Taxonomy:** a vocabulary of terms that classify a set of things into distinct categories
- **White-labeling:** a product or service produced by one company that other companies rebrand to make it appear as if they had made it. Connect211 offers a white-labeling website service for partners of its clients like Parenthelp123.org or [Washington 2-1-1](#).