



IMPACT BRIEF: MAJOR JDC-ISRAEL RESPONSES DURING THE CORONAVIRUS CRISIS

November 2, 2020

The First COVID Outbreak in Israel and JDC's Strategic Response (March-May)

When the Coronavirus first struck Israel, it set off two parallel crises: one medical, and one humanitarian/economic.

Medical crisis: To prevent the Coronavirus outbreak from spiraling into a national disaster with a high death toll and an overwhelmed healthcare system, Israel rapidly imposed a prolonged lockdown in March, with tight restrictions on movement, intense social distancing, and closures of all but essential services and businesses.

Humanitarian/economic: While these measures were crucial in limiting infections, they sparked a vast humanitarian/economic crisis. New and extreme needs among Israelis spiked all over the country. Just a few examples include:

- 350,000 vulnerable elderly, primarily in the country's poorest locations, were suddenly isolated in their homes, cut off from outside support of families and caregivers, and from medical or rehabilitative treatments
- One million people were out of work and living on unemployment benefits, throwing poor individuals and families into immense economic strain and driving domestic violence up

JDC's role in a crisis of this magnitude is to pivot and to leverage our vast resources to do whatever is needed, for as many people as possible, as fast as possible. Two central assets helped us achieve this in Israel:

1. Our nation-wide program infrastructure, established and developed over decades in routine times and in times of crisis
2. Our relationship with the Government of Israel and our ability to work with partners across ministries and municipalities, and our relationships with leaders across sectors (civil society, business, philanthropy) and religious/ethnic communities

With these assets, JDC was able to:



- a) Shift 80% of its programs to remote platforms within a few days to continue serving our clients, and meet emerging crisis-related needs including distributing vital information
- b) Rapidly develop and deploy innovative responses targeting acute, large-scale, crisis-related needs

In so doing, we reached tens of thousands of people of all ages and all ethnicities across the entire country in the first months of the crisis.

The Second COVID Outbreak in Israel and JDC's Strategic Response (June-November)

After driving down rates of infection in May, a hasty exit from the first lockdown led into a brutal second wave of skyrocketing infections, which in turn led into a long and deeply painful second lockdown starting in mid-September.

Six weeks later, Israel is exiting slowly from this lockdown, having driven infection rates down again. But the crisis remains. Israelis entered the second lockdown with their resources already depleted by the first lockdown and are now contending with extreme financial hardship. Many have entered into crushing debt, and hundreds of thousands are out of work and seeking new jobs.

Of course, financial needs are not the only concern. While the youngest children are going back to school, large swaths of older children who remain at home do not have access to computers and internet. Increased rates of loneliness, anxiety, stress, depression, and despair are seen across the board, but particularly plague older adults and people with disabilities. Domestic violence has spiked.

Given that the struggle with COVID is far from over, JDC-Israel has shifted into a long-term approach. We are no longer engaging in most programs that were developed as acute and targeted emergency responses. Rather:

- a) We have readjusted the majority of programs in our current portfolio to meet new needs generated by the "shadow of Corona" context.
- b) We are developing new initiatives in response to the longer-term needs generated by COVID. These initiatives align with our multi-year strategy and are being intentionally developed to have lasting relevance in addressing the needs of Israeli society, regardless of when the Coronavirus crisis passes.

Some key examples of our responses to the Corona crisis in Israel are described below, broken down into two categories:

1. **Responses that are Ongoing/Being Developed:** interventions in which we are still currently engaged, those that we are adapting and integrating into long-term our strategy, and initiatives that we are developing now to meet longer-term, Corona-generated needs
2. **Responses that are Completed:** one-time interventions to address an acute aspect of the immediate crisis, and that we are not continuing

Responses to the Needs of Homebound Elderly and People with Disabilities

Responses that are Ongoing/Being Developed

Reaching homebound Holocaust survivors: The JDC-developed Hand-to-Hand program is a national volunteer network that pairs volunteers with lonely, homebound Holocaust survivors for weekly visits. Some 5,400 volunteers are active in the program, reaching the same number of survivors. When the Corona crisis broke out, these volunteers maintained daily contact with the survivors they visit, by phone and/or Zoom. They also provide additional services like cooking, shopping, and purchasing medicines. (See the of a volunteer visiting with her partner through an application on her phone.) We are expanding this network to reach at least 6,000 survivor/volunteer pairs in the next two years.

Reaching people with disabilities through a virtual Center for Independent Living: Launched on Facebook, this online adaptation of JDC's Center for Independent living became a crucial address for people with disabilities during the Corona crisis. The Virtual CIL supported the continuation of some of JDC's programs virtually, and provided daily accessible physical fitness videos, lectures, digital literacy training, and peer-to-peer support. It was also a hub for crisis-related information, and for training professionals, volunteers, and family caregivers about how to work remotely with people with disabilities. During the first three months of the crisis, content on the Virtual CIL received over 164,000 views.

Activity slowed down on the site over the summer, but when the second lockdown began in September, the platformed saw increased activity, and has since served over 5,730 unique users with 71,160 views of content.

Going forward, we are upgrading this platform as an important complement to our network of physical Centers for Independent Living and as a cornerstone in our new strategy to provide multiple digital and remote channels through which people with disabilities can access a range of services.

Training professionals and volunteers to provide services remotely to homebound older adults and people with disabilities: During the crisis, JDC trained over 2,000 professionals, including staff at 300 geriatric residential facilities across the country, to either provide remote services and therapy sessions to homebound older adults and people with disabilities, or to work in person but with heightened safety precautions and in observation of Corona guidelines.

Developing long-distance rehabilitation services: When JDC's multidisciplinary Misgav rehabilitation centers for older adults closed during the first lockdown, JDC worked with its partners to shift the centers online – making use of digital technology to remotely provide the entire range of rehabilitation therapies/consultations (physiotherapy, occupational therapy, speech pathology, psychology, dietetics, medical, nursing) for its clients in the social and geographic periphery, or for those in quarantine.

This rapid shift into providing remote rehabilitation services is a perfect example of how Corona created opportunities, not just challenges. Remote rehabilitation capacity has been long in need and Corona accelerated its development. Today, we have integrated remote rehabilitation into regular care at five of our six currently operating Misgav centers, with four centers using it on a daily basis. These centers together treat about 80 clients a month, providing about 600 treatments over the last month, of which approximately 100 were delivered online.

Remote services reach clients who are unable to come to the center and complements care by enabling therapists to work virtually with clients in their home environments. The benefit of this ability is described by a therapist in this moving video about Remote Rehab during Corona:

<https://www.youtube.com/watch?v=NIRSOG9orc&feature=youtu.be>

Utilizing technology to identify elderly at risk: Scaling up the use of an app currently being piloted – Invisi.Care – that transforms existing non-medical data into an effective clinical prevention tool. Together with the Ministry of Social Services and Social Affairs, JDC is planning to run an expanded pilot that will offer the app to 3,000 homebound older adults. Their cell phone data will be monitored in order to identify worrying signs

of illness, depression, falls, and other physical and mental health crises. JDC is also working on integrating this intervention with the 300 supportive communities throughout Israel – which serve nearly 70,000 older adults in their homes.

Improving digital literacy and access among homebound older adults: JDC trained 150 volunteers to call older adults and in turn train them to improve their digital access and literacy, regardless of their starting point. To bring this effort to a larger scale, JDC subsequently put out a tender calling on entrepreneurs to devise national-scale solutions to increase digital access and literacy among the elderly – of whom 470,000 are estimated to have low digital literacy and/or no digital access. JDC will accelerate the five most promising ideas.

JDC is also working on developing a layer of digital literacy content- short courses focusing on specific impact areas, including health promotion, online financial/commercial activity, social networking and life-long learning. JDC will also be training professionals from impact organizations and non-profits from government, business and the third sector, on improving the compatibility of the digital environment for older adults' needs.

IN DEVELOPMENT: Reducing dependency by improving the care provided by the nursing care system: Prior to Corona, Israel was contending with a rapidly expanding older adult population and an increasing number of frail older adults in need of nursing care. Public budgets were already not keeping up with growing demand, and the Corona crisis – which saw increased functional decline among 30% of older adults¹ - has only widened the gap between demand and supply.

JDC is partnering with the national government in a huge, cross-ministerial initiative to reform and professionalize the nursing care system for older adults in the community and in institutions. The purpose is to slow, reduce, and prevent functional decline and dependency through the provision of higher quality and more professional care. This initiative will create industry regulation and professional standards for caregivers, ensure that caregivers undergo compulsory training according to defined training standards, that the field is able to offer career tracks for caregivers, and ensuring that caregivers have the knowledge and skills to provide caregiving in a manner that preserves functionality.

¹ JDC-Eshel and ERI Research for Social Impact, “Aging in the Time of Corona: A Survey of needs among adults 65 years and older in Israel” (May, 2020)



This initiative will create quality jobs and strengthen productivity in this high-demand area of the health care industry, at a time when unemployment in Israel is skyrocketing as a result of the Corona crisis.

Responses that are Completed

Meeting the basic needs of vulnerable older adults living in the community: A large-scale, cross-sector effort to meet the basic needs of 32,000 of Israel's most at-risk homebound older adults living in 98 of the country's poorest municipalities was launched on March 22.

- With the support of the Schusterman Foundation Israel and other foundations, business organizations, and Federations, JDC complemented this effort by offering 25 basic-needs services that were not funded by the government. These included the delivery of medicines and hygiene products, laundry services, transport to a hospital/HMO clinic, protective gear for caretakers, and telephone counselling.
- The National Council for Volunteering in Israel (a JDC-developed, accelerated, and handed-over program) coordinated the volunteers to provide the services and engage with the clients.

Providing “Leisure at Home” activity kits to older adults isolated in their homes: JDC distributed 28,000 activity kits that include physical, cognitive, and emotional activities, activities that stimulate the senses, games, and leisure activities, all geared to keep homebound older adults and those in residential institutions alert and active during the long period of confinement. While anyone may enjoy the kits, they were developed more for older adults who are less independent and digitally oriented, and who were thus in greater need of help in finding engaging activities during the crisis. In addition, a digital version of the kit was widely distributed in Israel in Hebrew and Russian, and has since been adopted overseas for Russian speaking populations. Local communities abroad have expressed interest in translating it into English, and have received the go-ahead from JDC.



Responses to the Needs of Vulnerable Families, Young Adults, and Populations

Responses that are Ongoing/Being Developed

Helping young adults at extreme risk stay in higher education: Having suddenly lost their income after being laid off in hard-hit sectors like food service, entertainment or retail, many young adults from poor backgrounds can no longer support themselves while pursuing vocational training or higher education, and are at risk of dropping out – which can be an incredibly hard setback from which to recover.

Together with the Schusterman Foundation, Maurice and Vivienne Wohl Charitable Foundation and the Ross Foundation, we have distributed \$1.9 million in stipends to students and rental assistance to help some 1,800 young adults who have no family support. We are working to reach another 700 young adults. We also helped the students to leverage the stipends to receive matching stipends from Mifal Hapais (Israel's national lottery).

Going forward, young adult students will receive ongoing support through JDC's Yated program and other organizations to help them enroll, persist through, and complete higher education programs, be they vocational or academic studies. Support services will include tutoring or emotional counseling, assistance in finding part-time work, resolving school-related difficulties, accessing government rights/benefits, and debt resolution). These efforts are part of our large-scale initiative for advancing social mobility among young adults at risk, which involves making sure that Israeli society has the services in place to enable its young people to succeed, regardless of their socioeconomic background – and in spite of Corona.

Relief from Corona-related debt: The economic crisis generated by two prolonged lockdowns has driven many families headed by low-income workers and small business owners into catastrophic financial hardship. To stay afloat, many have entered into extreme debt, which is a very dangerous situation that can quickly spiral out of control.

Our immediate efforts in the first weeks of the crisis included preparing a manual in Hebrew and Arabic about steps to take to avoid debt and to access rights and benefits that can expand income. We distributed this manual through government social services, through our own programs, and online. We also established two hotlines to

provide free legal guidance about debt resolution, both of which are still in operation at the time of this writing.

These efforts are part a new, pioneering initiative that we are now scaling up with government partners to provide a comprehensive solution to enable some 500-1,000 families who entered into crushing debt as a result of Corona to resolve their debt and remain debt-free for the long-term. The initiative offers a four-part intervention: provision of legal assistance and economic guidance to debtors; working with professionals and government offices that deal with debtors to change attitudes and practices; promoting cooperative legal proceedings based on agreements; allocating financial resources and connecting debtors to services that can help achieve debt relief.

Read about this initiative in this excellent professional blog post on our new English website: <https://www.thejoint.org.il/en/we-all-pay-the-debt-by-adi-blutner/>

Responding to the needs of Israel's poorest population through the Cross-Sector Task-Force for the Bedouin Community in the Negev: Consisting of representatives from 12 GOI ministries and agencies, 44 NGOs, and each of JDC's five divisions, this JDC-established task force was ready to jump into action when Corona broke out. The task force mapped ongoing physical, emotional, financial, informational, quarantine, hygiene, and general compliance needs in nine local authorities, assigned responsibilities for meeting these needs to different agencies that team members represent, and developed rapid budgeting-financing-implementing mechanisms to respond quickly. Some achievements of the task force include:

- 70 million shekels raised from government and business sectors for computers for children (430,000 Bedouin children in the South are unable to participate in distance learning because they lack a computer)
- 20 million shekels raised from government to install internet infrastructure in unrecognized villages (which lack all basic infrastructure including water, electricity, roads), reaching 60% of residents
- \$75,000 raised from Israeli and American donors for food packages, masks, and hygiene kits
- Four sub-taskforces set up to focus on priority areas: communications infrastructure, education (remote learning and regular), people with disabilities and special needs children
- 20 thousand shekels raised from donors for AJEEC, a local civil infrastructure organization



Creating a 20 million-shekel joint government-philanthropic aid fund for asylum

seekers: The fund brings NIS 5 million from the Schusterman Foundation and NIS 15 million from the Government of Israel to provide financial aid and food stamps.

Distribution is taking place in 10 municipalities with large concentrations of asylum seekers, as well as through a number of NGOs that work with these populations. We are partnering with the CIMI organization, which set up a hotline to relay information in Arabic, Tigrinya, and Amharic to coordinate receiving aid for people living outside the cities where the distribution is taking place. By the end of October, 15.7 million shekels had been distributed to 9,100 adults and 8,500 children.

With distribution expected to be completed by December, an extension of the Fund is currently being discussed with the government and potential philanthropic partners.

Responses that are Completed

Providing basic assistance to thousands of children, youth, young adults, and families

at-risk: JDC used existing program platforms to provide information, support, and basic assistance to families in poverty. This assistance included hygiene kits, medicine/health needs, games/books for children, food, and computers. To date, we have provided over 9,000 kits and vouchers for basic supplies.

Through these and other responses, JDC reached 56,151 children, youth, and young adults and 21,993 families between March 15 and September 2020. Our efforts included providing resources and training to 24,076 professionals so that they could continue their work remotely in the most effective manner, and helping 1,633 volunteers improve their community's resilience. JDC also created 2 internet portals to supply information to professionals working with young adults and families, 4 hotlines, 26 instructional and information videos, 14 reports and guides, and 5 webinars to assist families, caregivers, and professionals who were working with children, youth, and young adults through the Corona crisis.

Creating an emergency hotline with the Haredi sector: During the early weeks of the crisis, we brought 133 Haredi leaders and representatives from the Haredi Coalition, government representatives, senior business and civil society executives, philanthropists, and leading academics together to a virtual brainstorming session. The goal was to find solutions to help the Haredi sector meet emergency needs and contend with the current stipulations around social distancing.



One of the ideas was to create a free emergency hotline, which we did together with "LaMerchav", a Haredi mental health organization, and other NGOs. In July, three national HMOs joined LaMerhcav in staffing and supporting the hotline. They have also been instrumental in advertising the hotline's services to the Haredi public.

Responses to the Employment Crisis

Responses that are Ongoing/Being Developed

Developing a virtual job center: JDC created a virtual job center – a one-stop shop that provides aptitude testing, coaching for interviews, job placement, and liaising with businesses and corporations. The online center integrates online tools and platforms in a way that makes them accessible to people who are limited by COVID-19, those who live far from the city, and for people with disabilities – all while mirroring the actual computerized workplace environment. The virtual job center offers free online learning modules and videos, skills training, and guidance and coaching via video chat to help people who lost their job during the Corona crisis.

Using digital technologies to help jobseekers effectively navigate the labor market: JDC has developed Israel's first internet platform, called Avodata, to help Israeli job seekers make effective, data driven career decisions. The platform provides a complete picture of the trainings, educational institutions, and professions that are available, to conduct individualized assessments of users' needs and skills, to map qualifications and credential required for a given field, to match skills with in-demand jobs, and to provide information about where in Israel the jobs are found, how much they pay, and other data.

The system will also have the capability to collect and analyze real time big data using AI technologies. The real time data will be collected from a variety of sources including online job listings such as alljobs.co.il and jobmaster.co.il, and other sources such as Facebook, Linkedin etc. These functions will allow us to forecast demand for new professions and skills that we could not obtain from traditional data sources, such as the Central Bureau of Statistics.

At a time when the Israeli job market is flooded with an unprecedented number of desperate job seekers, a tool like Avodata will increase the efficiency and effectiveness of the job search. We plan to publish the website in beta version in Q1 of 2021.



IN DEVELOPMENT: Bringing Israel back to work: JDC, together with the Government of Israel and in collaboration with the business sector, is working to launch an emergency initiative to provide professional development training to low-skilled Israelis who lost their jobs because of the Coronavirus crisis. The training will enable job seekers to reintegrate into the labor market in quality professions, and will develop a new model for vocational training that can meet the acute needs of today's economy while promoting innovation and accountability among professional trainers.

The initiative will provide some 450 Corona-unemployed Israelis with specially designed vocational training that will equip them with transferable and specific skills needed for in-demand professions. Training models will be tailored to market needs and adapted to the challenges of today, based on input from employers and experts in vocational training. Additionally, the initiative will introduce a new concept to Israel's vocational training system: training organizations will be paid based on their ability to meet agreed-upon outcomes, ensuring that they invest in relevant training and helping participants find good jobs. This is a significant change in the way that the government has previously managed vocational training.

Overall, upgrading the vocational training system in Israel will increase the number and level of accessibility of pathways to quality employment that align with the new job market, will propel the highest quality training providers into the national arena, and will impact thousands of Israeli job seekers in the years to come.

Responses that are Completed

Taking technological and vocational training online: JDC ensured that technical colleges and vocational training agencies were able to continue and upgrade their courses during the crisis by helping them deliver their training online. This involved training hundreds of staff members in 30 technological colleges and in vocational training agencies, adapting pedagogical materials for distance learning, and building technical skills and tools for teaching online. Tens of thousands of students were able to continue training for employment because of these endeavors.

Strengthening the System

Responses that are Ongoing/Being Developed

Helping civil society organizations stay afloat: Civil society took a major hit during the crisis with about 25% of organizations ceasing activity and 50% of NGOs put workers on unpaid leave.² JDC looked into different ways to help. One major response was **the establishment of a first-of-its-kind 53.3 million shekel joint government-philanthropy NGO grant fund**. The government committed nearly 40 million shekels and JDC raised the rest through philanthropic sources. The Fund targeted NGOs that do not usually receive government support nor work as government operators, in recognition of the essential role that they play in Israel's social service system.

In July, the fund opened for applications for a period of three weeks. Of the 536 NGOs that applied, 206 have been awarded grants totaling 14.6 million shekels with an average grant of 70,932 shekels (approx. \$21,000); and 55 NGO's applications are still under review. The majority of funded NGOs (59%) provide social services to vulnerable individuals or communities; 16% are educational or vocational training organizations; 10% provide health-related services.

A second round of applications is due to open in November to distribute the rest of the fund and ensure that it reaches as many eligible NGOs as possible (estimated to be 2,000).

Helping the weakest municipalities improve their capacity for remote service provision through digitalization: To address the urgent need for municipalities to continue providing services remotely to vulnerable Israelis during the crisis, JDC **mapped the digital maturity of 175 of Israel's weakest municipalities**. This process produced the data necessary to identify what each municipality needs to work online and provide services remotely. As the next step, **JDC in collaboration with the Government of Israel is embarking on a multi-million shekel initiative to digitalize the 50 least digitally capable municipalities**. This broad program will work with each municipality on the entire spectrum of skills and tools necessary to ensure that these 50 municipalities are able to get their services functioning online for both routine and emergency situations.

² Estimate from Civic Leadership: The Umbrella Organization for the Third Sector, as of March 29 (Hebrew) See [here](#)

Beginning with a pilot of 15 municipalities, and then expanding further, the Initiative will target those municipalities greatest needs and lowest levels of capability – predominantly Haredi and Arab communities. The Initiative will provide intensive training and personalized for each municipality to help them develop the full spectrum of skills and tools necessary for remote service provision. Not only will this ensure that they can maintain functioning through routine and emergency situations, it will position them to be able to integrate digital technologies to improve services in the future.

Strengthening NGO Lay Leaders: JDC set up an **online peer learning forum for Israeli lay leaders on how to lead their organization during the crisis**. To date, 9 webinars have been run, attended by from 80 to 154 lay leaders per session. Topics have included on the governance and fiduciary responsibilities relevant to the crisis, working with the government, fundraising, and more.

Ongoing Knowledge Development and Sharing

Developing Corona-related information and disseminating knowledge: Just one of many examples of this effort relates to older adults and includes a series of 20 short instructional videos in Hebrew, Russian, Amharic, Arabic, and English, as well as 97 webinars, news items, documents, brochures, webinars, and newsletters.

Ensuring that Corona-related information is accessible and culturally adapted for Haredi and Arab sectors: One resource that has been crucial in providing information to the Haredi sector during COVID: a “kosher” Wikipedia-style website that we built through our Digital Communities program (which aims to increase digital access and use in communities with the lowest digital participation). The site offers an encyclopedic range of digital information and services for the Haredi sector and serves 400,000 Haredi users. The site continues to offer the most current information about the Corona crisis: Ministry of Health guidelines (including a Yiddish-language explanatory video), online information and services, information about the Corona and Halacha, and more.

A second example relates to ensuring that Israel’s Arab sector is able to access high quality information on official government websites. Long before Corona, the content geared towards the Arab sector on official government websites was limited, and tended to be written in extremely low-level Arabic with poor translations of Hebrew

phrases and many mistakes. Moreover, content geared towards this sector is not usually culturally adapted. For instance, web pages written in Arabic may feature pictures of ultra-Orthodox Jews. This disconnect between content and audience has driven up mistrust and driven down use of these sites on the part of Arab users.

When accessing online information became a necessity during Corona, JDC mapped government sites to determine what content needed to be properly translated and effectively adapted. We worked with partners in each government ministry to make sure this information was upgraded. We then developed training modules for government ministries about how to ensure for themselves that content developed for the Arab sector on official government sites is appropriate and effective.

Sharing knowledge internationally: During the crisis, JDC staff ran webinars for geriatric professionals and representatives from geriatric facilities abroad to share knowledge and best practices, and to think about how these can be applied to the local contexts in other countries. JDC ran the webinar twice for the Network of Jewish Human Service Agencies (NJHSA) in the US, to which a total of 180 professionals and representatives from geriatric facilities across the country attended; for the Network of Jewish Nursing Homes in Latin America (an umbrella organization for 25 organizations in Argentina, Brazil, Uruguay, Chile, Columbia, Venezuela, and Mexico), to which 25 directors of geriatric institutions attended, and for the Enjoyable Aging Fund (translation of a well-known local idiom) in Russia, attended by 900.

At the end of June, JDC ran a webinar for NJHSA in the US about our work with families in poverty during Corona, attended by 40 professionals. We will be running webinars for NJHSA on employment on our work with people with disabilities in December.

Generating actionable insights about how Corona is affecting older adults through data analysis: The Joint, in partnership with the ERI Institute, analyzed data collected in May from a sample of 704 adults aged 65+ through a survey in Hebrew, Arabic, and Russian. The survey aimed to map the difficulties experienced by different populations of older adults during the first months of the crisis, to identify the socioeconomic and demographic profiles of those who experienced financial, emotional, and physical decline under lock down conditions, and to map factors that buffer against decline. Our purpose was to target our interventions to those most in need. Multiple government ministries have made use of the survey's findings.

In August, together with government partners this time, we conducted a second



survey of a statistically comparative sample to assess whether rates of decline and factors of resilience changed in the months following the first lockdown, and if so, to identify what behavioral factors correlate with the changes. This will help us and our government partners clarify what older adults can do to prevent decline in the coming months (and beyond), and to plan our next steps.

Conducting joint research on distance learning for children in the periphery: The Joint was part of a real-time (April-June) **Corona learning lab conducted by the Ministry of Education** to understand what factors contribute to and detract from the success of distance learning in the periphery. The lab looked at 15 schools in the periphery to study challenges, identify best practices, and define how to use distance learning in the coming school year. Our contribution was to study the role of the family, through a survey of 500 families and 80 in-depth interviews.

Going forward, we are developing a program that will integrate the lessons learned from the Learning Lab into a model for hybrid learning – part time in school, part time remotely.