

# Item 10

*Strategic Planning Discussion:  
Review Strategies*



Champions For Our Children  
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# Memo

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To: Board of Commissioners

From: Kim Belshé

Date: September 24, 2014

Subject: **Review and Discuss Emerging Programmatic Strategies for First 5 LA's Strategic Plan FY 2015-2020: Focusing for the Future**

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First 5 LA's next strategic plan will bring greater focus and clarity to the organization's role and impact on the lives of LA County's children 0-5 and their families. To date, the Commission has made a number of important policy decisions that will inform the final plan to be approved in November, 2014. For example, this process has generated (1) a Strategic Imperative to anchor the planning process and articulate what success means for completing the plan; (2) Levers for Impact Home Positions, which describe First 5 LA's position on a number of key strategic choices; and (3) a Framework for Impact, including a Vision and Target Population statements as well as an Ultimate Impact statement, Goals, Outcomes, and Priority Focus Areas.

At the August 28, 2014, Special Meeting of the Board of Commissioners and the September 11, 2014, Board of Commissioners Meeting, staff and the strategic planning consultant team, Learning for Action (LFA), held discussions with Commissioners around a set of emerging programmatic strategies that help to advance change in the outcomes and priority focus areas approved by the Board at the June 30, 2014, Strategic Plan Board Retreat. The emerging programmatic strategies are grounded in ongoing staff work and have been evaluated against established criteria First 5 LA has been using throughout this process. They reflect opportunities where the organization has the potential to contribute and make real impact to improve outcomes for children and their families. Staff have taken Board guidance and feedback from the August 28 and September 11, 2014 meetings to further refine the emerging programmatic strategies.

Attachment A, included as a supporting document to this memo, provides important background for the Special Meeting of the Board of Commissioners/Program and Planning Committee meeting on September 24. At the meeting, workgroup leads will walk through this document and provide Commissioners with a summary of each workgroup's research, analysis and recommendations regarding:

- Outcomes
- Priority focus areas
- Emerging programmatic strategies
- Investment areas and priority activities

We recognize that the role or roles that First 5 LA will play will be the product of further staff work regarding priority activity and discussion with the Commission. First 5 LA's financial resources will also have important implications for the role(s) First 5 LA plays to advance the programmatic strategies identified. As a part of



our discussion at the September 24, 2014 meeting, LFA and staff will present a high-level picture of First 5 LA's financial resources for FY 2015-20, as well as how those future resources are currently committed. While this presentation is for information purposes only, it is important to review the resources available as there are implications for the strategies we prioritize and the role we play in the next strategy cycle.

**First 5 LA Strategic Plan FY 2015-2020  
Focusing for the Future**

**Emerging Programmatic Strategies, Priority and Supplementary Activities, and Role**

<b>Outcome</b>	Families: Increased Family Protective Factors
<b>Priority Focus Areas</b>	<ul style="list-style-type: none"> <li>• Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; and capacity to provide enriching, structured, and nurturing environments for their children</li> <li>• Access to concrete supports in times of need</li> </ul>
<b>Emerging Programmatic Strategy</b>	Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visiting models

<b>Investment Area</b>	
<b>Research and Development (R&amp;D)</b>	
Priority Activities:	<ul style="list-style-type: none"> <li>• Fund efforts to collect data to measure Welcome Baby and Select Home Visiting program impact</li> <li>• Expand the body of evidence around the impact of the Welcome Baby and Select Home Visiting investments</li> <li>• Maintain a level of investment to be determined in Welcome Baby and Select Home Visiting</li> </ul>
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Advocate for public and private investments in Welcome Baby and Evidence-Based targeted intensive home visiting programs</li> </ul>
<b>Communications</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Utilize communication strategies to increase county-wide awareness and knowledge about the impact of the Welcome Baby and evidence-based targeted home visiting models</li> </ul>

<b>First 5 LA's Role</b>	
<b>Funder :</b>	Commitment of financial resources
<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>1</sup>
<b>Broker:</b>	Committing staff resources to leverage other funding

<sup>1</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convener/>

<b>Outcome</b>	Families: Increased Family Protective Factors
<b>Priority Focus Area</b>	Improved capacity of ECE, health, mental health and substance abuse services providers to engage parents/caregivers in supporting their child's development
<b>Emerging Programmatic Strategy</b>	Pilot and promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings.

<b>Investment Area</b>	
<b>Research and Development (R&amp;D)</b>	
Priority Activities:	<ul style="list-style-type: none"> <li>• Fund efforts to collect data to better measure family protective factors within ECE settings and health, mental health, and substance abuse service systems</li> <li>• Partner with others to expand the body of evidence around what works for parent engagement, education and empowerment programs within ECE settings and health-related systems</li> <li>• Limited pilot testing of evidence-based parent engagement programs in ECE settings and health, mental health, and substance abuse service systems within Best Start Communities</li> </ul>
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Advocate for increased public and private investments in proven programs that demonstrate successful parent engagement in ECE settings and health, mental health, and substance abuse service systems</li> </ul>
<b>Communications</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Utilize communication strategies to increase county-wide awareness and knowledge about the importance of family protective factors, as well as what works to promote them within the ECE and Health Sectors (drawing on Best Start Community experience)</li> </ul>
<b>Service Delivery System Improvement</b>	
Supplementary Activities:	<ul style="list-style-type: none"> <li>• Partner with County agencies to adopt policies and practices that are proven effective in building family protective factors (e.g., integration into County systems, contracts, and services)</li> <li>• Support the incorporation of the family protective factors into the practice of ECE- and health-related providers</li> </ul>
<b>Provider Training</b>	
Supplementary Activity:	<ul style="list-style-type: none"> <li>• Pilot training curricula on the application and integration of the family protective factors with county and community based agencies working with First 5 LA's target population</li> </ul>

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<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>2</sup>
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<sup>2</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convener/>

<b>Outcome</b>	Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families
<b>Priority Focus Area</b>	Community members have a shared vision and act collectively to improve the policies, services and environments that impact families
<b>Emerging Programmatic Strategy</b>	Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework

<b>Investment Area</b>	
<b>Community Capacity Building</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Strengthen the capacity of the Best Start Community Partnerships to engage a broad range of stakeholders (including parents and residents) within each Best Start community to achieve the core results of the BSFF</li> </ul>
<b>Communications</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Implement communication activities within and across Best Start Communities to broaden participation in efforts that support families with children 0-5</li> </ul>
<b>Research and Development (R&amp;D)</b>	
Priority Activity	<ul style="list-style-type: none"> <li>Support research and evaluation activities to build collective knowledge about what works in community capacity building to improve outcomes for families and communities</li> </ul>
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Partner with other funders to increase investment in the services, supports, and environments that impact families</li> </ul>
Supplementary Activity:	<ul style="list-style-type: none"> <li>Build partnerships with a targeted number of cities within the Best Start boundaries to promote a city-wide child-focused agenda</li> </ul>

<b>First 5 LA's Role</b>	
<b>Funder :</b>	Commitment of financial resources
<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>3</sup>
<b>Broker:</b>	Committing staff resources to leverage other funding

<sup>3</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convener/>

<b>Outcome</b>	Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families
<b>Priority Focus Area</b>	Communities have ECE- and health-related supports that meet family needs
<b>Emerging Programmatic Strategy</b>	Convene and strengthen the capacity of ECE-and health-related organizations and institutions to improve services and supports within the Best Start Communities

<b>Investment Area</b>	
<b>Service Delivery System Improvement</b>	
Priority Activities:	
<ul style="list-style-type: none"> <li>• Convene local ECE and health-related service providers and organizations that serve the Best Start communities to build relationships, increase awareness of available services, and share learning and best practices about quality services and supports for families</li> <li>• Provide capacity building assistance to ECE and health-related providers in Best Start Communities to partner with parents to improve delivery of services and supports</li> </ul>	
<b>Community Capacity Building</b>	
Priority Activity:	
<ul style="list-style-type: none"> <li>• Convene parents and residents within the Best Start communities to build their knowledge and skills to utilize data to advocate for greater investment in and make informed decisions about utilization of ECE and health-related services and supports</li> </ul>	

<b>First 5 LA's Role</b>	
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<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>4</sup>
<b>Broker:</b>	Committing staff resources to leverage other funding

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<b>Outcome</b>	Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families
<b>Priority Focus Area</b>	Communities have physical places and spaces that promote healthy living and encourage interaction
<b>Emerging Programmatic Strategy</b>	Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities

<b>Investment Area</b>
<b>Public Policy and Advocacy</b>
Priority Activity: <ul style="list-style-type: none"> <li>Support public space advocates to work with the Best Start communities to increase local and external resources to create and improve physical places and spaces for children 0-5</li> </ul>

<b>First 5 LA's Role</b>
<b>Funder :</b> Commitment of financial resources
<b>Catalyst for change</b> through research and development, policy change and thought partnership
<b>Learner:</b> Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>
<b>Convener:</b> Bringing people together to address and issue, problem or opportunity <sup>5</sup>
<b>Broker:</b> Committing staff resources to leverage other funding

<sup>5</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convener/>

<b>Outcome</b>	Early Care and Education: Increased access to quality early care and education
<b>Priority Focus Area</b>	Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations
<b>Emerging Programmatic Strategy</b>	Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool

<b>Investment Area</b>	
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Advocate for greater public funding for child care subsidies, a higher reimbursement rate that covers the actual cost of infant and toddler care as well as preschool, and greater school district investments in early care and education</li> </ul>
Supplementary Activity	<ul style="list-style-type: none"> <li>Support collective impact efforts to improve access to quality early care and education (e.g., the LA Compact and the Campaign for Grade Level Reading)</li> </ul>
<b>Research and Development (R&amp;D)</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Partner with others to identify or develop and implement a kindergarten readiness assessment in LA County that can be used as a platform to advocate for policy, fiscal, and systems change</li> </ul>

<b>First 5 LA's Role</b>	
<b>Funder :</b>	Commitment of financial resources
<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>6</sup>
<b>Broker:</b>	Committing staff resources to leverage other funding

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<b>Outcome</b>	Early Care and Education: Increased access to quality early care and education
<b>Priority Focus Area</b>	Improved quality of ECE services
<b>Emerging Programmatic Strategy</b>	Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change

<b>Investment Area</b>	
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Advocate for a statewide uniform QRIS</li> </ul>
<b>Research and Development (R&amp;D)</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Partner with other funders to support implementation of a QRIS that is accessible and easily understood by parents, providers, and the public within one or more Best Start Communities to drive broader systems and policy change</li> </ul>
<b>Communications</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>Collaborate with stakeholders to pilot efforts, including technology-based platforms, that increase the accessibility and availability of QRIS information for use by parents in one or more Best Start Community, so parents are aware of what the ratings mean and use QRIS to inform their early care and education decisions</li> </ul>

<b>First 5 LA's Role</b>	
<b>Funder :</b>	Commitment of financial resources
<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>	
<b>Convener:</b>	Bringing people together to address and issue, problem or opportunity <sup>7</sup>
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<b>Outcome</b>	Early Care and Education: Increased access to quality early care and education
<b>Priority Focus Area</b>	Improved quality of ECE services
<b>Emerging Programmatic Strategy</b>	Advocate for high quality academic professional development for early care and education providers

<b>Investment Area</b>
<b>Public Policy and Advocacy</b>
<p>Priority Activity:</p> <ul style="list-style-type: none"> <li>• Provide resources and support to increase the capacity of colleges and universities to integrate and align with state Early Childhood Educator Competencies (ECECs) and Early Learning Foundations (ELFs)</li> </ul> <p>Supplementary Activity:</p> <ul style="list-style-type: none"> <li>• Support the development and adoption of an ECE teaching credential</li> </ul>

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<b>Learner:</b> Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
<b>Advocate</b>
<b>Convener:</b> Bringing people together to address and issue, problem or opportunity <sup>8</sup>
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<sup>8</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convenor/>

<b>Outcome</b>	Health, Mental Health, Substance Abuse Services Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families
<b>Priority Focus Area</b>	Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems
<b>Emerging Programmatic Strategy</b>	Convene providers and advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

<b>Investment Area</b>	
<b>Service Delivery System Improvement</b>	
Priority Activities:	<ul style="list-style-type: none"> <li>• Convene and leverage relationships with relevant partners (DPH, DMH, DCFS, regional centers, school districts) to support efforts to achieve effective care coordination and referral systems</li> <li>• Support the integration and sharing of data</li> </ul>
<b>Provider Training</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Outreach and training of providers to improve systems-level service delivery in settings where young children and their families receive care</li> </ul>
<b>Public Policy and Advocacy</b>	
Priority Activity:	<ul style="list-style-type: none"> <li>• Advocate for policy and practice changes that improve coordination and collaboration of developmental screening and early intervention programs within the health and education-related systems</li> </ul>

<b>First 5 LA's Role</b>	
<b>Funder :</b>	Commitment of financial resources
<b>Catalyst for change</b>	through research and development, policy change and thought partnership
<b>Learner:</b>	Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
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<b>Outcome</b>	Health, Mental Health, Substance Abuse Services Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families
<b>Priority Focus Area</b>	Improved capacity of health, mental health and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families
<b>Emerging Programmatic Strategy</b>	Convene a learning community among key partners to identify best practices around trauma-informed care that improve the service delivery system for children 0-5 and their families

<b>Investment Area</b>	
<b>Research and Development (R&amp;D)</b>	
Priority Activities:	
<ul style="list-style-type: none"> <li>• Convene learning community of experts and key partners<sup>10</sup> to identify the definition, scope and implications of trauma-informed care for children 0-5 and their families</li> <li>• Conduct an environmental scan<sup>11</sup> to identify key partners, gaps and opportunities to improve provider capacity to deliver trauma-informed care to children 0-5 and their families</li> <li>• Develop an action plan informed by the learning community and environmental scan to improve capacity of service delivery system to provide trauma-informed care to children 0-5 and their families</li> </ul>	
Supplementary Activity:	
<ul style="list-style-type: none"> <li>• Limited pilot testing of innovative programs that improve provider capacity to deliver trauma-informed care to children 0-5 and their families within the health, mental health and substance abuse service systems</li> </ul>	
<b>Service Delivery System Improvement</b>	
Supplementary Activity:	
<ul style="list-style-type: none"> <li>• Develop recommendations for future service delivery system improvement to achieve scale</li> </ul>	
<b>Public Policy and Advocacy</b>	
Supplementary Activity:	
<ul style="list-style-type: none"> <li>• Develop recommendations for future public policy and advocacy activities to achieve scale</li> </ul>	

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<b>Learner:</b> Promoting First 5 LA's own learning to inform strategies across multiple outcome areas
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<sup>10</sup> Examples of providers that work with children and their families who may have experienced trauma include LA County Department of Public Health [Child Health and Disability Prevention Program (CHDP), Substance Abuse Prevention and Control (SAPC)]; Los Angeles County Medical Association (LACMA), Department of Children and Family Services (DCFS) [Young Children in Care Strategic Planning Committee]; Department of Mental Health [Children's System of Care]; Office of Child Protection; law enforcement [sheriff department, jails, district attorney's office]; federally qualified health centers (FQHCs); community health clinics; community-based organizations.

<sup>11</sup> Include analysis of challenges faced by the Antelope Valley: lack of mental health services, less qualified professionals, and transportation challenges. Address how trauma-informed care can impact First 5 LA's other outcome areas (ECE, Families, Communities). Children's Data Network can possibly provide data on the prevalence of trauma in and across different systems.

<sup>12</sup> <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convener/>