

FIRST 5 LA

SUBJECT:

Prenatal through Three Focus Area (P-3)

RECOMMENDATION:

Approval of funds not to exceed \$19,454,146 over five years, to launch (1) the first of five demonstration communities including (2) the early implementation of the Family Engagement Strategy, as well as (3) the accompanying data system and research and development activities; and implement related Building Blocks for the Prenatal through Three Focus Area, including (4) Workforce Development and (5) the design and early implementation of a comprehensive Sustainability Roadmap. Key areas of activity include:

- **The first of five P-3 Demonstration Communities:**
 - Allocation: Up to \$13,011,660 for up to five years to be allocated from the P-3 Focus Area
 - Key Activities:
 - Implement the Family Engagement Strategy to be provided to parents and their children as part of the P-3 Focus Area, including the prenatal, hospital, and home visits;
 - Implement place-based strategies, such as indoor and outdoor play spaces and assistance with developmental screening; and
 - Implement community mobilizing strategies, including opportunities to organize around built-environment projects and/or local policy issues
- **Family Engagement Strategy Implementation:**
 - Allocation: Up to \$2,514,486 for up to two years to be allocated from the P-3 Focus Area
 - Key activities:
 - Administer and oversee the Family Engagement Strategy of the first P-3 Demonstration Community, including refinement and development of agreements with participating entities, through the development of a two-year strategic partnership with the Los Angeles Best Babies Network (LABBN)
- **Data:**
 - Allocation: Up to \$288,000 for up to five years to be allocated from the Cross-Cutting Approaches
 - Key activities:
 - Expand and modify the data system designed by Andy J Wong Incorporated (AJWI), currently being utilized by the LABBN, to ensure collection of performance and outcome data to support quality improvement and evaluation of the Family Engagement Strategies within the pilot, including up to five years of systems maintenance
- **Workforce Development (WFD) Building Block:**
 - Allocation: Up to \$2,890,000 for up to five years to be allocated from the P-3 Focus Area
 - Key activities:
 - Develop a set of core competencies for professionals working with pregnant women, infants and toddlers, as well as their communities
 - Execute training modules around developed practice competencies

- Establish linkages with other non-direct service workforce sectors that support P-3 outcomes (i.e. architects and urban planners)
- Develop and support long-term scalability and sustainability of the P-3 WFD model
- **Sustainability Building Block:**
 - Allocation: Up to \$750,000 for up to 18-months to be allocated from the P-3 Focus Area
 - Key activities:
 - Assist staff in facilitating the launch of a comprehensive stakeholder engagement strategy for the purpose of sustaining the Prenatal through Three Focus Area strategies and outcomes across LA County
 - Implement sustainability strategies in parallel with all P-3 Focus Area components in order to ensure their success

BACKGROUND:

The vision of the Prenatal through Three Focus Area is to optimize the early development of children in Los Angeles County from the prenatal stage through age three with a purpose to increase the number of children who achieve appropriate social, emotional, cognitive, language, physical and motor developmental milestones to the best of their potential.

In November 2003, the Commission approved a \$105 million dollar allocation for the development of the Prenatal through Three Focus Area Investment. Subsequently, the Commission approved the Implementation Plan outlining investments across four components: 1) Data, 2) Direct Services, 3) Capacity Strengthening, and 4) Policy. Per board direction, these four components have been developed into an integrated approach to optimize the development of very young children from the pregnancy stage through age three. In November 2005, the Commission approved an additional allocation of \$20 million dollars raising the total focus area funding to \$125 million. At the same time, the Commission approved its Revised Programmatic and Fiscal Policies of the *Next Five* Strategic Plan. These revised policies increased the Commission's emphasis on the prenatal through three population, influencing allocations for the Capacity Building, Systems Improvement, Sustainability and Data investments. In May 2006, the Commission approved the two-pronged Baby Zone (this name is currently under revision) and Policy Agenda approach. This two-pronged approach integrates the four components, while outlining both countywide and place-based strategies for investment in the desired results and outcomes for this population.

In November of 2006, First 5 LA's Board of Commissioners approved an action plan and benchmarks for the Focus Area that outlined the outcomes, strategies and capacity strengthening "Building Blocks" for continued implementation. At this time Commissioners directed staff to return for approvals of allocations to roll out these benchmarks. The action plan serves as a foundation for the goals and deliverables outlined in this request and includes objectives specific to implementation of five demonstration communities. It also includes key capacity strengthening activities to support implementation of the demonstration communities and countywide efforts towards achieving the P-3 outcomes. These capacity strengthening activities included strategies for building a well-qualified workforce to both implement the model and infuse competencies into existing practices, which also serves as a key strategy for long-term sustainability. In addition, the P-3 investment is characterized by a commitment to sustain the model through leveraging existing social and fiscal resources as well as developing partnerships to strengthen efforts within each of the demonstration communities and throughout the county. Ongoing design of the Focus Area has been informed by feedback from P-3 and Sustainability Commissioner liaisons, facilitated dialogues at the Joint Planning Committee meetings and ongoing communication with key stakeholders at every stage of development. This high level of engagement with stakeholders has and will continue to be key in garnering and maintaining support for P-3 implementation activities and sustainability strategies.

In order for these strategies to be effective, the Commission will work to strengthen the capacity of communities and their stakeholders to implement them. Capacity strengthening “Building Blocks” will be the foundation for transforming the environments that impact early child development. Capacity strengthening activities will increase stakeholders’ ability to create and sustain pregnancy-, baby- and toddler-friendly environments. These Building Blocks include: 1) Data Infrastructure, 2) Volunteer, Leadership and Organizational Development, 3) Leveraging and Partnerships, 4) Building Public and Political Will, 5) Workforce Development, and 6) Training and Technical Assistance.

DISCUSSION:

The Prenatal through Three Focus Area model, aimed at optimizing early developmental environments, is innovative and was created to ensure integration of family-, community- and organizational-strengthening strategies with the flexibility required to be successful within the context of the diverse communities found within Los Angeles County. Further, the model builds on lessons learned from previous First 5 LA investments, as well as best practices in similar types of investments and various fields. For this reason the P-3 Focus Area cannot be characterized as a discreet research-based model that can be readily diffused. In order to expand the P-3 model to countywide scale significant continuous quality improvement activities will need to be undertaken. Lessons learned, procedure and protocol testing and refinements will begin in a pilot format in a single community, followed with an overlapping demonstration timeline encompassing four additional communities for a total of five.

Demonstration of the P-3 model will provide the necessary context to implement leveraging strategies and scale up all activities within the focus area. First 5 LA will continue to build on the relationships that it has developed with potential partners, as well as expand the number of partnerships to invest in both countywide and local strategies within the model. Simultaneous to implementation of the family-, community- and organizational-level activities the Commission will continue to identify potential partners, build relationships and develop targets and strategies for sustainability. These activities will ensure that the Commission will be prepared to garner greater investment in the Focus Area upon effective demonstration of the strategies, as well as to respond to timely opportunities to build partnerships, address policy issues and/or leverage resources.

The areas of capacity addressed in the Prenatal through Three Focus Area all have unique effects on the sustainability of the model. Workforce development is a foundational area within this context. There is a broad range of types of professionals that contribute to the well-being of young children and the environments in which they can be found. This building block seeks to create and/or enhance individual knowledge, skills and attitudes that lead to behavior changes resulting in higher quality work and/or an increased level of social or fiscal investment in the population and best practices for serving the population. Research and in-depth interviews conducted by the staff/contractor team have found that professionals within these fields with unique competencies related to early childhood development improve these environments and/or increase the quality of their services to families and children. Expanding and/or enhancing these skills among a broader group of these key professionals will increase long-term investment in strategies that benefit this population and contribute to the identified outcomes. In addition this work will directly benefit the implementation of the model within the demonstration communities. It is key to note that workforce development activities must target professionals with the capacity to deliver culturally competent and linguistically appropriate supports, services and activities.

The sustainability and workforce building block allocations being considered for approval will be followed in 2008 by allocations in the areas of Data Infrastructure, Leadership and Training & Technical Assistance. Further, these areas of implementation will parallel ongoing policy activities through the Commission’s Policy Agenda, as well as the P-3 Countywide Policy Agenda. Staff will return to the board to seek approval for four additional demonstration communities in

January/February 2008. Future approvals will include countywide strategies for improving use of built environments, comprehensive data systems, training, technical assistance, additional organizational- and community-development strategies and evaluation. Further, the Communications Plan is currently in early implementation, beginning with activities related to naming and branding the strategies funded through this investment. The new name for the Baby Zone Approach is expected to be selected by November 2007 followed by exploration of branding strategies. All aspects of the Focus Area require careful attention to deliberate integration, maintaining the integrity of the model as designed and continued guidance towards reaching desired objective and outcomes.

The Commission poses to take a unique role in achieving its vision and desired results for the focus area. Historically, this role has been fulfilled for First 5 LA by investing in partnering entities. In order to ensure successful implementation staff will now maintain a level of involvement that will allow the Commission to be fully informed regarding operational issues. Due to the complex and far-reaching nature of this investment, additional First 5 LA staff will be required in order for First 5 LA to successfully and effectively maintain a lead role in administering most aspects of the Focus Area.

Considerations utilized by staff and commissioners to establish the following recommendations to include strategic partners or other contractors include:

- Expertise
This consideration takes into account not only the unique nature of specific expertise, but the differential in cost and/or time it would take to develop and/or invest in staff expertise in a given area
- Expected Timeline
This consideration takes into account Commissioners' expectations in reaching specific milestones along with estimates of the minimum time needed for partners to be prepared to participate accordingly
- Cost Efficiency
This consideration takes into account those tasks that can be accomplished in a more cost-effective manner externally as opposed to internally, based on the Commission's experience with other projects with similar elements
- Setting of Activities
This consideration takes into account tasks that require daily presence within target communities

The following areas of implementation for approval represent the initial step in the Commission's launch of the Focus Area.

P-3 Demonstration Community

In order to fully develop and illustrate the model in diverse settings with unique assets and needs the Commission will invest in five demonstration communities. Each community will launch with a lead facilitator or entity that will be responsible for convening and collaborating with all partners necessary to implement all strategies within the model, including the place-based and community mobilizing strategies.

The first of the five demonstration communities is referred to as "The Pilot." The pilot will play a unique role in completing initial testing and refinement of the Family Engagement Strategy protocols and procedures and developing lessons learned from which the following four demonstration communities will benefit. Within the first 18-months the selected communities, in partnership with First 5 LA staff will:

1. Implement and evaluate protocols and procedures related to the proposed strategies of

- Family and community engagement,
 - Place-based activities and supports and
 - Community mobilization
2. Develop specific local strategies to sustain the community's support and engagement with the Demonstration Community and the overall Prenatal through Three Focus Area

In order to successfully implement the strategies and activities expected within a Demonstration Community, the lead facilitator or entity will need to assist the local stakeholders in

- Building on current community-based coalitions that are reflective of the diversity of the local community to facilitate further development and maintenance of a coalition whose primary purpose is to create supportive environments that positively impact the lives of pregnant women and children 0-3
- Overseeing the utilization of participatory action research methods so that residents and community stakeholders can develop a clearer picture of the local community conditions and opportunities for prenatal women and families with children 0-3 within the target community, and to develop a community specific plan which details the implementation of the proposed strategies intended to achieve the Focus Area goals. These data collection efforts will guide the development and sustainability of the P-3 activities within each community
- Developing and implement a local governance structure for the Demonstration Community, including administrative, IT and evaluation resources and processes and identifying and/or securing facilities to support all efforts
- Establishing partnerships with entities that will contribute to the Focus Area desired results of improving the well being of prenatal women, and children 0-3 and their families

A lead facilitator or entity will be identified through a targeted competitive process by January/February 2008. Attention will be given to launching the Family Engagement strategies first. Based on Commission interest in building on a current investment that demonstrates clear linkages with the outcomes and strategies within the focus area, and more specifically the Family Engagement Strategy, First 5 LA will pilot its model within a community represented by one of three types of collaboratives currently being supported by the LA Best Babies Network: the Care Quality Collaboratives, the Best Babies Collaboratives or the Healthy Births Learning Collaboratives.

Cost Categories

Cost categories in the \$13,011,660, five-year budget for the pilot site will include

- Family Engagement Staff: \$5,175,760
- Place Based Staff and Activity Supports: \$2,967,000
- Community Mobilizing Staff and Activities: \$2,775,000
- Administrative and IT Staff: \$637,500
- Evaluation Staff and Activities (5%): \$620,000
- Facility/Start-up Costs: \$836,400

Timeline

The pilot community will be established utilizing extensive data analysis completed for the Prenatal through Three Focus Area. A previously mentioned existing collaborative will be identified to lead the pilot through a targeted competitive process. A contract with the collaborative is estimated to be signed by January/February 2008. The four remaining demonstration communities are estimated to launch six months after the pilot.

Staff Role

Staff will play a strong role in assisting each of the five demonstration or pilot collaboratives with maintaining the vision of the Focus Area, which will require a high level of engagement. In order to maintain the integrity of the model as designed, staff will provide each collaborative with a

significant level of guidance and technical assistance in implementing the participatory process for demonstration community design and achieving milestones for each of the project components and will broker other supports for the communities, as needed. Additionally, staff will closely track the implementation process to support the Commission's efforts at implementing its leveraging, sustainability and policy development strategies. The pilot will have additional support beyond that of staff, particularly assisting in the careful research and development of the family engagement activities. This work requires an additional level of detailed daily attention and will benefit greatly from the position and relationships of the identified partner. The four remaining demonstration communities will benefit from this rigorous testing of the Family Engagement Strategies, which will give them an opportunity to implement these strategies more smoothly and effectively.

Population to be Served

It is estimated that 1,200 births will occur annually within each community and that the target population of pregnant women and children through the age of three will total 5,700. It is important to note that the pilot will initially serve families through the Family Engagement Strategies, which target pregnant women and families through the third to fourth month of the newborn's life. Testing of the protocols and procedures will ramp slowly, beginning with 30 families in the first month, ramping up to an estimated 200 families by the ninth month, followed by a complete ramp up, based on expected take-up rates for each engagement point. This testing phase will include no less than four points of adjustment to refine the model, based on review of available process and self-report data.

Family Engagement Strategy Implementation

The Family Engagement Strategy has been designed to serve as an outreach to families at strategic points during pregnancy, birth, and postnatally. The purpose of the visits is to deliver P-3's key messages; link families to strong informal and, if necessary, formal supportive community-based systems; and collect data about families' strengths and needs through a welcoming interview and other available resources (i.e. Comprehensive Perinatal Services Program through MediCal). In addition to these core elements, families will receive helpful information during each of the visits on topics such as breastfeeding, home safety, the importance of establishing a medical home, well-child visits and immunizations, smoking cessation, crying patterns, parent-to-child temperament, and post-partum depression.

The Family Engagement Strategy is an intricate component of the P-3 approach. Because the overall Family Engagement Strategy is innovative in its approach for engaging families and creating supportive, thriving environments for families, it is essential that its assumptions and activities be tested in the community to demonstrate that positive outcomes for families and children can be achieved in a quality manner. Originally, the Family Engagement Strategy was to be tested along with the other components of the P-3 approach through five Demonstration Communities dispersed throughout the County; however, P-3 Commissioner Liaisons directed staff to expedite a pilot of the Family Engagement Strategy to begin engaging families, learning about the process of this strategy, and disseminating information about the strategy to other interested stakeholders throughout the County. Although the Family Engagement Strategy will begin implementation before the other Demonstration Community components of P-3 are prepared to be rolled out, the pilot community will become one of the five Demonstration Communities to ensure that the Commission's vision for the P-3 Focus Area is allowed to develop.

LA Best Babies Network Partnership

Staff will develop a relationship with a strategic partner to assist in piloting the Family Engagement Strategy component of P-3. This partner will be integrated into an overall operational structure being designed to support the entire Focus Area. At the direction of the P-3 Liaisons, the

P-3 Focus Area team was tasked with developing a strategic partnership with the LA Best Babies Network to facilitate a pilot of the Family Engagement Strategy. The Liaisons believed there was an opportunity to expedite the implementation of a pilot for the Family Engagement Strategy by building upon the commission's current investment in the Healthy Births initiative and the Network is the coordinating body for the Healthy Births Initiative and is charged with the critical task of creating and building the organizational and administrative infrastructure necessary for facilitating the multiple components necessary for the growth, integration and sustainability of the Healthy Births Initiative. Healthy Births' desired results, objectives and strategies provide a complement to the focus area. Because First 5 LA's investment in the Healthy Births Initiative is dedicated to achieving healthy pregnancies and improving birth outcomes, and P-3 is committed to improving children's development beginning at the prenatal stage, the two investments presented an opportunity for integration. Additionally, a small pilot of the Family Engagement Strategy component of P-3 was identified to be expedited due to the relationships the Network staff developed through collaborations with a variety of perinatal stakeholders throughout the County. The Liaisons were interested in leveraging the Network's success at building these key partnerships for implementation of the P-3 model, as well as build upon their lessons learned and the infrastructure they have developed to support a program's operations.

Based on a completed assessment (see Attachment A), a strategic partnership with the LA Best Babies Network will assist in the administration and oversight of a pilot for the Family Engagement strategy of P-3 and ensure an expedited process for implementing the P-3 pilot. Further, this approach is more cost-effective than developing a partnership with an alternative entity, which would require the building of this existing infrastructure and relationships needed to support the pilot. Additionally, a strategic partnership with AJW, Incorporated will be established to assist First 5 LA in its modification of one of the existing database systems supported by the Network.

Implementation of an early pilot for the Family Engagement Strategy component of P-3 will require strategic, significant expertise and infrastructure to complete the research and development of the strategies from an operational perspective. This will include helping to administer and oversee quality control of the pilot, and designing and providing training and technical support to providers. Further, the LABBN will assist staff in directing the design of a data system, including data collection protocols and identification of technology that enhances the quality and consistency of data collected. Significant to the success of implementing, scaling-up and sustaining the Family Engagement Strategy is the messaging to stakeholders and potential partners. The LABBN will coordinate with First 5 LA staff from various departments to implement outreach and communication strategies to these individuals and entities, as well as to families. Finally, the LABBN will play a key role in supporting evaluation efforts at the community and countywide levels.

Cost Categories

Cost categories in the \$2,514,486, two-year budget for the pilot site will include

- o Research and Development: \$733,579
- o Data Collection and Technology: \$201,303
- o Curriculum Design and Training: \$51,000
- o Outreach & Communications: \$633,471
- o Evaluation Support: \$20,000
- o Program Administration: \$875,132

Timeline

A contract is estimated to be signed with the LA Best Babies Network by October 2007.

Staff Role

Staff will work with the contractor to maintain the vision of the focus area and direct the contractors key deliverables, including the signing of MOUs with hospitals serving the targeted community, testing of the protocols and procedures of the Family Engagement Strategy and identification and preparation of a body who will take long-term responsibility for standardization of the Family Engagement Strategy countywide.

Data

First 5 LA will invest in a comprehensive data system that will have the capacity to track child- and family-level data countywide, as well integrate with other large data systems, including ehealth record data systems. The data collected by this system will play key roles in planning services, supports and changes to built environments for families, evaluating efforts to promote family health and well-being and assisting with portability of records for use by families. Efforts to develop this system will include a data needs assessment, a feasibility study and design of the infrastructure for the system, including a participation tracking component, child-centric reporting, system interface, and data storage and exchange environments. Building of this comprehensive data system is estimated to begin in Summer to Fall of 2008.

A significant element of the data system to be developed in the pilot is a component that will be used to track family-level data collected through the Family Engagement Strategy and Place-Based Activities. This component will build on existing systems being utilized by First 5 LA and its grantees. System design will directly contribute to design of the larger data system.

Collection and tracking of performance and outcome data during the pilot will ensure continuous quality improvement and evaluation of the Family Engagement Strategy, as well as supporting implementation of the remaining four demonstration communities. In developing a strategic partnership with the Network, there are two web-based systems that First 5 LA can modify or expand to support the pilot. The Network supports a Care Quality Client registry, which allows the Care Quality Collaborative clinical team members to track their progress on quality improvement, and a Case Management Database, which is used by the Best Babies Collaboratives to record information on their clients, track visits and referrals, and share information. These systems were developed and are maintained by Andy J Wong Incorporated (AJWI). Staff expects to build on the existing infrastructure of one of these database systems to ensure that additional variables can be added and used to collect data about the process and outcomes observed during the pilot.

Cost Categories

Cost categories in the \$288,000, five-year budget for the pilot site will include:

- o Project Management: \$6,501
- o Customization (including design, coding, production and training): \$107,376
- o System Maintenance: \$174,123

Timeline

A contract is estimated to be signed with AJWI by December 2008.

Staff Role

Staff will work with AJWI and the LA Best Babies Network to ensure that all data points and tracking systems needed to support the pilot are included. Staff will report to the Board to ensure that it has input on key aspects of the data system.

Workforce Development (WFD)

The P-3 Workforce Development (WFD) Building Block enhances and/or establishes career pathways for the professions associated with the Demonstration Community implementation, as

well as increase partnerships with, and training of, those professions that work with the P-3 population in order to address the full scope of the vision countywide.

Through the participation of professionals and paraprofessionals in the demonstration communities, the WFD building block increases the ability of those communities to achieve the P-3 outcomes effectively and sustain P-3 efforts for the long-term. WFD is a critical element in the scalability of P-3 countywide. WFD is systemic and central to long term P-3 sustainability.

Currently, there are no comprehensive universal standards in the fields that are involved in P-3 outcomes. This is in spite of the fact that recent neurodevelopmental and child and family development research have revealed a complex interplay of multiple influences on a child's early development. These findings have been applied in developing new program models, in program implementation and shared at conferences and trainings. However, specializations in treatment and support for the prenatal through three population are, in many cases, still in the formative stages. Most existing systems were not designed to care for or treat the unique needs of this population. While veteran workers in the field have had a wide range of training and support opportunities, capacity development and training programs have been inconsistent in reaching many geographical locations and specific groups of workers. Consequently, there is a severe lack of training and professional development opportunities. This is of particular concern in light of increased screening and referral as well as program funding for services for this population. It is within this context that the P-3 WFD Building Block seeks to achieve the following intermediate outcomes through the P-3 workforce:

- **Increased comprehensive resources** that are affordable, accessible, culturally and linguistically appropriate and high quality
- **Increased understanding** of and responsiveness to developmental needs of children (family, providers, community)
- **Increased responsive, informed, high quality and integrated systems** of care for families with young children
- **Increased identification** of special needs and referral to appropriate care

First 5 LA will seek a team of experts to continue progress towards these outcomes by increasing the knowledge of core competencies of the workforces affecting this population, including execution of training modules around these competencies. Three work groups will be formed to build on the ground work laid by the staff/consultant team for a WFD component in the P-3 Focus Area. These workgroups will execute a sustainable strategy for building community capacity to provide high-quality support and care to the families of the P-3 Focus Area.

- The first workgroup will consist of leaders within LA County who are aware of existing guidelines for best practice and of current efforts to redefine practice parameters and core competencies for lay people, paraprofessional and professionals providing support and care for the P-3 population. This group will establish core competencies for promotion of healthy early development, prevention and intervention/treatment.
- The second group will use these competencies to develop training modules for community volunteers, paraprofessionals, professionals and other demonstration community affiliates.
- The third group will develop a work plan for demonstration communities that will increase capacity in the pilot community, demonstration communities and ultimately communities countywide. This group is intended to be an ongoing component of the P-3 Focus Area demonstration communities that will ensure the quality and sustainability of WFD.
- All groups will address the need for training in early identification and referral.

Cost Categories

Cost categories in the \$2,890,000, five-year budget for the pilot site will include:

- Convenings for three Workgroups: \$200,000
- Research compilation and publishing of a Compendium of Practices: \$55,000
- Training Manual development and publishing: \$240,000
- Training Activities: \$2,145,000
- Scaling and sustaining of Workforce Development activities: \$250,000

Timeline

A Request for Qualification (RFQ) will be released by October 2007 to identify a partner to develop and implement Workforce Development Activities. The estimated date of contract signing is January/February 2008.

Staff Role

Staff will play a leadership role in sustaining the strategies developed through the Workforce Development processes, including strategies to achieve adoption of core competencies and dissemination of trainings through a cross-sector of professionals. Further, staff will also facilitate board level involvement in these activities.

Population to be served

A cross sector of professionals countywide will benefit from this investment, while priority for trainings will be given to professionals serving demonstration communities' and the families that live within them.

Sustainability

Since the inception of the Prenatal through Three Focus Area, the Commission has acknowledged the need and enormous challenge of investing in effective approaches to sustain its investments, expand/promote effective strategic innovations across LA County and leverage resources in order to ensure lasting improvements in the health and well-being of young children and their families.

As such, the overarching goal of this sustainability effort is to identify, prioritize and implement strategies that will ensure long-term solutions to the challenges that families and communities face in achieving healthy and safe pregnancies and the optimal development of very young children. The targeted goals of the sustainability building block are to:

1. Identify and prioritize strategies and activities for leveraging social and fiscal resources in support of P-3 objectives
2. Build and nurture a shared, community-wide ownership of and participation in the P-3 vision, developing partnerships with individuals and entities working to achieve similar results
3. Identify and implement strategies to build the capacity of grantee and non-grantee organizations, individuals and champions to participate in sustaining the P-3 investment
4. In partnership with demonstration community staff, identify the feasibility of securing specific sources of new and increased fiscal (government, corporate, foundation, individual) support for P-3 priorities
5. Build upon and ensure the coordination of stakeholder engagement and leveraging strategies within the P-3 Focus Area including existing organizational efforts currently underway that support the sustainability of P-3 objectives such as the GM agency

capacity strengthening activities, First 5 LA Policy Agenda, and place-based evaluation efforts

Successful continued implementation of each of the sustainability goals will require a contractor consisting of a team of experts in development and sustainability to assist staff in identifying and recommending to the First 5 LA Board of Commissioners appropriate targets for ramp-up to universal implementation. This team will work with First 5 LA staff from all departments to ensure coordination of each of the Focus Area components and build from existing organizational investments and projects already underway such as the Cross-Cutting Approaches allocation, First 5 LA Policy Agenda, and place-based evaluation efforts. Specifically, the contractor will be required to utilize innovative approaches to achieve the following deliverables:

1. Production of a scope of work which includes a proposal, project scope and approach document outlining objectives, activities, deliverables, due dates, staff and contractor roles, results desired at each stage of the effort and a budget for each of the components of the P-3 sustainability effort: (1) Demonstration Community Development Staffing Framework; (2) Feasibility Study; (3) Case Statement; and (4) Revenue Enhancement & Leveraging
2. A staffing framework providing recommendations regarding how First 5 LA can most effectively and responsively roll-out and structure P-3 organizational capacity strengthening funds. This framework will also establish rationale which accompanies a recommended range of resources to be allocated toward strengthening organizational capacity
3. Coordinate with First 5 LA's Public Affairs Department on the production of print collateral tailored to specific audience segments that convey a compelling case for becoming involved in a broad community-wide vision for the optimal development of infants and toddlers
4. A leveraging asset inventory showing current resources related to the sustainability of P-3 strategies at the demonstration community level as well as a universal level
5. A long-term (2-3 year) comprehensive, community owned and developed sustainability implementation roadmap
6. A project knowledge base including organized electronic copies of all materials developed during the project, serving as both a reference library for the sustainability roadmap created during the project and a resource for future planning efforts
7. Contact reports for each group or individual discussion with fund administrators, champions and other stakeholders
8. A catalogue of potential sources of future and continued funding
9. Recommendations for engaging champions and volunteers across demonstration sites
10. Recommendations for engaging local, regional and national champions and volunteers

Staff will play a critical role in facilitating the timely completion of these deliverables and are seeking a team under an "enterprise model" that have a strong history working on behalf of large scale initiatives and projects with demonstrated success facilitating and building consensus amongst an expansive and diverse array of stakeholders.

Therefore, the Prenatal through Three Focus Area team seeks approval to move forward to release an RFQ that will secure an expert team to assist staff in producing these deliverables and sustaining and maximizing First 5 LA's investment in the P-3 Focus Area.

Cost Categories

The \$750,000 estimated costs for this 18-month contract are based on similar models for this work and specific cost categories will be negotiated with the selected contractor.

Timeline

A Request for Qualification (RFQ) will be released by October 2007 to identify a partner to develop a Sustainability Plan. The estimated date of contract signing is January/February 2008.

Staff Role

In addition to participating in the development of the Sustainability Roadmap, staff will utilize the specialized skills of the selected team of experts to guide the Commission's ongoing scaling-up and sustainability activities. The process facilitated by the contractor will solidify targets, actions and goals for sustainability activities at the community- and countywide-levels. This partnership will be the mechanism by which staff capacity is enhanced to take long-term responsibility for these efforts.

CONCLUSION

Following approval of these implementation activities, staff will

- Enter into a contract with the Los Angeles Best Babies Network to support the testing of the P-3 Family Engagement Strategy
- Target collaboratives participating in the Healthy Births initiative to identify a pilot community and lead facilitator/entity by January/February 2008
- Develop or expand a contract with AJWI to modify a data system for use in implementation of the P-3 Focus Area pilot
- Release an RFQ for a contractor to implement the strategies of the WFD Building Block.
- Release and RFQ for a contractor to finalize a sustainability plan

For Office Use

Board Action Taken:

Approved: Yes No Further Discussion

Referred to Committee/Work Group: _____

Attachment A: Los Angeles Best Babies Network Strategic Partnership Assessment

The following provides a summary of the accomplishments the LA Best Babies Network has achieved since its inception that make the Network an effective strategic partnership to expand upon in order to administer the pilot of the Family Engagement Strategy. Staff recommends the Commission leverage these accomplishments to pilot P-3's Family Engagement Strategy:

I. Administrative Infrastructure

First 5 LA's investment in Healthy Births and the LA Best Babies Network has produced a solid organizational and administrative infrastructure (i.e. web-based systems for data collection, staff, and a communications strategy, webpage, listserv) that provides technical support and capacity building assistance to the Best Babies Collaboratives, the Healthy Births Learning Collaborative and the Care Quality Collaboratives. This is an infrastructure that is experienced, fully operational, and has the capability to support an expedited timeframe for piloting the Family Engagement Strategy component of P-3.

II. Network Support and Capacity Building

The Network has built and maintains relationships with key providers, critical to the success of P-3, throughout the County because of its support of the Best Babies Collaboratives, Healthy Births Learning Collaboratives, and Care Quality Collaboratives. For example:

- a. HBLCs: The Network coordinates and supports the work of the HBLCs, which are SPA-based community networks of perinatal stakeholders who convene to identify and address community priorities for improving pregnancy and birth outcomes. Presently, there are approximately 233 individuals representing 170 agencies that participate in the HBLCs. The Network's administrative support, central coordination, and technical assistance of the HBLCs has increased organizational capacity of HBLC members by leveraging community services and resources, building skills, and creating opportunities for the HBLCs to serve as community models for networking and knowledge exchange.
- b. CQC: The Care Quality Collaborative initiative was launched by the Network with the National Initiative for Children's Healthcare Quality (NICHQ) to institute improve the content, quality, and cultural competency of prenatal care. To date, this Collaborative comprises 10 clinical sites, including more than 50 clinicians, administrators, and office staff throughout LA County where small changes are tested and progress is tracked monthly using a client registry. The support of senior leadership and clinical champions makes the CQCs unique in their ability to spearhead valuable shifts in the quality of perinatal care. .
- c. BBC: The Network provides programmatic and evaluation related technical assistance to the four BBCs in LA County. For example, the Network supports the BBCs as they implement their plans for serving pregnant women in the areas of collaboration, leadership development, relationship building, logic modeling, and program evaluation. The Network also facilitates knowledge sharing among the BBC leaders and coordinates regular opportunities for the lead agencies and their partner organizations to meet and share their experiences, challenges, and opportunities.

III. Policy

The Network is focused on changing the public and non-profit policies and systems that affect women, children, and families to improve outcomes for pregnant women and their babies in LA County. To that end, the Network works in partnership with organizations and communities to identify and implement policy changes that will significantly improve the lives of these families and their communities. The policy issues the Network focuses on are in four key areas including access, business, community, and delivery of health care. These foci have been integrated into the Commission's proposed Policy Agenda.

IV. Research and Evaluation

The Network has been instrumental in providing technical assistance to the BBCs in their data entry compliance and benchmark service provision. This technical assistance is key to ensuring that appropriate data and information is collected and can be used to evaluate the progress of Healthy Births. This experience in supporting partners in the data collection process, and in ensuring data quality for accurate measurement of outcomes will be essential to the pilot process. The tracking of process and outcome indicators will be essential to determining the success of the Family Engagement strategies.