

# Item 5

*Strategic Plan Update*

## FIRST 5 LA

### **SUBJECT:**

Update on the First 5 LA 2015-2020 Strategic Plan: Focusing for the Future

### **RECOMMENDATION:**

- Receive as information this update on progress to date of the strategic planning process.
- Introduce the “Strategic Imperative” for the plan and seek Commission endorsement.
- Introduce for initial discussion the concept of key levers for creating impact to help prepare for the April 24, 2014, Program and Planning Committee/Special Meeting of the Commission.

### **BACKGROUND:**

First 5 LA’s 2015-2020 Strategic Plan: Focusing for the Future presents an opportunity for the organization to achieve greater clarity, direction, and focus for impact and sustainability for the next five years and beyond. In addition to the long-term fiscal projection for the organization and the governance guidelines, the strategic plan will ensure transparency in future decision-making and promote accountability.

A number of strategic planning activities have occurred with staff and Commissioners to identify the critical issues that need to be further developed, prioritized, and addressed in the context of our 2014 planning effort to "focus for the future". On March 26, 2014, an all-day meeting designed and facilitated by a team of consultants from the Claremont Graduate University Drucker School of Management in partnership with our strategic planning consultants from Learning for Action (LFA), was held with staff representing various departments, tenures and expertise. In preparation for the meeting, the Drucker team interviewed a small number of Commissioners and staff. Analysis of those interviews generated a set of five “mega choices” for First 5 LA to discuss during the workshop as well as a larger set of 19 important choices that are related to the "mega choices." During the all-day session, staff engaged in discussion to “jumpstart” the strategy process and discussed, refined, and prioritized the choices First 5 LA must grapple with as a part of its planning for the future. The discussion was designed to illustrate the critical role that choices play in developing organizational strategy, to identify the major areas where choices by the Commission would need to be made to achieve greater focus, impact and sustainability, and to see where there might be convergence that could help inform further discussion.

On March 27, 2014, the staff-led Strategic Planning Steering Committee and the Strategic Planning Work Group met with LFA to debrief the Drucker session, review the group’s roles, responsibilities and decision-making authority and provide input to draft decision-making criteria. Staff and LFA also participated in the March 27<sup>th</sup> Program and Planning Committee meeting where they shared process updates with Commissioners and provided an overview of the Drucker session and draft decision-making criteria. Program and

Planning Committee members provided input to the planning process and discussed some of the “mega choices” identified through the Drucker process.

The work completed to-date has helped to emphasize the importance of strategic planning to an organization and what it means to do this work well. Successful strategic planning is a process of making decisions that will help an organization achieve greater focus and obtain clear direction. Strategy is also inherently about making tough choices. In particular, for First 5 LA, choices will need to be made with respect to determining the unique and highest value of the organization and what the organization is **not** going to do.

To facilitate strategic planning for First 5 LA’s Board of Commissioners, LFA recommends that Commissioners frame decision-making around a strategic imperative, which will anchor the planning process and determine what success looks like for completing the plan. Having an imperative to anchor the work will be an important touchstone, particularly as the Commission gets into making difficult choices and decisions going forward. Without a strategic imperative for this plan, the process will not result in a clear focus that will guide the agency to achieve its greatest possible impact.

LFA also recommends that Commissioners begin to define First 5 LA’s position on a variety of key levers needed to advance the strategic imperative. First 5 LA will need to take a stance on a number of levers that, together, provide direction for how the organization will add unique value and achieve optimal impact and long-term sustainability.

## **DISCUSSION:**

The extensive work that has been done to-date to understand First 5 LA’s context and past performance enables a focused and accelerated planning effort in 2014. Specifically, the Listening, Learning and Leading effort (L3), the Best Start inquiry, the Accountability and Learning Report, the Prenatal to 5 Environmental Scan, and other learning efforts provide the Commission with clear and consistent input on the critical issues that stand before First 5 LA. In addition, the Long Term Financial Projection provides a sobering fiscal context within which the Commission considers its strategic focus and value to improving outcomes for Los Angeles County’s youngest children. Informed by these substantive inputs as well as LFA’s review of the First 5 LA’s existing data and planning conversations to-date, staff and LFA offer the following as the strategic imperative for this planning process:

- Maximize return on the Commission’s future investments
- Determine a clearer focus for First 5 LA than has been in place to date
- Align strategic goals to long-term financial projections and strategy

This strategic imperative is consistent with the findings and key take-aways highlighted in these previous studies. Each one of these points reinforces and frames the types of choices that need to be made in this strategic planning process. They can also act as important criteria for decision-making, which the Commission can refer back to as it reviews further topics such as goals, outcomes and strategies. **Staff recommends Commissioners endorse this strategic imperative or recommend other elements that should be added to achieve a comprehensive group of principles that will anchor the strategic plan.**

To achieve this strategic imperative, First 5 LA will have to take positions with respect to the following levers for creating impact. These levers were selected because they represent important options available to the Commission for how it chooses to do its work so that it may maximize its impact on the lives of L.A. County’s children. Positions for each lever can fall along a continuum, with the far end of each continuum represented here:

- From investing in approaches that are “**downstream**” (tertiary/targeted intervention) to investing in approaches that are “**upstream**” (prevention and early intervention);
- From “**going broad**” (supporting low-touch, low-impact approaches that have a broad reach) to “**going deep**” (supporting intensive, high-impact approaches that have a targeted reach);
- From growing **untested local models** to leveraging **evidence-based models**;
- From **single benefit** approaches (e.g., benefit the parent only or the child only) to **multiple benefit** approaches (e.g., contribute to outcomes for parents and children);
- From “**going it alone**” to engaging in efforts that **leverage a partnership opportunity from the start**; and
- From funding **direct services** to driving **policy and systems change**.

It is critical for the Commission to state positions on each of these points because together these levers have important implications for other decisions related to goals, outcomes, role and strategy.

Commissioners are receiving this information about the levers for creating impact in preparation for the April 24, 2014, Program and Planning Committee/Special Meeting of the Commission. The information presented in the corresponding presentation includes concrete examples of each lever as well as the advantages and limitations of taking a stance on either end of the continuum. At the April 24, 2014 meeting, there will be extended small group conversation amongst Commissioners regarding positions on these levers. This facilitated activity with Commissioners will result in recommendations of First 5 LA’s positions on each lever to the full Commission on May 8, 2014. At the May 8, 2014 Commission meeting, staff will seek approval of these positions, which will in turn guide future conversations with the Board on goals, outcomes, strategy and role.

**For Office Use**

Board Action Taken:

Approved:  Yes  No  Further Discussion

Referred to Committee/Work Group: \_\_\_\_\_

# First 5 LA Strategic Plan 2015 to 2020: Focusing for the Future

## Update and Discussion

April 10, 2014

Commission Meeting

# Goals



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- **Provide an update on the Strategic Planning process and timeline**
- **Discuss and endorse the “strategic imperative” of this Plan**
- **Introduce “key levers” to advance the strategic imperative**
- **Review next steps in the planning process**

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# Planning Process Update

# Planning Process Update



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- ❑ **Staff Workshop with Consultants from the Drucker School of Management and LFA**
  - Identification and discussion of “Five Mega Choices”
- ❑ **Launch of Strategic Plan Staff Steering Committee and Workgroup**
- ❑ **Program & Planning Committee Meeting**
  - Discussion of “Mega Choices” and Decision-Making Criteria
- ❑ **Synthesis of F5LA Data**



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# Establishing the Strategic Imperative

# What is Good Strategy?



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- ➔ Strategic planning is:
  - ➔ The process of **making decisions** to develop **focus** and **clear direction**
- ➔ Thus, good strategy is inherently about making choices, particularly with respect to:
  - ➔ The unique and highest value of First 5 LA
  - ➔ What First 5 LA is not going to do
- ➔ Good strategy also is about:
  - ➔ Aligning efforts to the current and forecasted context
  - ➔ Blending multiple activities and functions to achieve goals
  - ➔ Establishing clear and measurable indicators of success to assess progress and inform course corrections

- **What are other elements of good strategy?**

# Why Do We Need a Strategic Imperative (SI) for this Plan?



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- ⇒ A **strategic imperative (SI)** anchors the planning process in the current context to ground and advance the process that requires difficult choices
- ⇒ The extensive work that has been done to understand First 5 LA's context and past performance enables a focused and accelerated planning effort in 2014
  - ⇒ Experience, L3, and other inputs have clarified and sharpened a focus on the issues and choices that need to be made
- ⇒ Without a strategic imperative for this plan, the process will not result in a clear focus that will guide the agency to achieve its greatest possible impact

# How Will the Strategic Imperative Inform the Planning Process?



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- The strategic imperative will be a touchstone when having to make difficult choices
- The strategic imperative reminds us why choices have to be made and provides guidance and guardrails for later decisions, such as:
  - First 5 LA's role as funder, advocate, catalyst;
  - First 5 LA's overarching goal;
  - Priority outcomes contributing to the overarching goal;
  - Priority pathways for achieving those goals; and
  - Target populations for achieving outcomes contributing to the goal
- The strategic imperative provides a foundation for the framework for impact and sustainability

# The Strategic Imperative For this Plan



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Based on L3 learning, other input to date, the LTFP, and LFA's analysis, the strategic imperative of this planning process appears to be:

- Maximize return on the Commission's future investments to achieve mission and greatest possible impact for children 0-5 and their families
- Determine a clearer focus for First 5 LA than has been in place to date
- Align strategic goals to long-term financial projections and strategy

- **Does the Commission endorse this strategic imperative to anchor and guide decision-making?**



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# Advancing the Strategic Imperative

# How Will We Advance the Strategic Imperative?



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- First 5 LA must articulate positions on several key levers in order to advance the strategic imperative and create impact
- Positions on these levers will support decision-making in the planning process and beyond: ***They will help First 5 LA know its role in addressing a problem, regardless of what it is***

# Six Key Levers to Advance the Strategic Imperative



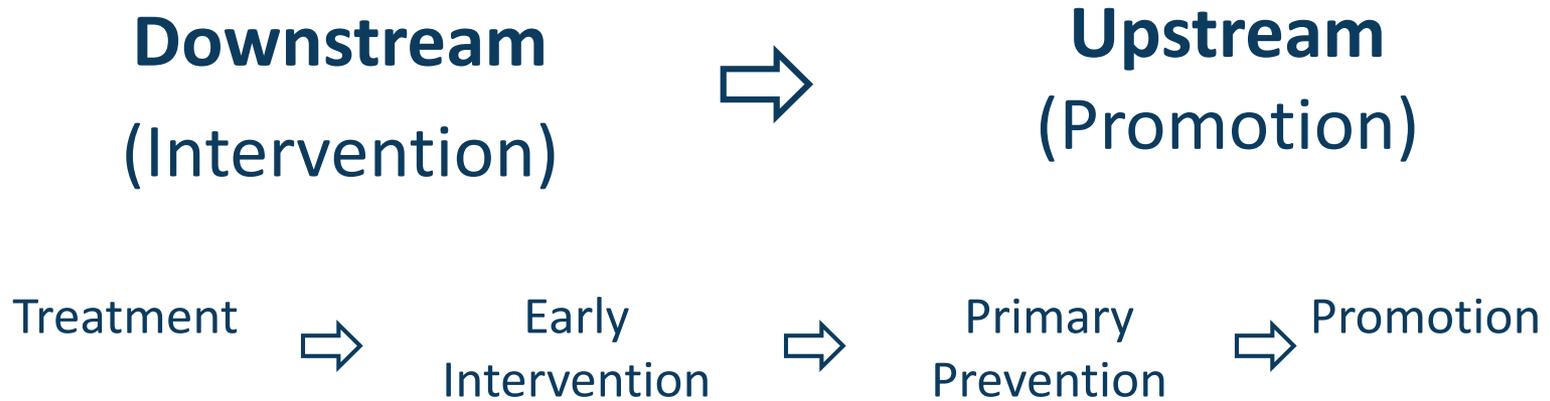
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- Downstream (Intervention) ⇒ Upstream (Promotion)
- Going Broad ⇒ Going Deep
- Growing Local Models ⇒ Leveraging Evidence-Based Models
- Single Benefit Approaches ⇒ Multiple Benefits
- Go It Alone ⇒ Start with Partnership Opportunity
- Direct Services ⇒ Systems and Policy Change

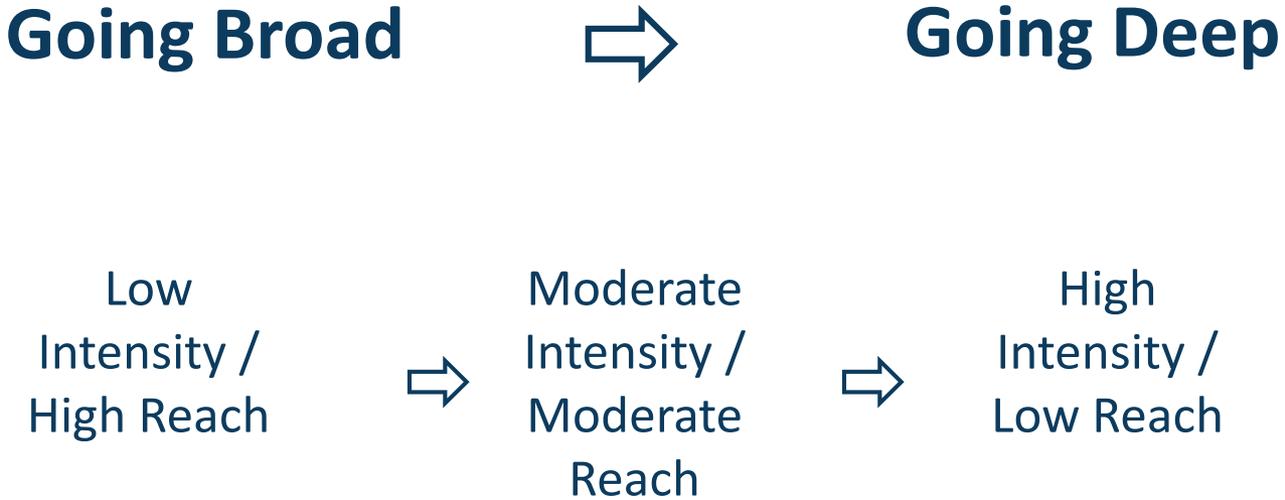
# Downstream (Intervention) ⇨ Upstream (Prevention)

## Defining the Continuum



# Going Broad ⇨ Going Deep

## Defining the Continuum



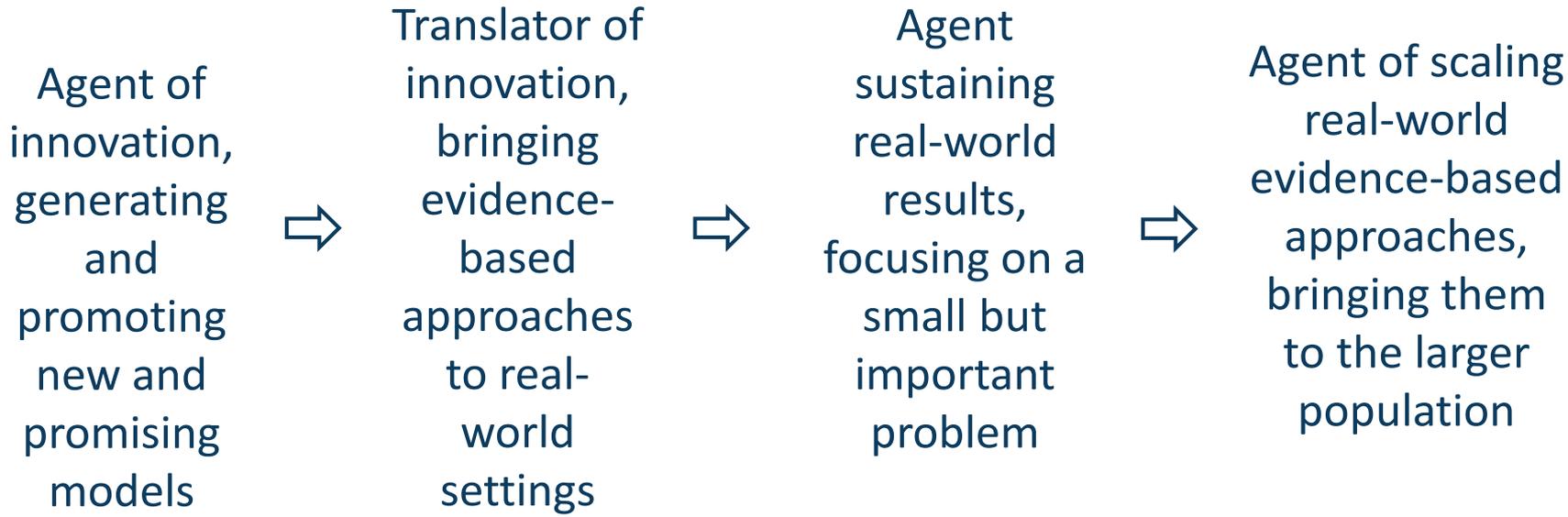
# Growing Local Models ⇒ Leveraging Evidence-Based Models

## Defining the Continuum

### Growing Local Models



### Leveraging Evidence-Based Models



# Single Benefit Approaches ⇒ Multiple Benefits

## Defining the Continuum

### Single Benefit Approaches



### Multiple Benefits

Single focus/  
narrowly targeted strategy



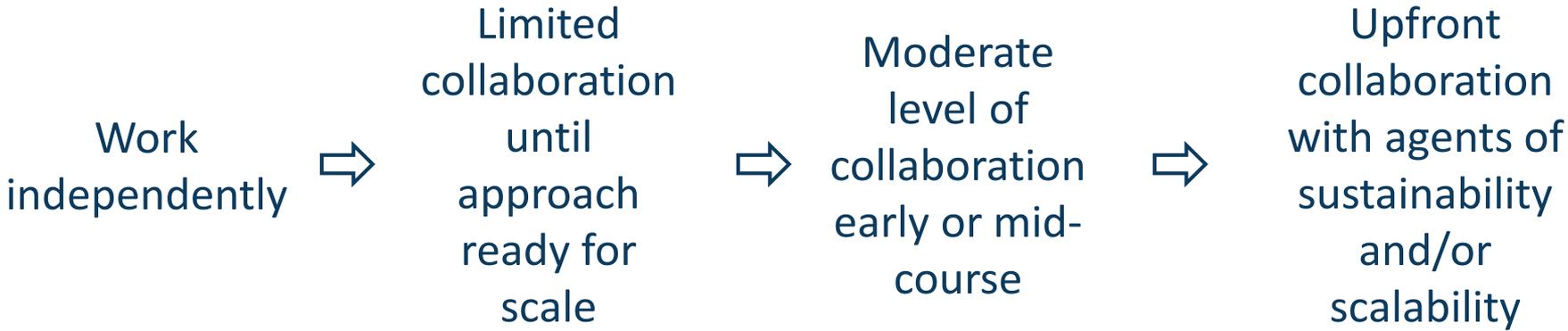
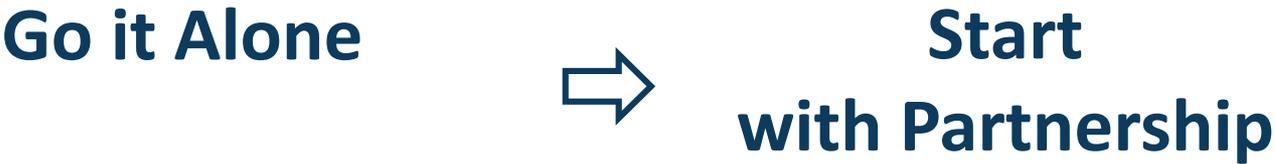
Dual focus/  
broadly targeted strategy (i.e. parent-child)



Multiple focus

# Go it Alone ⇨ Start with Partnership

## Defining the Continuum



# Direct Services ⇨ Systems and Policy Change

## Defining the Continuum

**Direct Services**



**Systems and  
Policy Change**



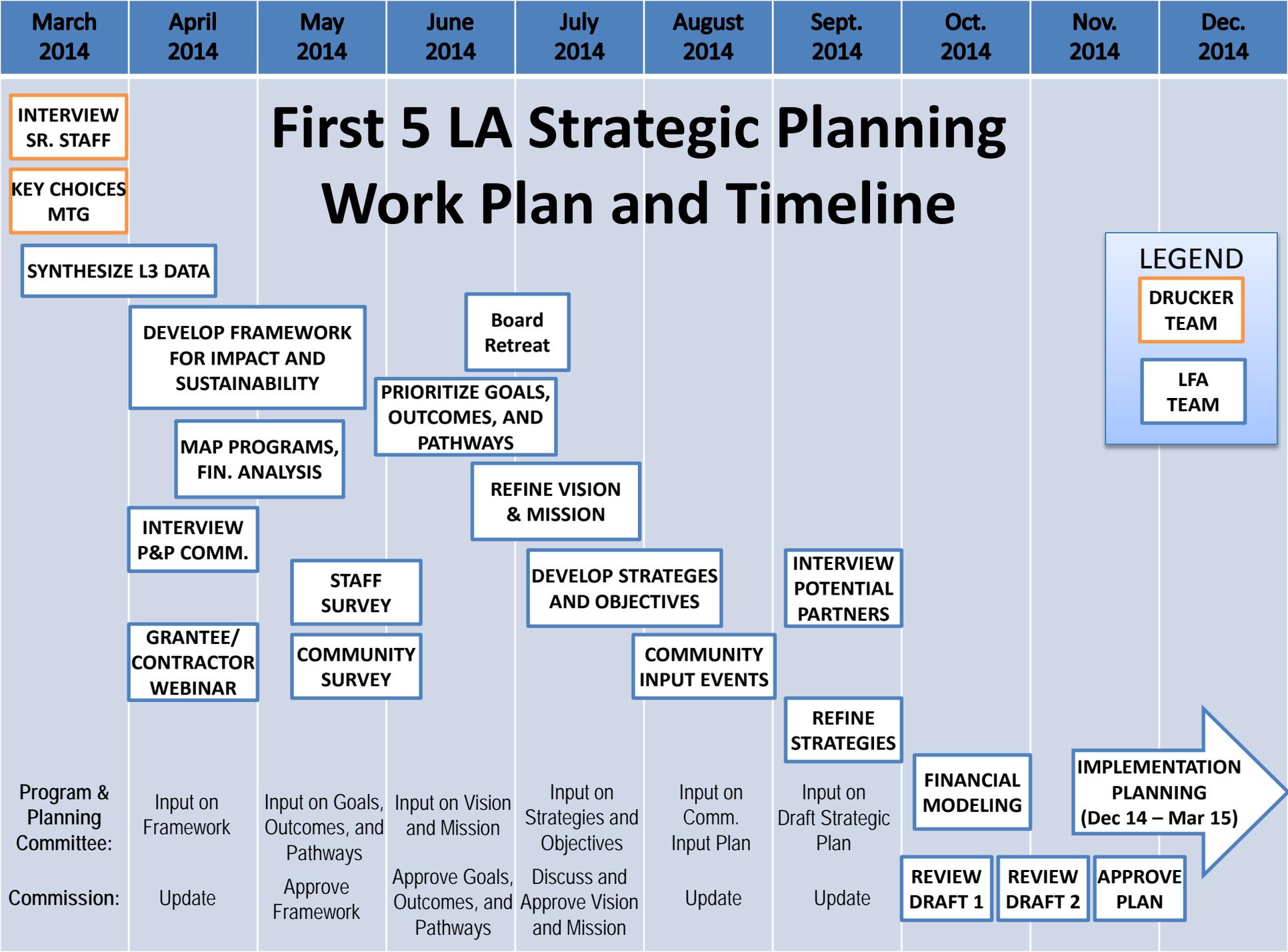
- **Are there other key levers to advance the strategic imperative on which First 5 LA should articulate a position?**



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# Next Steps in the Process



# Immediate Next Steps

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- April 24th Program & Planning Committee/Special Meeting of the Commission
  - ▣ Discuss and recommend positions on levers to advance the strategic imperative
  - ▣ Present and discuss F5LA data synthesis
- May 8 Commission Meeting
  - ▣ Receive and approve recommended positions on key levers to advance the strategic imperative
  - ▣ Receive and discuss presentation on F5LA data synthesis



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# Appendix

# Downstream (Intervention) ⇒ Upstream (Promotion)



## Downstream (Intervention)



## Upstream (Promotion)

### □ Examples:

- Weight management programs for overweight/obese children
- Family interventions in homes where there have been reports of abuse and neglect

### □ Examples:

- Baby Friendly Hospitals to increase the practice and duration of breastfeeding by improving policies and staff skills at birthing hospitals
- Integrating systems to provide high quality screening, treatment, and support for families with mental health, substance abuse, and domestic violence issues

# Downstream (Intervention) ⇒ Upstream (Promotion)



## Downstream (Intervention)



## Upstream (Promotion)

### □ Advantages:

- Provides immediate / short-term benefits to individuals reached

### □ Limitations:

- High cost
- Limited reach
- Ignores root causes

### □ Advantages:

- Cost-effective
- Addresses root causes
- Broad scale

### □ Limitations:

- Difficult to demonstrate impact

# Going Broad ⇒ Going Deep



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## Going Broad

### □ Example:

- Light touch universal home visiting programs



## Going Deep

### □ Example:

- Piloting and demonstrating an intensive, evidence-based home visiting program for targeted high-risk populations, disseminating results to encourage uptake and scale

# Going Broad ⇨ Going Deep

## Going Broad



## Going Deep

□ **Advantages:**

- ▣ Reach large numbers
- ▣ Low cost per client

□ **Limitations:**

- ▣ Light touch generally results in low impact
- ▣ Difficult to sustain over time

Low return on investment

□ **Advantages:**

- ▣ Significant measurable impact
- ▣ Multiple benefits (e.g., parents and children)
- ▣ Opportunity to demonstrate what works with high-risk populations

□ **Limitations:**

- ▣ High cost per client

High return on investment

# Growing Local Models ⇒ Leveraging Evidence-Based Models



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## Growing Local Models ⇒

### □ Examples:

- Growing a locally developed family advocate program
- Growing a locally developed family literacy program
- Growing a locally developed parent education program

## Leveraging Evidence-Based Models

### □ Examples:

- Advancing the Abriendo Puertas or Avance parent education, literacy, and early childhood development programs or the Triple P (Positive Parenting Program) for families
  - Adapting these programs to the local context, monitoring fidelity and interim outcomes, demonstrating and disseminating effectiveness
  - Supporting the adoption of policies and practice change at the provider level
  - Advocating for the adoption of programs by other systems

# Growing Local Models ⇨ Leveraging Evidence-Based Models



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## What is a Promising Program?

**Promising Programs** have shown effectiveness through research conducted with quasi-experimental or non-experimental designs of weak to moderate rigor. Consequently, it is not possible to assign causality for results found to the interventions with a high degree of confidence. These practices may rely on evidence derived from a literature review of other similar practices (including expert opinion). These programs often have a manual, logic model, and evaluation plan.

# Growing Local Models ⇨ Leveraging Evidence-Based Models

## What is an Evidence-Based Model?

**Evidence-Based Models** have **strong** evidence of effectiveness available based on **research conducted with an experimental design (i.e. randomized controlled trials)** or multiple highly rigorous quasi-experimental designs (i.e. non-randomized trials).

Although not required for categorization as an evidence-based program, additional considerations included sustained effect of the program, publication of results in a peer-reviewed journal, and multiple site replications.

# Growing Local Models ⇒ Leveraging Evidence-Based Models



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## Growing Local Models



## Leveraging Evidence-Based Models

### □ Advantages:

- Strong community buy in

### □ Limitations:

- High cost and long time horizon to rigorously prove effectiveness (esp. in achieving long-term impacts)
- Costs uncertain
- Time and effort to codify and test models (difficult to scale)

### □ Advantages:

- Effectiveness already rigorously proven
- Blueprints / TA for implementation available
- Costs known

### □ Limitations:

- Requires adaptation
- Community buy in?

# Single Benefit Approaches ⇒ Multiple Benefits



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## Single Benefit



## Multiple Benefits

### □ Examples:

- Interventions for children that do not also support parents/families
- Policy requiring newborn screenings for genetic disorders leading to early intervention

### □ Example:

- The Nurse-Family Partnership program provides prenatal care, parent education, and family support to achieve health, safety/welfare, and early learning outcomes
- Advancing family friendly workplace policies through Chambers of Commerce including flextime, onsite English and family literacy

# Single Benefit Approaches ⇒ Multiple Benefits



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## Single Benefit



## Multiple Benefit

### □ Advantages:

- Targeted
- Less complex
- Lower cost

### □ Limitations:

- Isolated effects
- Effects may not be lasting

### □ Advantages:

- Holistic – address the family and the child
- Generally have preventative benefits
- Multiple positive impacts

### □ Limitations:

- Complex
- Often requires a certain level of provider skill or training

# Go It Alone ⇒ Start with Partnership



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## Go it Alone



## Partnership

### □ Examples:

- Sole funding of programs without engaging co-investors in initial design and commitment

### □ Examples:

- Engaging co-investors before the design and implementation of a program or model to build shared commitment to long-term funding sustainability

# Go It Alone ⇒ Start with Partnership



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## Go it Alone



## Partnership

### □ Advantages:

- Ownership of decisions (no compromise)
- Less complexity

### □ Limitations:

- Long-term sustainability unlikely
- Systems change unlikely
- Full responsibility for costs

### □ Advantages:

- Shared responsibility for investment and success
- Greater likelihood of long-term sustainability
- Greater likelihood of systems change

### □ Limitations:

- Collaboration is complex, requires time and effort
- May require compromise

# Direct Services ⇨ Systems and Policy Change



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## Direct Services



## Systems and Policy Change

### □ Examples:

- Summer bridge programs for children entering Kindergarten without prior preschool experience
- Programs that teach parents to read and tell stories to their children

### □ Examples:

- Promoting systems and strategies to measure and improve quality of early care
- Campaigns to build families' understanding of the importance of high quality early learning experiences

# Direct Services ⇔ Systems and Policy Change



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## Direct Services

- **Advantages:**
  - ▣ Direct impact on individuals reached
- **Limitations:**
  - ▣ Limited scale
  - ▣ Difficult to sustain over time

## Systems and Policy Change

- **Advantages:**
  - ▣ Direct effect on policies and systems
  - ▣ Broad scale
  - ▣ Sustained impact
- **Limitations:**
  - ▣ Indirect impact
  - ▣ Can take a long time to achieve and see impact