Item 5

Strategic Planning Discussion: Summary of Priority Outcomes and Focus Areas/Overview of Organizational Values
FIRST 5 LA

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

RECOMMENDATION:
Receive as information an update on the development and approval of priority outcomes and key areas of focus for First 5 LA’s 2015-2020 Strategic Plan. Discuss organizational values developed by staff.

BACKGROUND:
First 5 LA’s next strategic plan will bring greater focus and clarity to First 5 LA's role and impact on the lives of LA County's children 0-5 and their families. The Commission has made a number of important policy decisions that guide the strategic planning process and inform the final plan. The following are key milestones that have been reached in the planning process to date.

Adoption of First 5 LA’s Strategic Imperative
On April 10th, the First 5 LA Commission adopted a strategic imperative to anchor the planning process and determine what success means for completing the plan. The three elements of the strategic imperative are:

- Maximize return on the Commission’s future investments to achieve mission and greatest possible impact for children 0-5 and their families
- Determine a clear, well-defined focus for First 5 LA
- Align goals to long-term financial projections and strategy

Approval of Home Positions of Levers for Impact (strategic choices)
To achieve this strategic imperative, the First 5 LA Commission on May 8th approved positions on a number of critical strategic choices. These choices - or “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. The Commission’s decisions – or “home positions” - are:

- The activities First 5 LA supports will generally focus on prevention.
- The activities First 5 LA supports will primarily focus on the systems and policy change.
- The activities First 5 LA supports will generally seek to have a broad impact, affecting large numbers of people.
- The activities First 5 LA supports will include components to strengthen families and, whenever possible, will include components to improve community capacity.
- First 5 LA will identify and scale evidence-based practices to achieve its strategic goals and outcomes.
- First 5 LA will engage partners in sustainability and scalability at the earliest possible stage of designing and engaging in any given approach to impact.

Approval of Key Components of the Framework for Impact: the Vision and Target Population Statements, Ultimate Impact and Goal Areas
At the May 19, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission, Commissioners were introduced to the concept of a “Framework for Impact” or Theory of Change for this plan. Informed by home positions on the Levers for Impact, the
Framework for Impact describes the specific change First 5 LA intends to achieve in the lives of children 0-5 and their families in Los Angeles County and articulates how First 5 LA will go about creating that change. The Commission made recommendations to the full board on four key components to the Framework including vision and target population statements as well as the ultimate impact the organization seeks to influence and the goals that will contribute to that impact. Commissioners also identified preliminary outcomes for discussion and consideration in each of the goal areas.

At the June 12, 2014, Commission meeting, action was taken on the four components recommended by Commissioners at the Program & Planning Committee Meeting/Special Meeting of the Commission. In conjunction with the Strategic Imperative and the Levers for Impact, these components of the Framework approved by the Commission help to further clarify the focus for the organization. They include:

- **Vision Statement**: Throughout Los Angeles’ diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.
- **Target Population**: First 5 LA will work on behalf of all children 0-5 and their families in Los Angeles County, but will focus on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.
- **Ultimate Impact**: Children enter kindergarten ready to succeed in school and life.
- **Contributing Goals**: Children 0-5 achieve their maximum physical health potential; Children 0-5 achieve their maximum socio-emotional health potential; and Children 0-5 reach their maximum cognitive development potential.

The initial set of identified outcomes was to be further vetted and prioritized by Commissioners using established criteria at the June 23, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission and June 30, 2014, Strategic Plan Board Retreat. The next section outlines the decisions reached by Commissioners during those discussions. At the same time, in partnership with First 5 LA’s organizational development consultant team – Turning West – staff underwent a process to identify core values that will guide how First 5 LA will do its work going forward. These values will be incorporated into the complete strategic plan and are presented here for discussion.

**DISCUSSION:**

*Continued Development of the Framework for Impact for First 5 LA’s 2015-2020 Strategic Plan: Determining Prioritized Outcomes and Areas of Focus*

The focus of the June 23rd Program & Planning Committee Meeting/Special Meeting of the Commission was to further narrow and create a more focused list of priority outcomes for First 5 LA’s Framework for Impact. To help in this process, Learning for Action (LFA) reviewed with Commissioners criteria that were developed to analyze the outcomes and shared findings from the funding and policy landscape analysis and community/staff surveys that were completed to inform the prioritization process. The funding and policy landscape analysis assessed the current and planned areas of focus among federal, state and local government as well as private philanthropic entities. Methods for the funding and policy landscape analysis included: interviews with First 5 LA’s Policy Advocates; review of First 5 LA’s policy-related documents (e.g., Commission Meeting Summaries and P-5 Environmental Scan); additional research into financial implications of federal and state policies and proposals; and compilation of trend data from the Foundation Center. LFA also presented findings from 203 community and staff surveys. Both presentations focused on findings that have implications for focusing First 5 LA’s work in the future.
Commissioners reviewed these findings, which were incorporated into criteria that had been proposed at the start of the planning process at the March 2014, Program & Planning Committee Meeting/Special Meeting of the Commission. Commissioners discussed the criteria and agreed they provided an effective and comprehensive set of filters for making decisions to prioritize outcomes. The criteria and sources of data used to assess outcomes according to each criterion are summarized in the table below.

Table One: Summary of Criteria Used to Help Prioritize Initial Set of Outcomes

<table>
<thead>
<tr>
<th>Outcome Prioritization Criteria</th>
<th>Data Sources</th>
</tr>
</thead>
</table>
| High level of need in LA County relative to goals                        | • P-5 Environmental Scan  
• Health Disparities Scan  
• Early Childhood Education (ECE) Landscape Scan  
• Blue Ribbon Commission Report  
• Birth Outcomes Exploratory Study                                        |
| Effectively advances progress towards goals                              | • Review of evidence, research and best practices literature and work of other First 5 County Commissions |
| Consistent with lever home positions                                     | • Home lever position and conditions for deviations statements               |
| Few other significant investments**                                    | • Funding and policy landscape analysis                                      |
| Opportunity for leverage**                                               | • Funding and policy landscape analysis                                      |
| Community and staff input**                                              | • Community and staff survey findings                                       |

** Data to assess outcomes according to these criteria were presented to the Board of Commissioners on June 23.

The criteria were used by staff and LFA to evaluate the outcomes and select a prioritized list of outcomes for Commissioners to review. Using findings from all of the above data sources, staff and the LFA team scored each of the potential priority outcomes against each of the six criteria. A scale from one to three was used, where one was equal to a low association between the outcome and the criterion and a three equals a high association. An average score was then calculated for each potential priority outcome, and the results were presented to Commission from highest average score to lowest average score. The following eight potential priority outcomes originally proposed by Commissioners scored above an average of 2.0 based on the prioritization assessment analysis:

- Increased family protective factors
- Increased access to high quality Early Care and Education (ECE)
- Improved capacity of health care system
- Parents are active and equal partners in their child’s learning
- Increased early screening and referrals
- Increased rate of healthy births
- Increased rate and duration of breastfeeding
- Improved listening/ language skills

The eight outcomes above were determined to be a mix of high-level systems outcomes, more specific examples of what systems improvement could emphasize (e.g. increased early screening and referrals), and child-level change that could indicate overall population well-being in key areas (e.g. increased rate of healthy births or increased rate and duration of breastfeeding).
Following Commissioner discussion, four outcomes were recommended for further discussion and focusing at the June 30th Commission Retreat:

Table Two: Summary of Proposed Priority Outcomes on June 23, 2014

<table>
<thead>
<tr>
<th>Outcome Area</th>
<th>Recommended Priority Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Mental Health Systems</td>
<td>• Improved capacity of health and mental health systems to meet the needs of children 0-5</td>
</tr>
<tr>
<td>Families</td>
<td>• Increased family protective factors</td>
</tr>
<tr>
<td>Communities</td>
<td>• Increased community capacity to support and promote the safety, healthy development, and well-being of families with young children</td>
</tr>
<tr>
<td>Early Childhood Education (ECE) Systems</td>
<td>• Increased access to high quality early care and education</td>
</tr>
</tbody>
</table>

Commissioners, staff, and the LFA consultant team recognized that although significant progress had been made at the June 23rd Program & Planning Committee Meeting/Special Meeting of the Commission to identify a focused set of outcomes for First 5 LA’s next strategic plan, additional policy guidance was essential from the Commission because affecting systems is complex and the outcomes articulated above remained very broad. The June 30th Board Retreat presented an opportunity to structure a facilitated discussion process for Commissioners that would yield greater specificity about what systems change means to First 5 LA and what areas within each of the systems the organization is positioned to influence in First 5 LA’s 2015-2020 Strategic Plan.

As a first step in the process of focusing First 5 LA’s systems change work within the priority outcomes, Commissioners discussed and adopted the following definition of systems change, which is based on a recommended definition derived from the literature:

**First 5 LA’s Adopted Definition of “Systems Change”**

Intentional efforts to transform the existing structure, function, and culture within and across organizations and communities by shifting policies and practices; resource allocations; relational structures; and norms, values, skills and attitudes to create the conditions for sustainable improvements in outcomes.

This definition clarifies that efforts and outcomes related to policy change and community capacity-building are a part of how First 5 LA can pursue and achieve systems change. The Commission noted that First 5 LA may engage in any, but not necessarily all, of the activities included in the definition of systems change. Additionally, the LFA team and staff used literature, survey data, and information from the community survey to identify challenges to the health, mental health, ECE, and community systems in the areas of access, quality, efficiency, and consumer/community empowerment to facilitate a deeper discussion amongst Commissioners about how to achieve change in these systems. Commissioners considered the areas of focus presented and weighed where the organization can have a unique impact given its assets, role in the County, and stated home positions on the Levers for Impact. Commissioners were also asked to reflect upon what contributions First 5 LA could offer to the eco-system relative to other actors who are also working in this field. The following chart depicts the type of change the Commission believes First 5 LA can contribute to within each of the health, mental health, ECE, and community systems, as well as the change the organization can affect at the

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family level. These priority outcomes and the corresponding areas of focus were approved by the Commission at the end of the June 30th Retreat. They will be incorporated into the Framework for Impact and guide the next phase of the work – developing “Pathways for Change,” which involves significant engagement and input of staff. Staff’s recommendations will be shared with Commissioners for their review and discussion.
<table>
<thead>
<tr>
<th><strong>Priority Outcomes</strong></th>
<th><strong>Focus Areas</strong></th>
</tr>
</thead>
</table>
| **Health, Mental Health and Substance Abuse Systems**  
Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families | **Focus Areas**  
- Improved capacity of health, mental health and substance abuse services providers to deliver patient-centered and trauma-informed care to children 0-5 and their families  
- Increased coordination and collaboration/partnership between and across systems at the county, local and community levels  
- Improved capacity of health, mental health and substance abuse services providers to engage parents/caregivers in managing their own and their child’s health and safety |
| **ECE Systems**  
Increased access to high quality early care and education | **Focus Areas**  
- Policies and practices are in place to enhance the ECE systems’ ability to maximize access to affordable and sustainable early care and education, particularly among high-risk populations  
- Improved quality of ECE services through increased provider capacity  
- Improved capacity of ECE providers to engage parents/caregivers in their children’s learning |
| **Community Systems**  
Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families | **Focus Areas**  
- Communities have physical places and spaces that promote healthy living and encourage interaction  
- Communities have a system of services and supports that meet family needs  
- Community members have a shared vision and act collectively to improve the policies, services and environments that impact families |
| **Families**  
Increased family protective factors | **Focus Areas**  
- Increased parent/caregiver resiliency  
- Increased parent/caregiver social connections  
- Increased parent/caregiver knowledge of parenting and child development  
- Access to concrete supports in times of need  
- Increased parent/caregiver capacity to provide enriching, structured, and nurturing environments for their children |
Discerning Organizational Values for First 5 LA: Influencing Organizational Culture and Ensuring Common Purpose for Implementation of First 5 LA’s 2015-2020 Strategic Plan

Foundational to organizational culture are its core values, its mission, and its vision for the future. First 5 LA has articulated its vision for the future of children 0-5 and their families in LA County and during the strategic planning process, the Commission will have the opportunity to affirm or amend its mission. In terms of organizational values, staff recently completed a values discernment process with the help of an organizational development expert team – TurningWest – who was engaged by First 5 LA to shift its organizational culture towards a healthier and more productive environment in an effort to maximize its effectiveness for children 0-5 and their families. Determining the values for First 5 LA was an important process for staff to complete as it helps to articulate how staff will work together as colleagues and how they will engage with others external to the organization in partnership.

Early organizational analysis of the First 5 LA system revealed that staff could not name the core values of the agency. This reality, in concert with the concurrent strategic planning process, mandated engaging the staff to discern its core values in order to redirect the culture to its desired state. The consultant team of TurningWest designed a process that gathered First 5 LA staff members at all levels to work together to identify these operant core values. TurningWest facilitated nine departmental sessions (additionally two departments self-facilitated their discussions). Participants were first invited to identify and share their own personal, professional core values. This had a powerful effect as staff came to know and understand one another at a much deeper level than before. Then staff proceeded to derive foundational core values through telling stories of success that underpinned those wins. Next, staff added other values to the list and worked collaboratively to winnow out the ‘Most Important’ values from the ‘Important’ values. The result was a set of departmental core values that will guide the future success of each department (see Attachment A).

From this comprehensive listing of 66 total values (including duplicates), the Senior Management Team gathered on June 11th for 2 and ¼ hours to replicate this exact process adding emphasis to the values submitted by again telling stories of success. Organizational development research shows that stories are a primary culture embedding mechanism and a means by which an organization can discern its operational core values. The Senior Management Team, in similar fashion to each department, then winnowed the composite list of values into ‘Most Important’ and ‘Important’ groupings. For each value in the ‘Most Important’ set, a defining sentence was crafted to give further definition to the value thus creating a credo for the organization. One value (Collaboration), was selected as the overarching value that set a context for the others in the set. Attachment B provides the complete list of organizational values staff proposes to the Commission for review, input, and endorsement. The final set of values included in the new strategic plan will reflect the interests of the Board and staff, who together will be stewards for implementing the work set forth in the next strategic plan.

Next Steps:
The Commission provided substantive and important policy guidance to staff by approving the priority outcomes and areas of focus under each of the outcomes. These outcomes – along with the Strategic Imperative, Levers for Impact, and other components of the Framework for Impact such as the Vision and Target Population statements, Ultimate Impact and Contributing Goals – are the foundation through which First 5 LA clearly articulates the type of change the organization believes is important to improving the lives of children 0-5 and their families. The immediate next step is for staff to work with Learning for Action to determine “Pathways for Change” under each of these focus areas. These “Pathways” will reflect the enduring work that will allow First 5 LA to contribute to positive improvements in each of these focus areas. Staff's
recommendations for “Pathways” will be presented to Commissioners for review and endorsement at the July 21, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission.

Once the Commission provides directional validation of the Pathways, staff will continue to assess specific strategies and objectives for the FY 2015-2020 planning cycle. These strategies and objectives are to describe the major initiatives the organization will need to undertake between 2015 and 2020 in order to advance the goals and outcomes identified in the Framework. This is expected to be an iterative process and discussion. The Commission will review staff’s recommended strategies and objectives during August and September board meetings. LFA will also lead community sessions to obtain the public’s input into the progress achieved to date. These findings will be presented to the Board in October 2014.

Lastly, Commissioners will have an opportunity to affirm or amend First 5 LA’s mission statement as well as the organizational values presented in this memo. The 15th anniversary of the Commission presents an opportunity for the Board to alter the mission of the organization in light of lessons learned and a clearer articulation of the impact the organization seeks to make in LA County.

**For Office Use**

Board Action Taken:

- Approved: □ Yes  □ No  □ Further Discussion

Referred to Committee/Work Group:
<table>
<thead>
<tr>
<th>Community Investment</th>
<th>Research and Evaluation</th>
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<tbody>
<tr>
<td>Teamwork (kindness/respect)</td>
<td>Innovation</td>
</tr>
<tr>
<td>Community (internal/external)</td>
<td>Learning</td>
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<tr>
<td>Purpose</td>
<td>Balance</td>
</tr>
<tr>
<td>Commitment (hard work/flexibility)</td>
<td>Integrity</td>
</tr>
<tr>
<td>Humor</td>
<td>Teamwork</td>
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<tr>
<td></td>
<td>Excellence</td>
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<tr>
<td></td>
<td>Purpose</td>
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<td></td>
<td>Fun</td>
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<tr>
<td>Finance</td>
<td>Contract Compliance</td>
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<tr>
<td>Respect</td>
<td>Family</td>
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<tr>
<td>Trust (honest/integrity)</td>
<td>Performance</td>
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<tr>
<td>Teamwork/Collaboration</td>
<td>Passion</td>
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<tr>
<td>Hard Work (motivation/service)</td>
<td>Critical Thinking</td>
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<tr>
<td>Commitment (faith/purpose)</td>
<td>Accountability</td>
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<td></td>
<td>Teamwork</td>
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<td></td>
<td>Initiative</td>
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<td></td>
<td>Community</td>
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<td></td>
<td>Integrity</td>
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<td></td>
<td>Fun</td>
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<tr>
<td>Grants Management</td>
<td>Executive/Human Resources</td>
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<tr>
<td>Purpose (collaboration)</td>
<td>Integrity – inclusive of honesty</td>
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<tr>
<td>Integrity (trust)</td>
<td>Shared Leadership</td>
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<tr>
<td>Respect (empowerment/growth)</td>
<td>Teamwork – inclusive of collaboration</td>
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<tr>
<td>Accountability</td>
<td>Humility – inclusive of respect</td>
</tr>
<tr>
<td>Community (inclusive)</td>
<td>Learning</td>
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<tr>
<td></td>
<td>Accountability</td>
</tr>
<tr>
<td>Best Start</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Respect</td>
<td>Accountability – inclusive of transparency</td>
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<tr>
<td>Communication</td>
<td>Integrity – inclusive of honesty, trust</td>
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<tr>
<td>Compassion/Emathy</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Accountability/Integrity</td>
<td>Coaching – inclusive of mentoring, teaching</td>
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<tr>
<td>Social Change/Integrity</td>
<td>Service – servant leadership</td>
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<tr>
<td>Public Affairs</td>
<td>Policy</td>
</tr>
<tr>
<td>Integrity</td>
<td>Purpose – Social Justice</td>
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<tr>
<td>Innovation</td>
<td>Leadership – initiative, growth, respect</td>
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<tr>
<td>Responsibility</td>
<td>Integrity</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Accountability</td>
</tr>
<tr>
<td>Respect</td>
<td>Collaboration – inclusive, generous, relational, mindful</td>
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<tr>
<td>Impact/Results</td>
<td>Effectiveness</td>
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<td>Program Development</td>
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<td>Flexibility</td>
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<tr>
<td>Respect</td>
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<td>Accountability</td>
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<tr>
<td>Team Oriented</td>
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<td>Trust Plus</td>
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</table>
OVERARCHING ORGANIZATIONAL VALUE:

Collaboration
We believe joint effort towards common goals achieves trust and produces greater impact for LA County’s youngest children and their families.

VALUES:

Integrity
We believe fidelity to our values builds credibility and trust.

Respect
We believe in honoring and respecting every individual and community.

Accountability
We believe results matter in terms of outcomes, work quality, and stewardship of resources.

Purpose
We believe our purpose is to support every child’s readiness for kindergarten and success in life.

Shared Leadership
We believe that together we can ensure that every child enters kindergarten ready to succeed in school and life.

Learning
We believe learning never ends and so we are committed to critical thinking and continuous innovation.
Strategic Plan 2015-2020: Focusing for the Future Commission Update

Board of Commissioners Meeting
July 10, 2014
Goals of today’s presentation

- Review Approved Priority Outcomes and Areas of Focus
- Introduce and Discuss Draft Organizational Values
- Discuss next steps
Accomplishments to date

• Approval of the Long-Term Financial Projections
• Approval of the Governance Guidelines
• Endorsement of a Strategic Imperative
• Identification and approval of the home positions for six Levers for Impact
• Approval of Key Components of Framework for Impact: Vision and Target Population Statements, Ultimate Impact and Contributing Goals
• Approval of Priority Outcomes and Areas of Focus
First 5 LA Strategic Planning Work Plan and Timeline

**DEVELOP FRAMEWORK FOR IMPACT**
(Vision, Target Population, Ultimate Impact, Goals, Outcomes, and Pathways)

**MAP PROGRAMS**

**BOARD RETREAT**

**REFINE VALUES & MISSION**

**DEVELOP STRATEGIES**

**COMMUNITY INPUT EVENTS**

**REFINE STRATEGIES**

**IDENTIFY FINANCIAL STRATEGIES**

**IMPLEMENT PLAN**

**APPROVE PLAN**

**LEGEND**

- Drucker Team
- LFA Team

**INTERVIEW SR. STAFF**

**KEY CHOICES MTG**

**SYNTHESIZE L3 DATA**

- Interview Sr. Staff
- Key Choices Mtg
- Synthesize L3 Data

**Program & Planning Committee Meetings:**
- Recommend Home Positions
- Recommend Home Positions
- Review and Approve Priority Outcomes
- Approve Home Positions
- Review Proposed Pathways, Outcomes Map, and Best Start Survey Results
- Discuss Retreat Approvals and Org Values
- Review Strategies and Mission Update
- Review Strategies and Financial Viability
- Approve Values, Mission, and Pathways
- Recommend Strategic Plan Draft
- Recommend Final Plan

**Community Input Events:**
- Community Input Events

**APPROVE PLAN**

- Approve Final Plan

- Approval Planning (Dec 14 – Mar 15)

- Drucker Team
- LFA Team
REVIEW APPROVED PRIORITY OUTCOMES AND AREAS OF FOCUS
<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th>If we are wildly successful, this is the change we will see in 25 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ultimate Impact</strong></td>
<td>High-level statement encapsulating the ultimate impact of our work; a single ‘north star’ goal that knits together the goals beneath it</td>
</tr>
<tr>
<td><strong>Contributing Goals</strong></td>
<td>If we wish to contribute to the above ultimate impact, we must focus our efforts on advancing these concrete goals</td>
</tr>
<tr>
<td><strong>Priority Outcomes</strong></td>
<td>These are the measurable components of each goal that more specifically describe the change that we wish to produce</td>
</tr>
<tr>
<td><strong>Pathways</strong></td>
<td>This is how our organization will contribute to the attainment of the above priority outcomes; these pathways are based on our unique value added, leverage our core strengths, and reflect our philosophy about how change happens</td>
</tr>
<tr>
<td><strong>Target Population</strong></td>
<td>These are the people whose outcomes we care most about improving; they represent the ultimate beneficiaries of our work</td>
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First 5 LA’s Emerging Framework for Impact

Vision
Throughout Los Angeles' diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.

Goals
- Children 0-5 achieve their maximum physical health potential
- Children 0-5 achieve their maximum socio-emotional health potential
- Children 0-5 reach their maximum cognitive development potential

Ultimate Impact
Children enter kindergarten ready to succeed in school and life

Target Population
First 5 LA will work on behalf of all children 0-5 and their families in Los Angeles County, but will focus on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.
**Goals**

- Improved oral health
- Improve asthma outcomes
- Increase healthy weight
- Increased breastfeeding
- Increased rate of healthy births
- Improved management of vision/hearing

**Children 0-5 achieve their maximum physical health potential**

- Reduction in substantiated cases of child abuse and neglect
- Reduced removal from child care due to behavioral issues

**Children 0-5 achieve their maximum socio-emotional health potential**

- Improved cognitive development (motor skills, reasoning and problem solving, listening and language skills, self-regulation, initiative and curiosity, early STEAM [Science, Technology, Engineering, Arts, Math] skills, early literacy)

**Children 0-5 reach their maximum cognitive development potential**

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**Family, Community, and Systems Outcomes**

**Health Systems**
- Increased provision of early screening, referral, and/or intervention
- Improved capacity of health system to address priority child population-level outcomes to the right

**Families**
- Increased family protective factors:
  - Increased positive social connections
  - Decreased levels of stress, depression
  - Increased caregiver/child bonding
  - Increased positive parenting practices
  - Increased access to concrete supports in times of need
  - Increased safe and nurturing environments
  - Decreased exposure to violence
  - Parents are active and equal partners in their child’s learning
  - Increased early detection and intervention for developmental concerns

**Communities**
- Increased neighborhood safety

**ECE Systems**
- Increased access to high quality early care and education through nationally accredited/certified providers
- Increased inclusion of special needs children into ECE environments

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* F5LA will measure and hold itself accountable to progress on these outcomes

† F5LA will monitor population-level indicators of these outcomes to understand trends and potential contributions to change

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**Ultimate Impact**

All children enter kindergarten ready to succeed in school and life

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DRAFT FOR REVIEW AND DISCUSSION ONLY – Revised June 10, 2014
Possible Outcomes

* High level of need in LA County relative to goals
* Effectively advances progress toward goals
* Consistent with Lever Home Positions
  * Few other significant investments
  * Opportunity for Leverage
  * Community and staff input

New inputs for June 23 meeting

Priority Outcomes
**Goals**

- Children 0-5 achieve their maximum physical health potential
- Children 0-5 achieve their maximum socio-emotional health potential
- Children 0-5 reach their maximum cognitive development potential

**Ultimate Impact**

- All children enter kindergarten ready to succeed in school and life

**Proposed Priority Outcome Map, Refined at June 23 Special Commission Meeting**

**Family, Community, and Systems Priority Outcomes**

**Health and Mental Health Systems**
- Improved capacity of health and mental health systems to meet the needs of children 0-5

**Families**
- Increased family protective factors
  - Increased parent/caregiver capacity to provide enriching, structured, and nurturing environments for their children
  - Increased resiliency among parents/caregivers (confidence in their parenting, problem solving, and coping skills)
  - Increased knowledge among parents/caregivers of positive parenting and healthy child development
  - Increased parent/caregiver connection to supportive networks
  - Increased parent/caregiver connection and access to concrete supports in times of need

**Communities**
- Increased community capacity to support and promote the safety, healthy development, and well-being of families with young children

**ECE Systems**
- Increased access to high quality early care and education

**Population-level indicators TBD**

F5LA will measure and hold itself accountable to progress on these priority outcomes.

F5LA will monitor population-level indicators related to each of the goals to understand trends and potential contributions to change.
Systems work is complex and therefore needs a common definition and clear guidance about the type of change desired.

First 5 LA’s Adopted Definition of “Systems Change”

Intentional efforts to transform the existing structure, function, and culture within and across organizations and communities by shifting policies and practices; resource allocations; relational structures; and norms, values, skills and attitudes to create the conditions for sustainable improvements in outcomes.
### Priority Outcomes

**Health, Mental Health and 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

- Improved capacity of health, mental health and substance abuse services providers to deliver patient-centered and trauma-informed care to children 0-5 and their families
- Increased coordination and collaboration/partnership between and across systems at the county, local and community levels
- Improved capacity of health, mental health and substance abuse services providers to engage parents/caregivers in managing their own and their child’s health and safety

**Early Care and Education Systems**
Increased access to high quality early care and education

- Policies and practices are in place to enhance the ECE systems’ ability to maximize access to affordable and sustainable early care and education, particularly among high-risk populations
- Improved quality of ECE services through increased provider capacity
- Improved capacity of ECE providers to engage parents/caregivers in their children’s learning

**Community Systems**
Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families

- Communities have physical places and spaces that promote healthy living and encourage interaction
- Communities have a system of services and supports that meet family needs
- Community members have a shared vision and act collectively to improve the policies, services and environments that impact families

**Families**
Increased family protective factors

- Increased parent/caregiver resiliency
- Increased parent/caregiver social connections
- Increased parent/caregiver knowledge of parenting and child development
- Access to concrete supports in times of need
- Increased parent/caregiver capacity to provide enriching, structured, and nurturing environments for their children
Next steps

• **Staff** to use the priority outcomes and areas of focus to develop recommended “Pathways for Change”

• **July 21st Program & Planning Committee/Special Meeting of Commission:** Commission to review recommended “Pathways” and provide directional endorsement; LFA and staff will present an outcomes map showing relationships across the outcomes, report on Best Start survey findings, and review an outline of the strategic plan

• **August 28th Program & Planning Committee/Special Meeting of Commission:** Review and discuss recommendations on strategies and objectives; discuss mission
INTRODUCE AND DISCUSS DRAFT ORGANIZATIONAL VALUES
Values are foundational to establishing an organization’s culture

- TurningWest designed a process that gathered First 5 LA staff members at all levels to work together to identify these operant core values
- Facilitated departmental sessions were conducted to generate department level values
- The Senior Management Team winnowed the composite list of values
- A defining sentence was crafted to give further definition to each prioritized value, thus creating a credo for the organization.
Proposed Organizational Values

Collaboration
We believe joint effort towards common goals achieves trust and produces greater impact for LA County’s children 0-5 and their families.

<table>
<thead>
<tr>
<th>Value</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>We believe fidelity to our values builds credibility and trust.</td>
</tr>
<tr>
<td>Respect</td>
<td>We believe in honoring and respecting every individual and community.</td>
</tr>
<tr>
<td>Accountability</td>
<td>We believe results matter in terms of outcomes, work quality, and stewardship of resources.</td>
</tr>
<tr>
<td>Purpose</td>
<td>We believe our purpose is to support every child’s readiness for kindergarten and success in life.</td>
</tr>
<tr>
<td>Shared Leadership</td>
<td>We believe that together we can ensure that every child enters kindergarten ready to succeed in school and life.</td>
</tr>
<tr>
<td>Learning</td>
<td>We believe learning never ends and so we are committed to critical thinking and continuous innovation.</td>
</tr>
</tbody>
</table>
Discussion Questions

Stories of success can illuminate our foundational values

• With a story of First 5 LA success in mind, can you discern any of these values as having been foundational to that success?

• What emphases, additions, or refinements to these values resonate with you?

• How might this values set influence how you will work together as a Commission, how you will deliberate over options, and how you will make decisions?
The “Gradients of Agreement” tool will help decision-making during the strategic planning process.

- **Endorse**: “I like it and will fully support it.”
- **Agree with Reservation**: “I have a few concerns, but can live with it.”
- **Don’t Like, But Won’t Block**: “I want disagreement noted, but will support the proposal.”
- **Block**: “Will not support the proposal.”