

Item 7

*Strategic Planning Discussion:
Discuss and Review Emerging
Programmatic Strategies*

FIRST 5 LA

SUBJECT:

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

RECOMMENDATION:

Receive as information an update on the development of emerging programmatic strategies within each Board-approved Outcome and Priority Focus Area for First 5 LA's 2015-2020 Strategic Plan.

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:

Vision and Target Population Statements, Ultimate Impact, Goal Areas, Outcomes, and Priority Focus 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.

At the June 23, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission, Commissioners vetted and prioritized a focused list of four outcomes. The prioritization process included review of a funding and policy landscape analysis and results from 203 community/staff surveys that were completed to inform the prioritization process. 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.

Commissioners, staff, and the Learning For Action (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 focus areas within each of the systems the organization is positioned to influence in First 5 LA’s 2015-2020 Strategic Plan. The Commission provided substantive and important policy guidance during the June 30th Board Retreat by approving the outcomes and its priority focus areas (Table 1).

Table One: Outcomes and Priority Focus Areas Approved June 30, 2014

Outcome	Priority Focus Area
Families Increased family protective factors	<ul style="list-style-type: none"> • Increased parent/caregiver resiliency • Increased parent/caregiver social connections • Increased parent/caregiver knowledge of parenting and

	<p>child development</p> <ul style="list-style-type: none"> • Access to concrete supports in times of need • Increased parent/caregiver capacity to provide enriching, structured, and nurturing environments for their children
<p>Communities Increased community capacity to support and promote the safety, healthy development, and well-being of families with young children</p>	<ul style="list-style-type: none"> • Community members have a shared vision and act collectively to improve the policies, services and environments that impact families • Communities have a system of services and supports that meet family needs • Communities have physical places and spaces that promote healthy living and encourage interaction
<p>Early Childhood Education (ECE) Systems Increased access to high quality early care and education</p>	<ul style="list-style-type: none"> • 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
<p>Health and Mental Health Systems Improved capacity of health and mental health systems to meet the needs of children 0-5</p>	<ul style="list-style-type: none"> • 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 deliver patient-centered and trauma-informed care to children 0-5 and their families • 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

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.

DISCUSSION:

Development of Emerging Programmatic Strategies

At the August 28, 2014, Special Meeting of the Board of Commissioners, staff and the strategic planning consultant team Learning for Action (LFA) held the first in a series of discussions with Commissioners around an initial set of emerging programmatic strategies¹ that help to advance change in the outcomes and priority focus areas approved by the Board at the June 30, 2014, Strategic Plan Board Retreat. These emerging strategies are grounded in research on best practices from the field relative to each focus area, a review of First 5 LA's previous experience in these areas, an examination of existing literature and recently completed environmental scans, and initial discussions with key stakeholders across the county with expertise in these fields. The strategies were evaluated against established criteria First 5 LA has been using throughout this process. They reflect opportunities where the organization has high potential to impact and contribute to improving outcomes for children and their families.

¹ Programmatic strategies are defined as high-level descriptions of First 5 LA's work to affect change within each priority focus area.

Staff presented 12 emerging programmatic strategies to advance change in the approved outcomes and priority focus areas (please see Attachment A). As staff reviewed potential strategies, staff observed that some outcome and priority focus areas require additional clarification to better articulate the focus of First 5 LA's work. The refinements staff suggested to the outcomes or priority focus areas are included in the attachment for Commissioner review.

The presentation of the emerging programmatic strategies also included an analysis of the key investment areas that arose during the strategy development process. These investment areas reflect how First 5 LA could use its resources to affect change within each priority focus area. The following summarizes the proposed investment areas presented to the Board:

- Research and Development (*This investment area highlights work First 5 LA could do to advance the field and improve practice. Examples include piloting and testing of programs; research, evaluation and learning; using findings to improve practice and inform the scaling of best practices.*)
- Public Policy and Advocacy
- Service Delivery System Improvement (*This investment area is focused on improving the existing systems' ability to deliver services in a high quality and effective manner. This could include improved data utilization, increased provider collaboration, advocating for increased or effective resource allocation or reallocation, advocating for change in institutional policies, and organizational capacity building.*)
- Provider Training
- Community Capacity Building
- Public Education

Given that this was the first discussion with the Board regarding programmatic strategies, staff and the LFA team looked to Commissioners to respond to work completed to-date and identify additional information that is needed to bring greater focus and clarity to the strategies. The Commission provided constructive feedback and identified a number of considerations for continued refinement of the emerging programmatic strategies, including:

- For the Communities strategy, describing which programmatic strategies focus on the Best Start Communities or apply countywide and the associated tradeoffs.
- For the Families strategy, providing additional clarity on which evidence-based programs could be considered by the Commission, how promising practices will be considered, and the role First 5 LA will play in supporting programs and systems change to build the family protective factors in LA County.
- For the ECE strategies, examining where the work could affect license-exempt providers and articulating how strategies will influence existing state reimbursement policies.
- For the Health-related systems strategies, providing greater clarity on the continuum of developmental screening, assessment, early detection, and intervention, and what role First 5 LA can play within these systems. Additionally, for the strategy associated with trauma-informed care, there is a need to clarify the intent and extent of the proposed "Learning Agenda" strategy.

As of the printing of the September 2014 Board book, staff and LFA have reviewed the strategies in response to the feedback provided by Commissioners. Additional analysis completed so far shows that the emerging programmatic strategies developed in support of the outcomes and priority focus areas reinforce the fact that parents/caregivers are central to First 5 LA's work. Work with parents/caregivers is reflected across each of the four outcomes. In order to better articulate how the organization will support parents/caregivers going forward, staff and LFA recommend that First 5 LA clearly and consistently define its parent engagement work. Staff and LFA further recommend that the parent/caregiver-centered priority focus areas and related emerging programmatic strategies be consolidated within the Families outcome area. The ECE and health-related systems focus areas related to parent engagement are

intended to support parents in their child's learning, health, and safety and should be linked to the strategies developed under the family outcome.

Staff and the LFA team continue to revise the emerging programmatic strategies to ensure coherence and consistency in how the strategies are structured, including a clearer articulation of the role First 5 LA could play in advancing each strategy. This updated information to the programmatic strategies will be presented to Commissioners as a supplemental handout on September 11, 2014.

NEXT STEPS:

A more refined list of the programmatic strategies will be presented to the Board at the September 24, 2014, Program and Planning Committee Meeting/Special Meeting of the Commission. At that meeting, LFA and staff will also present for discussion a very high level delineation of the financial resources for First 5 LA for FY 2015-2020. This information will help to further inform a final prioritized list of strategies that will be included in the strategic plan.

Attachment A
Outcomes, Priority Focus Areas, and
Emerging Programmatic Strategies Presented August 28, 2014

Outcome	Priority Focus Area	Emerging Programmatic Strategies
Families Increased family protective factors	<ul style="list-style-type: none"> • 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 	Support the development and scaling up of evidence-based practices and programs that serve and partner with parents to increase family protective factors
Communities Increased community capacity to support and promote the safety, healthy development, and well-being of families with young children	Community members have a shared vision around the Building Stronger Families Framework and act collectively to improve the policies, services and environments that impact families in the Best Start Communities*	Connect and engage parents, residents, organizations, and institutions across multiple sectors to work together to achieve the core results of the Building Stronger Families Framework
	Communities have ECE- and health-related supports that meet family needs*	Support the efforts of informal and formal community groups/organizations to work with ECE- and health-related providers to improve service delivery and increase the family protective factors within the Best Start Communities
	Communities have physical places and spaces that promote healthy living and encourage interaction	Identify, connect, and support advocates working to increase local and external resources for new or improved physical spaces and places for children 0-5
Early Childhood Education (ECE) Systems Increased access to quality early care and education*	Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations*	<ul style="list-style-type: none"> • Advocate for greater public investment in quality early care and education, including infant/toddler and preschool • Partner with other funders to improve providers' capacity to maximize available resources
	Improved quality of ECE services*	<ul style="list-style-type: none"> • Support the implementation of a uniform Quality Rating and Improvement System (QRIS) in L.A. County • Increase the quality of professional development for ECE providers
	Improved capacity of ECE providers to engage parents/caregivers in their children's learning	Promote scaling of evidence-based parent engagement models among ECE providers that serve as a vehicle for strengthening families and building the family protective factors

Outcome	Priority Focus Area	Emerging Programmatic Strategies
Health and Mental Health Systems Improved capacity of health and mental health systems to meet the needs of children 0-5	Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems*	Support efforts to improve the coordination and collaboration of screening and early intervention programs within the health, mental health and substance abuse services systems in order to promote children’s timely developmental and socio-emotional screening, assessment and early intervention
	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	Partner with others to develop and implement a learning agenda for First 5 LA and the field focused on improving provider capacity to deliver trauma-informed care to children 0-5 and their parents/caregivers
	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	Promote scaling of evidence-based parent engagement models among health, mental health, and substance abuse service system providers that serve as a vehicle for strengthening families and building the family protective factors

**proposed change*



**Strategic Plan 2015-2020:
Focusing for the Future
Commission Update**

September 11, 2014





Goals of Today's Presentation

- Review and Discuss Continued Development of Emerging Programmatic Strategies
- Discuss Next Steps

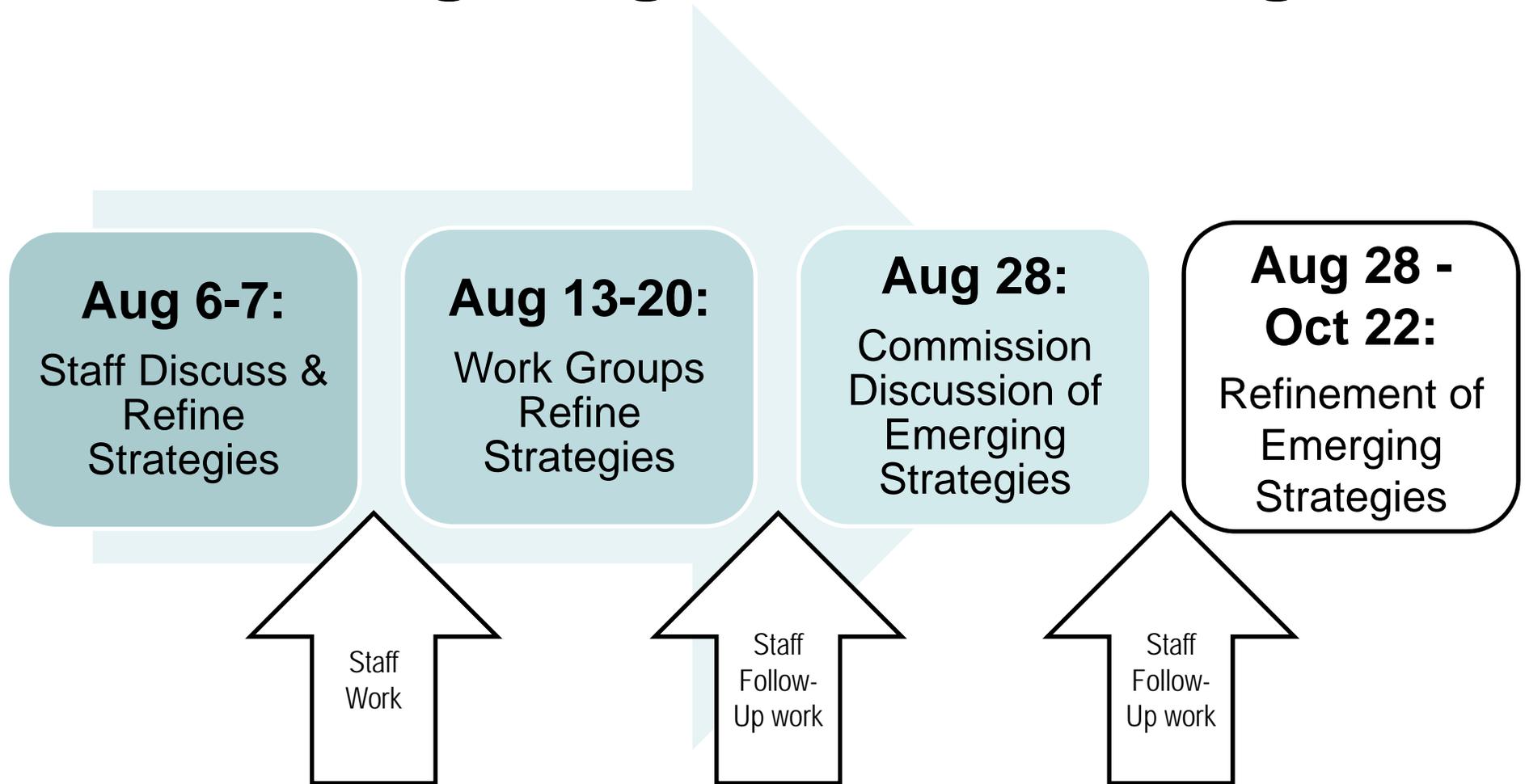
March 2014	April 2014	May 2014	June 2014	July 2014	August 2014	Sept. 2014	Oct. 2014	Nov. 2014	Dec. 2014
First 5 LA Strategic Planning Work Plan and Timeline									
INTERVIEW SR. STAFF ✓									
KEY CHOICES MTG ✓									
SYNTHESIZE L3 DATA ✓									
	DEVELOP FRAMEWORK FOR IMPACT <i>(Vision, Target Population, Ultimate Impact, Goals, Outcomes)</i> ✓								
	MAP PROGRAMS ✓			BOARD RETREAT ✓			REFINE VALUES & MISSION		
	INTERVIEW P&P COMM. ✓				DEVELOP STRATEGIES ✓		COMMUNITY MEETINGS		
		STAFF INPUT ✓							
	GRANTEE/ CONTRACTOR WEBINAR ✓	COMMUNITY INPUT SURVEY ✓					RESOURCE IMPLICATIONS		
						REFINE STRATEGIES			
Program & Planning Committee Meetings:	Recommend Home Positions	Recommend Framework Components	Review and Approve Priority Outcomes	Review Proposed Pathways, Outcomes Map, and Best Start Survey Results	Review Strategies	Review Refined Strategies and Resource Implications	Review Draft Plan Mission, Values		
Commission Meetings:	Update	Approve Home Positions	Approve Vision, Target Population, Ultimate Impact and Goals	Discuss Retreat Approvals and Org Values	N/A	Discuss and Review Strategies	Review Draft Plan Outline and Discuss Resources	APPROVE PLAN	
									LEGEND
									DRUCKER TEAM
									LFA TEAM
									IMPLEMENTATION PLANNING (Dec 14 – Mar 15)





Strategy Development Process

Process for Developing and Prioritizing Programmatic Strategies





**Review of Emerging
Programmatic Strategies:
Revisions and Refinements
Completed To-Date**

First 5 LA Priority Outcomes and Focus Areas – Proposed Changes 8/28/14

Outcomes

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

Communities

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

- Community members have a shared vision around the Building Stronger Families Framework and act collectively to improve the policies, services, and environments that impact families in the Best Start Communities
- Communities have ECE- and health-related supports that meet family needs
- Communities have physical places and spaces that promote healthy living and encourage interaction

ECE Systems

Increased access to quality early care and education

- Improved access to affordable, quality, 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

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

- Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health, and substance abuse services systems
- Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families
- 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



What Has Been Done to Focus and Clarify this Work?

- Working to refine and make consistent the language for the strategies to better articulate First 5 LA's role
- To better reflect the scope of First 5 LA's work to support engagement of parents/caregivers, the related focus areas and strategies have been consolidated into a single priority focus area under the Families outcome
- Clarify what strategy(ies) is Best Start specific or where there is intention to use the work in Best Start Communities to inform countywide efforts
- Began to unpack the "Learning Agenda" approach for the trauma-informed care strategy (e.g., identify target population for the learning agenda and how the learning agenda can be used to improve the service delivery system)

Families:

Increased family protective factors

Priority Focus Area	Emerging Programmatic Strategy
<ul style="list-style-type: none">• Increased parent/caregiver resiliency, social connections, knowledge of parenting and child development, and capacity to provide enriching, structured, and nurturing environments for their children• Access to concrete supports in times of need	Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visitation models
Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development	Pilot or promote the scaling of evidence-based parent/caregiver-engagement approaches and related capacities for ECE- and health-related providers

First 5 LA Priority Outcomes and Focus Areas – Proposed Changes

Outcomes

Priority Focus Areas

Families

Increased family protective factors

- Increased parent/caregiver resiliency, social connections, knowledge of parenting and child development, and capacity to provide enriching, structured, and nurturing environments for their children
- Access to concrete supports in times of need
- Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development

Communities

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

- Community members have a shared vision around the Building Stronger Families Framework and act collectively to improve the policies, services, and environments that impact families in the Best Start Communities
- Communities have ECE- and health-related supports that meet family needs
- Communities have physical places and spaces that promote healthy living and encourage interaction

ECE Systems

Increased access to quality early care and education

- Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations
- Improved quality of ECE services through increased provider capacity

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

- Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health, and substance abuse services systems
- Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families

Communities

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

Priority Focus Area	Emerging Programmatic Strategies
Community members have a shared vision and act collectively to improve the policies, services and environments that impact families	Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework
Communities have ECE- and health-related supports that meet family needs	Convene and create opportunities for collaboration among parents/caregivers, residents, ECE-and health-related organizations and institutions to improve services that increase family protective factors within the Best Start Communities
Communities have physical places and spaces that promote healthy living and encourage interaction	Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities

Early Care and Education

Increased access to quality early care and education

Priority Focus Area	Emerging Programmatic Strategies
Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations	<ul style="list-style-type: none">• Advocate for greater public investment in quality early care and education spaces, with a focus on infant/toddler care and preschool• Partner with key stakeholders to increase the efficiency and stability of the licensed ECE system to maintain or expand access
Improved quality of ECE services	<ul style="list-style-type: none">• Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change• Advocate for high quality pre-service training for early care and education providers

Health, Mental Health, and Substance Abuse Services

Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

Priority Focus Area	Emerging Programmatic Strategies
Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems	Convene providers and advocate for policy and practice changes to improve coordination and functioning of developmental screening, assessment and early intervention programs
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	Convene a learning community amongst Child Health and Disability Prevention Program (CHDP), foster care, mental health and substance abuse providers to identify best practices around trauma-informed care that improve the service delivery system for children 0-5



Summary of Ongoing Work to Refine Programmatic Strategies

- Define parent/caregiver engagement for First 5 LA
- Continue to specify our role, ensuring that there is focus as well as consistency and coherence across strategies
- Conduct further analysis of the resources required for implementation
- Revise illustrative activities to align with refined strategies

Emerging Investment Areas

Categories of programmatic strategies showing how First 5 LA will use its resources to affect change within each Priority Focus Area



Emerging Programmatic Strategy Summary Table

Investment Areas

Outcome Area	Public Education	R&D	Public policy and advocacy	Service Delivery System Improvement	Provider Training	Community Capacity Building
Families: Increased Family Protective Factors	X	X	X	X	X	
Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families	X	X	X	X		X
ECE: Increased access to quality early care and education	X	X	X	X	X	
Health, Mental Health, Substance Abuse Services Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families		X	X	X		



Discussion Questions

- Are the emerging programmatic strategies accurately reflecting the Commission's policy guidance provided in the planning process to date?
- Does the Commission have any suggestions for refining and focusing the programmatic strategies?

Next Steps

- **September 24th Program & Planning/Special Meeting of Commission:**
Review of revised programmatic strategies, discuss resources available for plan and future funding model
- **October 2nd, 3rd, 7th, 8th:**
Community Meetings
- **October 9th Commission Meeting:**
Review of annotated outline of strategic plan, discuss how resources will be allocated for plan, update on community meetings
- **October 22nd Program & Planning/Special Meeting of Commission:**
Review of draft Strategic Plan and revised mission/values



The “Gradients of Agreement” tool will help decision-making during the strategic planning process

