



Chief Executive Office
COUNTY OF LOS ANGELES

Framework Table Meeting

Prevention Services Task Force

August 16, 2022



I. OPENING AND ADMINISTRATIVE MATTERS

1. Instructional information, disclosures, land acknowledgment
2. Welcome and Call to Order
3. Roll Call
4. Public comment for specific agenda items



II. PRESENTATIONS & DISCUSSION





5. TASK FORCE & TABLE INTERDEPENDENCIES



July	August	September	October
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FEEDBACK AND FINAL AUTHORITY

Receive, provide feedback on, and formally affirm intermediate deliverables created by the tables (e.g., those listed in the white rectangles on this page)

Review and Adopt Preliminary Report (Recommendations/Findings) for the Board

Begin work on next phase of recommendations, including receiving community feedback on preliminary report, approving table deliverables, and other overarching items

Task Force level

FUNDING STREAMS ANALYSIS

Collection and analysis of program budget data Funding streams analysis Recommendations and findings for funding streams/programs

OVERARCHING VISION STATEMENT (Per TF request, portions of this were moved to the TF to ensure adequate feedback/input)

Collect Task Force, table, benchmarks, and community feedback on vision and vision statement (including survey of community members and County staff) Adopt vision statement

Framework Table
(launched 8/5)

DETAILED VISION, FRAMEWORK, AND GOVERNANCE

Adopt Guiding Principles for Prevention/Promotion Clarify and affirm range of domains covered under Prevention/Promotion Adopt Prevention/Promotion Countywide Systems Model Identify recommended governance structure (potentially prolonged)

Ongoing: Resolve and further clarify vision and governance recommendations

Disproportionality Table
(launched 7/22)

PREVENTION METRICS

Identify Life Course Outcomes Identify Ecological/Institutional Factors Adopt Metrics

Ongoing: Data Analytics and Targeted Policies to Address Racial Disproportionality, including across LCOs and Ecological/Institutional Factors

Coordination Table
(launched 6/16)

PROBLEM ANALYSIS: OPERATIONAL BARRIERS AND OPPORTUNITIES TO ADDRESS THEM

Identify operational barriers hindering coordination, including those relating to data systems, user journey mapping, and cross-agency collaboration. When possible, identify policy recommendations/solutions to address these barriers, including pilot programs, County policy advocacy at the state/federal level, and/or Board action

Ongoing: Continue to coordinate implementation, including data systems integration and user journey mapping



COMPONENTS OF INITIAL BOARD DELIVERABLES

- **Vision and Governance Structure**

- Guiding Principles
- Vision Statement
- Affirmation of Domains covered
- Recommended Prevention/Promotion Countywide Systems Model
- Overarching Governance Structure (*may need to be postponed or further fleshed out after October*)

- **Community Engagement Process**

- Detailed process plan, including components that may occur later

- **Prevention Metrics**

- Metrics informed by Equity-centered Framework (Life Course model)
 - Life Course Outcomes
 - Ecological/Institutional Factors

- **Operational Barriers/Recommendations**

- Identified barriers and policy solutions, including pilots for consideration, policy advocacy necessary at state/federal level, Board action, etc.

- **Funding Streams Analysis**

- Program Inventory
- Overarching Findings
- Funding Streams for Further Study/Action

Vision & Governance Structure

Component	Description	Utilization	Body / Status
Guiding Principles	<p>Statements to define <i>how</i> and <i>why</i> LA County is establishing a countywide prevention/promotion services system, listed in approximate order of importance to members.</p> <p>Several are drawn from the County’s racial equity strategic plan, with some minor revisions to reflect discussion and learnings from this Task Force effort.</p>	Provides the intent and goals behind recommendations created by the Task Force, especially for TF/table members, County prevention staff, community-based service providers, and residents	Framework table - Approved
Prevention/Promotion Framework	Definitions for prevention and promotion, including “tiers” (e.g., primary, secondary, tertiary) to indicate levels of support administered by the County for populations with differing needs.	Unifies definition and common usage across departments; informs County departments and staff how to prioritize populations for additional support, services, and intervention based on level of risk or need.	Framework table – in progress (today)
Vision Statement	An aspirational statement to describe the desired long-term goals and direction for the future of LA County prevention/promotion services.	Concisely communicates the goals of a reimagined system for multiple stakeholders; intended to be inspiring and uplifting.	Framework table/Task Force – in progress
Affirmed Domains	Domains/service areas discussed by the Task Force to be considered under the umbrella of County prevention/promotion. Process includes analysis of benchmark jurisdictions.	Provides grounding context for what service areas are included in and covered by this initiative, including how they relate to metrics and cut across multiple departments/agencies	Framework table – in progress (today)
Governance Structure	Recommendations for a governance structure for prevention/promotion in LA County, including the necessary budgeting, staffing, contracting, and data sharing authorities across relevant departments. Process includes analysis of benchmark jurisdictions.	If adopted by the Board of Supervisors, enables the County to coordinate and effectuate a comprehensive community-based prevention services delivery system.	Framework table – in progress



6. UPDATE ON VISION STATEMENT



Vision Statement Process Update

? Who would like to volunteer to participate in the small group to modify the preliminary vision statements?

Vision statement crafting process

July 15th

- ▶ Held workshop on vision statement during Task Force meeting to identify key themes for LA County services and reflect on feedback from community members with lived experiences

Mid to Late August



- ▶ Subgroup of 3-4 volunteers will convene in 45-minute working sessions
- ▶ Opportunities for written feedback will also be provided to those not in the working sessions

September

- ▶ Share updated vision statement with key stakeholders and finalize it

End of September

- ▶ Vote on vision statement

Community engagement process

Late July / Early August

- ▶ Developed public-facing survey, incorporating feedback from stakeholders
- ▶ Survey was built off of the guiding principles that were discussed on August 5th

Mid August

- ▶ Launch and distribution of vision survey
- ▶ Vision survey results will be ready for initial analysis in late August

Mid to Late August

- ▶ After initial analysis of survey, incorporate key themes from the public-facing survey into the updated vision statement
- ▶ Initial analysis will assess essential elements of the vision statement for community members

Early September

- ▶ Final analysis of survey results
- ▶ Share final results with task force members and key stakeholders

Note: Timeline is for illustrative purposes and is not drawn exactly to scale

The desire for a broad scope and promotion orientation was emphasized in the themes from the July Task Force meeting

Primary themes from vision statement workshop

Value-related themes			Process-related themes			Outcome-related themes			
Promotion of well-being	Inclusiveness and equity	Proactiveness and action-oriented	Collaboration with the community	Long-term planning	Built off of existing strengths	Resident-centric experience	Holistic services	Measurable outcomes	Early identification of risk
<ul style="list-style-type: none"> ▶ Promote well-being of people and places with an equity lens ▶ Build a vision that will allow community members to thrive physically and mentally 	<ul style="list-style-type: none"> ▶ Close the disparities and address issues of equity within the system ▶ Focus on the disproportionality and targeted interventions for those who need it the most ▶ Align across all departments on equity goals 	<ul style="list-style-type: none"> ▶ Be action-oriented, focusing on the most urgent opportunities ▶ Empower staff to take initiative after receiving feedback from community members ▶ Thoroughly examine all possible avenues of action (e.g., public-private partnerships, community forums, etc.) 	<ul style="list-style-type: none"> ▶ Communicate more frequently and transparently with the public to build trust ▶ Empower the community to find services fitting their needs ▶ Work to understand the situation of every community member served ▶ Demonstrate compassion and respect for the community 	<ul style="list-style-type: none"> ▶ Think creatively about how to align funding and resources to support the resident experience ▶ Bolster the sustainability of this vision beyond the TF time in LA County 	<ul style="list-style-type: none"> ▶ Create additional scale and elevate successful programs ▶ Build more of a continuum of services around the programs that are working well today 	<ul style="list-style-type: none"> ▶ Develop programs with the resident-experience in mind ▶ Work closely with community partners to ensure that they are a part of the process and have ample opportunities to provide feedback ▶ Uplift voices of those impacted and those who will experience the services 	<ul style="list-style-type: none"> ▶ Coordinate funding and activities across all LA County offices to support the inclusive promotion vision ▶ Create incentives at the system-level ▶ Empower staff to examine policies' effects across all populations and outcomes 	<ul style="list-style-type: none"> ▶ Generate more visibility into other programs ▶ Improve the measuring and tracking of outcomes ▶ Build out the infrastructure (e.g., systems and data) 	<ul style="list-style-type: none"> ▶ Enhance upstream identification of risk ▶ Improve capabilities to better monitor risk areas and communicate across programs for coordination between upstream and downstream stakeholders

Meeting #3

Select Prevention & Promotion Framework

**Arnold Chandler
Forward Change**

8.16.22





Defining Prevention & Promotion

Prevention & Promotion Definitions



Prevention
to stop the
occurrence of
undesired
population
outcomes



Promotion
to support the
occurrence of
desired
population
outcomes

Prevention and Promotion Outcome Examples

- **Promotion Outcome**

- High School Graduation
- Postsecondary Completion

- Stable Housing

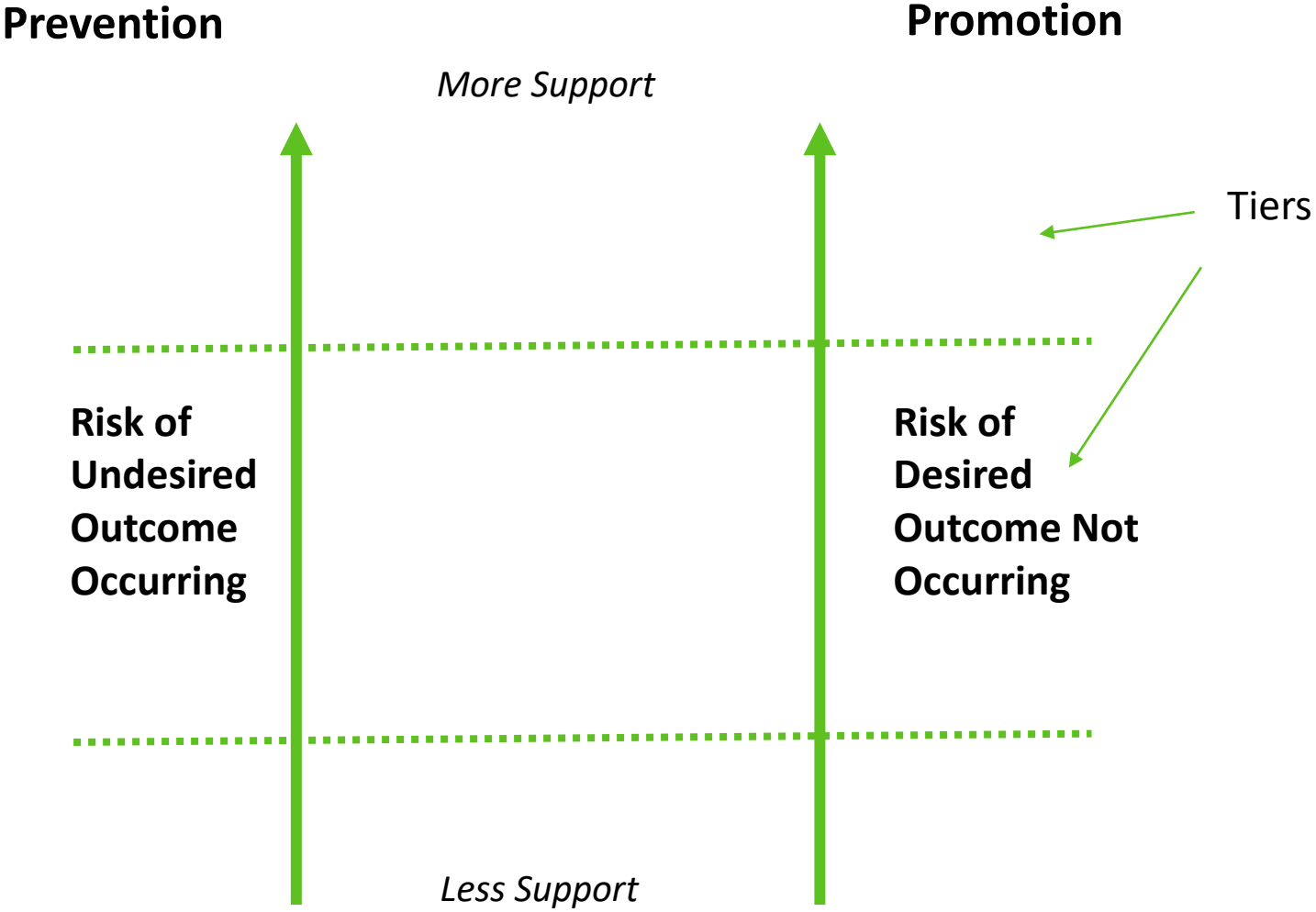
- **Prevention Outcome**

- High school dropout
- Postsecondary Dropout
- Substance abuse
- Child maltreatment
- Homelessness
- Felony Conviction



The Logic of Prevention and Promotion Tiers

The Logic of Prevention & Promotion Tiers





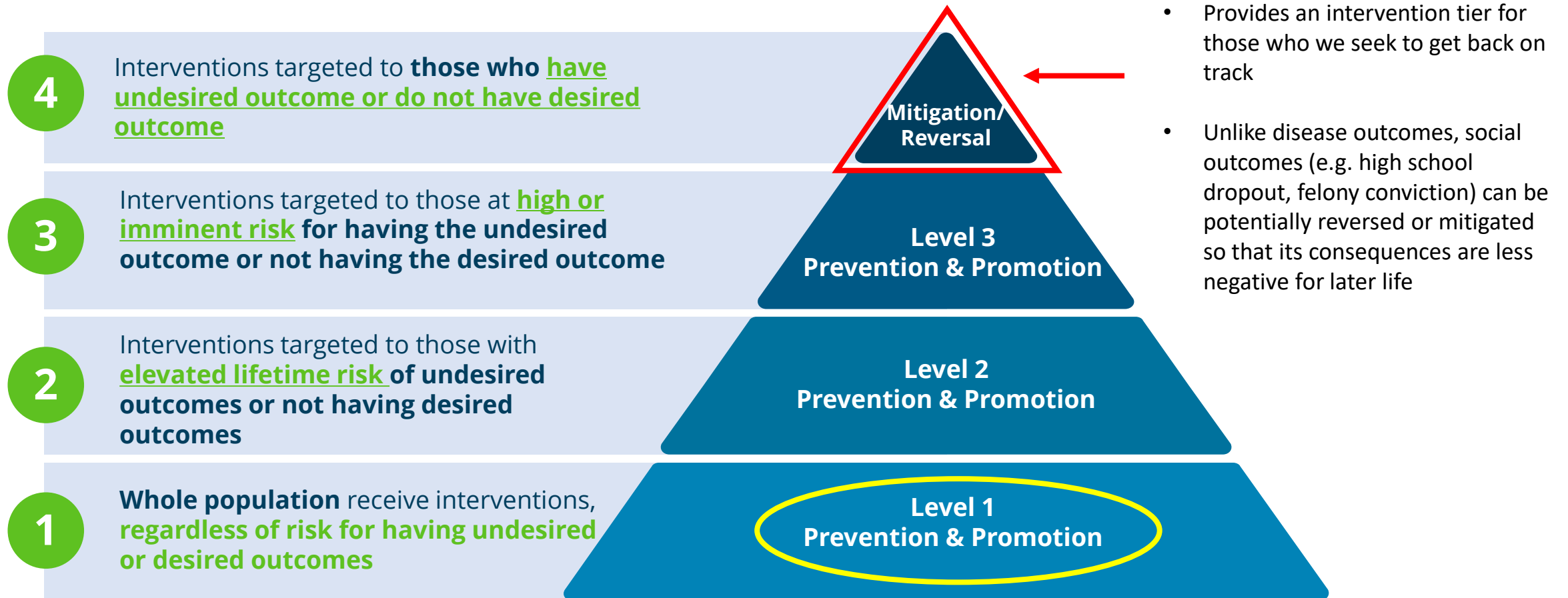
Two Important Questions to Answer for Selecting a Tiered Framework

- How many tiers should we have and what do they mean?
- What should we call the tiers?



Selecting Prevention & Promotion Tiers

The Number and Meaning of Prevention/Promotion Tiers



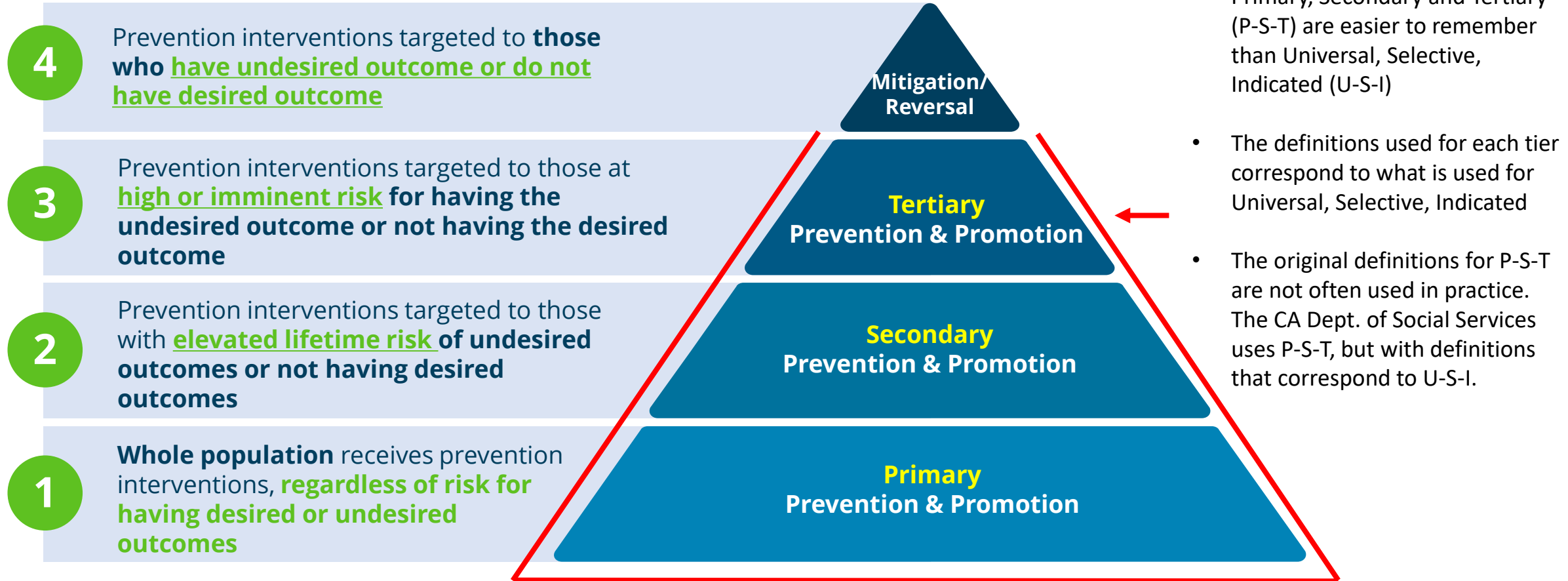
Questions & Revisions

- Questions or Comments?
- Are there any proposed revisions to the designated tiers?
- Any proposed revisions require a second to consider them for a vote
- A vote is held in revisions to the tiered framework



Naming Prevention & Promotion Tiers

Naming Convention for Prevention/Promotion Tiers



Questions & Revisions

- Questions or Comments?
- Are there any proposed alternatives to naming convention?
- Any proposed revisions require a second to consider them for a vote
- A vote is held to consider alternative naming conventions?



8. PREVENTION/PROMOTION DOMAINS



Relevant prevention domains/service areas identified through research on benchmark jurisdictions (conducted by Ernst & Young)

		Children, Youth and Families	Aging and Independence	Health	Housing	Employment	Education	Environment and infrastructure	Justice and safety
Program examples		<ul style="list-style-type: none"> ✓ Child abuse and “neglect” prevention services ✓ Family strengthening preservation efforts ✓ Youth support and development 	<ul style="list-style-type: none"> ✓ Age-friendly communities' promotion ✓ Support services for older adults, people with disabilities and their families 	<ul style="list-style-type: none"> ✓ Physical health services, including those designated by the ACA & HHS as preventive services (e.g., check-ups, immunizations, screenings etc.) ✓ Health promotion ✓ Mental health services ✓ Substance abuse prevention 	<ul style="list-style-type: none"> ✓ Homelessness prevention ✓ Homeless support services ✓ Emergency housing, transitional housing, and shelters ✓ Rental support and subsidies 	<ul style="list-style-type: none"> ✓ Employment pathways ✓ Financial support ✓ Training and workforce support 	<ul style="list-style-type: none"> ✓ Early education programs ✓ School programs supports ✓ Educational advocacy programs 	<ul style="list-style-type: none"> ✓ Programs in community spaces (park, libraries) ✓ Transportation services 	<ul style="list-style-type: none"> ✓ Promotion safe neighborhoods ✓ Juvenile justice ✓ Diversion and re-entry services
Promotion	San Diego	✓	✓	✓	✓	✓	✓	✓	✓
	DC	✓		✓		✓	✓		
Prevention	NYC	✓		✓	✓		✓		✓
	WA	✓	✓	✓	✓	✓	✓		✓
	TX	✓		✓					✓

Note: *Service areas are example and are not meant to be all inclusive; information to be confirmed through primary research. Jurisdictions may use different terminology to describe services within the different areas of prevention, but may use similar evidence-based practices
 Source: NYC ACS; DC FFPSA Plan; Washington State DCYF; Texas DFPS



FOR DISCUSSION: Overlaying these identified domains across other frameworks/service categories and refining them for LA County

	Children, Youth and Families	Aging and Independence	Health	Housing	Economic Opportunity	Education	Environment and Infrastructure	Justice and Safety	Food and Nutritional Security	Human Relations	Civic Empowerment & Ownership
Program and Service Examples	<ul style="list-style-type: none"> ✓ Child abuse and maltreatment <ul style="list-style-type: none"> ✓ Family strengthening preservation efforts ✓ Youth support and development ✓ Child care and family support services 	<ul style="list-style-type: none"> ✓ Age-friendly communities' promotion ✓ Support services for older adults, people with disabilities and their families 	<ul style="list-style-type: none"> ✓ Physical health services, including those designated by HHS as preventive services ✓ Health promotion ✓ Mental health services ✓ Substance abuse prevention 	<ul style="list-style-type: none"> ✓ Homelessness prevention ✓ Homeless support services ✓ Emergency housing, transitional housing, and shelters ✓ Rental support and subsidies 	<ul style="list-style-type: none"> ✓ Employment pathways ✓ Financial support ✓ Training and workforce support 	<ul style="list-style-type: none"> ✓ Early education programs ✓ School programs supports ✓ Educational advocacy programs 	<ul style="list-style-type: none"> ✓ Public and neighborhood spaces (e.g., parks, libraries, public planning) and their programming ✓ Transportation services 	<ul style="list-style-type: none"> ✓ Promotion of safe neighborhoods ✓ Juvenile justice ✓ Diversion and re-entry services 	<ul style="list-style-type: none"> ✓ Food subsidies, services, and nutritional programs across multiple populations ✓ Economic development to address food deserts 	<ul style="list-style-type: none"> ✓ Community cohesion and inclusion programs, which may include arts, culture ✓ Bias and discrimination prevention programs 	<ul style="list-style-type: none"> ✓ Community programming, leadership, position, power, and power sharing ✓ Protection of voting rights, elections and representation, and civic participation ✓ Community organizing, decision making, autonomy and agency
Current LA County Departmental Budget Cluster (CEO)	Family & Social Services, non-County agencies	Family & Social Services	Health & Mental Health	[Uncategorized by CEO, e.g., LACDA, LAHSA]	Family & Social Services	[Uncategorized by CEO, e.g., LACOE]	Community Services	Public Safety	Family & Social Services	Community Services	
Social Determinants of Health (KFF)	-	-	Health Care System	Neighborhood and Physical Environment	Economic Stability	Education	Neighborhood and Physical Environment	Community and Social Context	Food	Community and Social Context	
Well Being in the Nation Measures (WIN)	Well-being of People	Well-being of People	Health	Housing	Economy	Education	Environment and Infrastructure, Transportation, Well-being of Places	Public safety	Food and Agriculture	Equity	



9. GOVERNANCE STRUCTURE



The Framework Table is tasked with identifying a governance structure; the near-term work will focus on developing an architecture and process to guide long-term planning

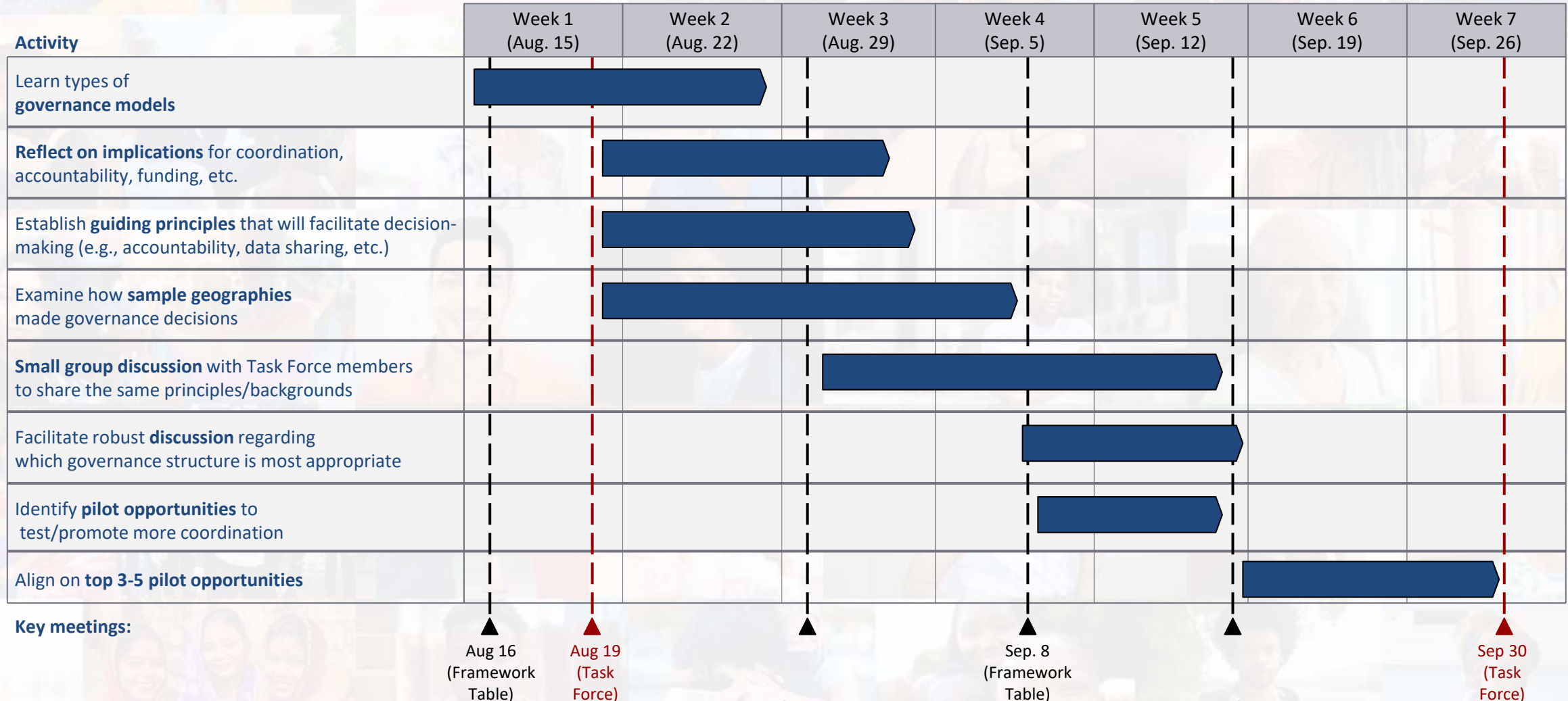
In-scope: “what we are doing”

- ✓ Selecting and refining a governance model that fits the vision and guiding principles of LA County
- ✓ Identifying where to start including, pilots for coordination, data systems, etc.
- ✓ Confirming implications for current programs aligned to the domains
- ✓ Identifying the next steps and process to arrive at more detailed governance recommendations

Out-of-scope: “what we are not doing”

- ✗ Detailed projected budget and financials
- ✗ Staffing plan for the new office including specific descriptions of roles and responsibilities
- ✗ Final in-scope initiative recommendations

Proposed timeline of developing the governance structure for the Office of Prevention Services; schedule will adjust based on timing of new meeting



Additional Framework Table meeting to be calendared during these weeks

The LA county prevention services governance model will serve as the foundation for impacting broad service areas and populations

LA County's need

The Reimagine Report¹ from UCLA's Pritzker Center highlights that organizational structures can and will improve health and safety in LA County

“ LA County and national landscape reveals many programs in place, but there has been **little change in structural factors** that fundamentally influence the experiences that many families and children of color have with the child welfare system.” – Page 10

“ Los Angeles County must go **beyond departmental strategies** and planning in order to focus on preventing children from entering the child welfare system” – Page 20

“ There is an opportunity for the County to **increase the availability and use of multidisciplinary teams (MDT)** on the front end who could share in making joint decisions, and thus have shared ownership over those decisions in support of children and families” – Page 21

Governance models in action

According to experts, restructuring prevention and promotion governance has been effective for state agencies' missions

“ We succeeded because we can now look at issues through multiple lenses” – MD THINK

“ Building an infrastructure that allows for quality assessment is critical. The [Health and Human Services] Coalition has been a really effective tool” – Washington's HHS Coalition

Agencies nationwide have their own unique governance models that facilitate prevention and promotion services, including in:

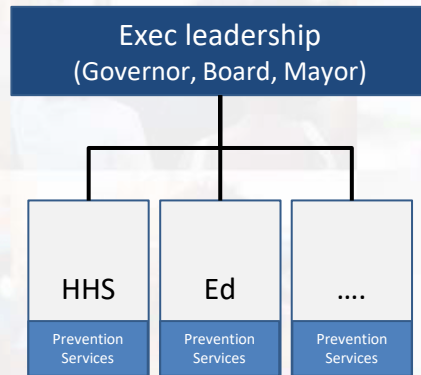
- Washington, D.C.
- Nebraska
- Arapahoe County, Colorado
- Maryland
- Washington
- San Diego County

Three governance models for prevention services have been identified based on both internal experience and external research on benchmarked geographies

Less coordination across agencies

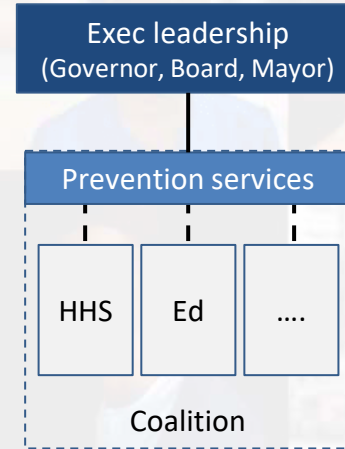
More coordination

Embedded Model



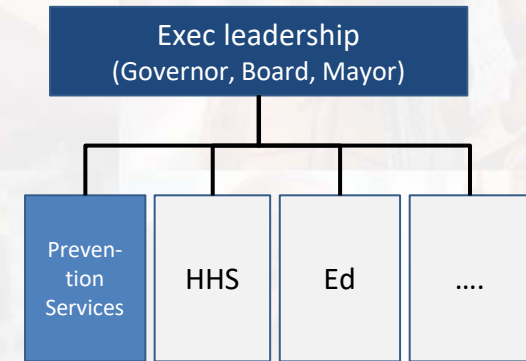
- Prevention services **embedded into individual agencies**, which report to their parent orgs (e.g., HHS, Education)
- Prevention is widespread across all agencies
- Coordination of uniform prevention goals is difficult

Coalition Model



- Responsibilities for prevention services all **housed in one organization**
- Organization reports to exec leadership (e.g., board, mayor, governor)
- Heads of other organizations (e.g., HHS) coordinate with prevention services on goals

Stand-alone Model



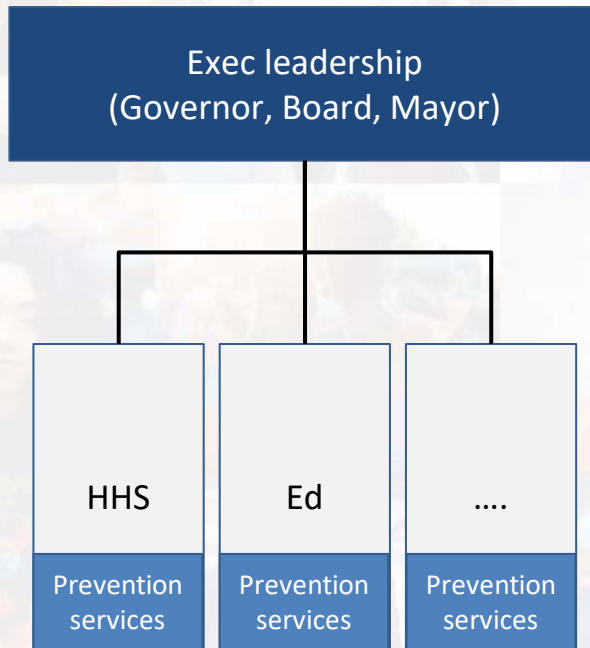
- Prevention services are **carved out from agencies** into one organization
- Dedicated budget for prevention services
- Prevention organization reports directly to executive leadership



- ▶ The governance model experience in the room will guide the discussion and decisions regarding the correct model for LA county
- ▶ We will continue to iterate based on past efforts (e.g., relying on what has seemed promising to date, pivoting where needed, and identifying support for this transformation process)

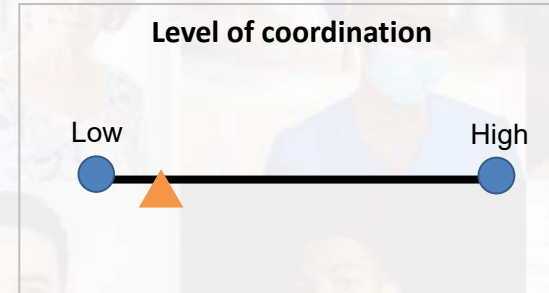
Embedded prevention model is easier to implement and offers more community access; however, it lacks strong coordination of outcomes and prevention goals

The embedded model



- Prevention services **embedded into individual agencies**, which report to their parent orgs (e.g., HHS, Education)
- Prevention is widespread across all agencies

Embedded model characteristics



- **Decentralized goals:** The decentralized operations may lead to differing goals, products, and capital prioritization by agency
- **Lack of data sharing:** Data sharing may hinder progress unless a separate executive mandated data sharing organization is created (e.g., MD THINK in Maryland)
- **No central prevention authority:** The embedded model may lead to a lack of executive sponsorship and single voice on prevention



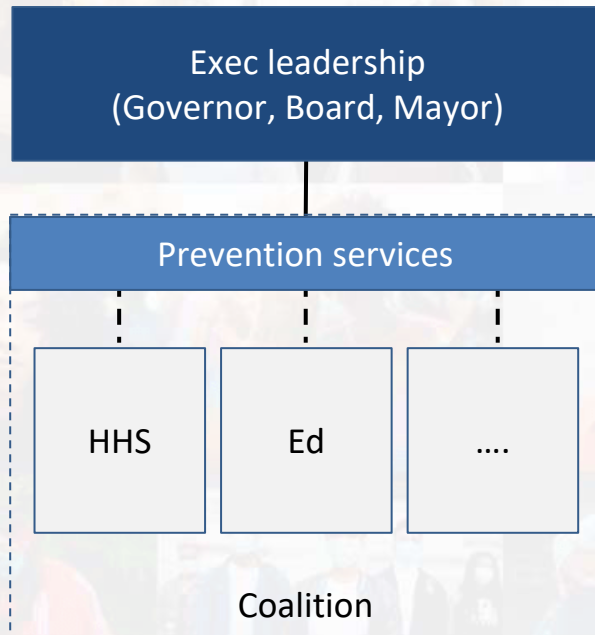
- **Low cost:** The embedded structure is an adaptation of the existing model and creates minor reorganization, hiring, tech, or process changes
- **Fast to implement:** As the overall governmental structure remains intact, creating an embedded model can be achieved quickly



- **Opportunities for close community input:** Prevention services sit within agencies and close to the community. The opportunity to share insights from front line workers is high

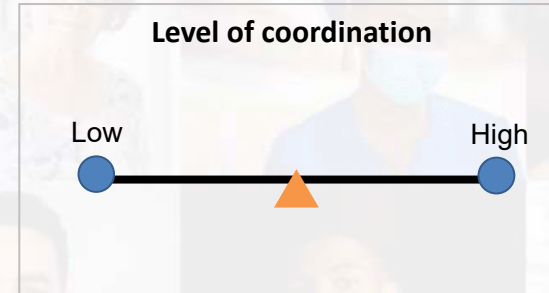
Coalition model creates a single voice on prevention services but requires close collaboration with departments

The coalition model

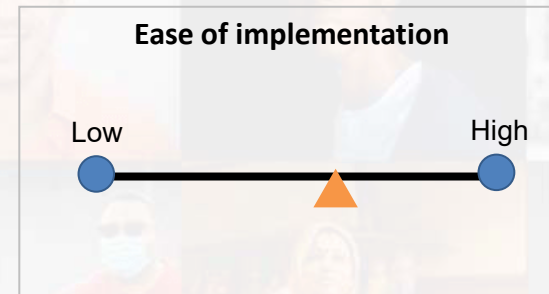


- Responsibilities for prevention services are all housed in one organization
- Organization reports to executive leadership (e.g., board, mayor, governor)

Coalition model characteristics



- **Centralized goals with decentralized implementation:** The coalition provides consistent goals, measures outcomes, and reports externally on prevention with a single voice
- **Moderate data sharing:** Data sharing will depend on partnerships
- **Dependent on strength of funding control / executive sponsorship:** Control of prevention capital allocation across departments increases prevention services effectiveness



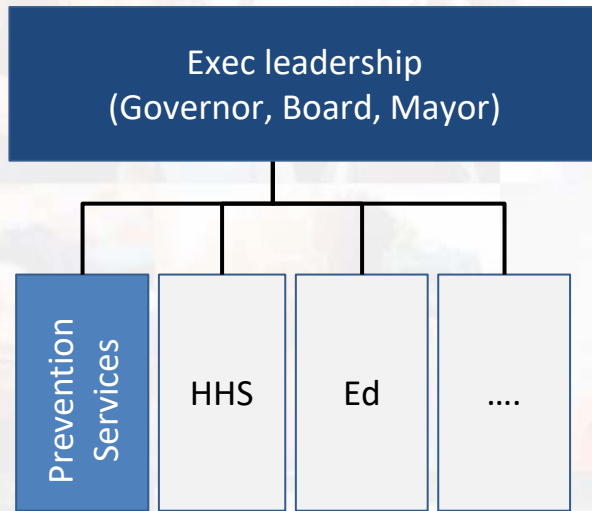
- **Moderate cost:** The coalition requires a dedicated budget that includes FTEs, monitoring technology, and potentially data science
- **Implementation dependent on statutory processes:** Experts across geographies stressed the difficulty and time (e.g., +12 months) required to create legal accountability in prevention services for a new group



- **Community input requires close partnerships:** Without prevention services dedicated front line workers, the coalition must partner closely with HHS, Education, and other organizations to receive community input

Stand-alone model fosters follow-through between strategy and implementation but is challenging and time-intensive to implement

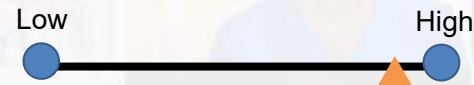
Stand-alone Model



- Prevention services are **carved out from agencies** into one organization
- Prevention org reports directly to executive leadership

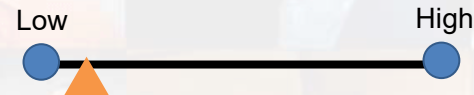
Stand-alone model characteristics

Level of coordination



- **Highly centralized goals and implementation:** The standalone model carves out key prevention services into one organization, allowing for alignment between goals, implementation, and outcomes
- **High prevention data sharing:** Data agreements will still be required across other organizations

Ease of implementation



- **High cost:** The stand-alone structure creates a new organization and bears the costs of org redesign including hiring, turnover, tech, and process changes.
- **Highly difficult to implement:** Experts suggest the standup and carveout process can take up to 3 years, including the legal rights and responsibilities over preventative services, identifying programs to be carved out, and standing up the organization

Degree of community input



- **Opportunities for substantial community input:** Prevention services has relationships with the front-line workers necessary to receive input from community members

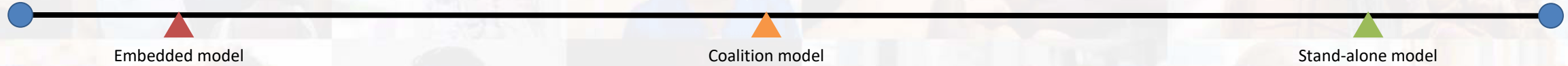
There are several trade-offs geographies have made when selecting a governance model

Governance model trade-offs

Implementation Speed vs. Accountability

Faster implementation; fewer clarification of roles and responsibilities

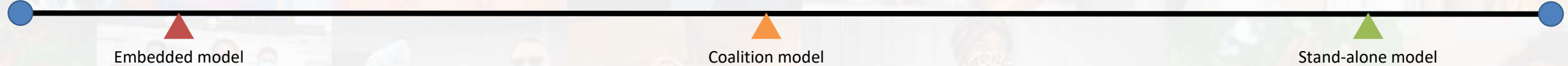
Slower implementation; greater accountability for roles and responsibilities



Cost vs. Outcome Measurement

Lower cost; less infrastructure for accurate outcome measurement

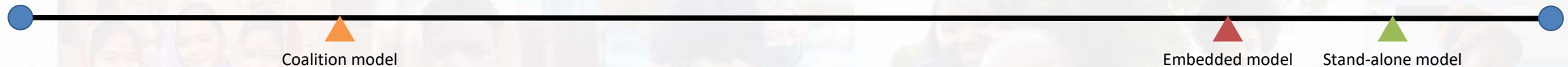
Higher cost; more robust systems for outcome measurement



Community Engaged Directly vs. Community Engaged Indirectly

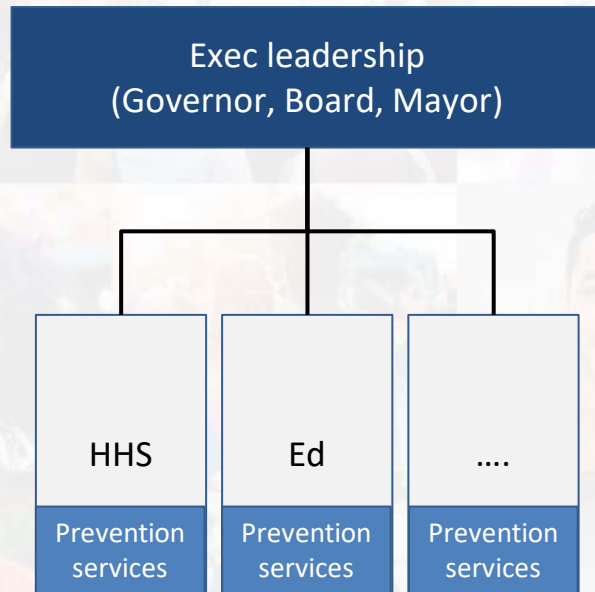
Community engagement is facilitated via partnerships with external organizations (e.g., NGO's)

Community engaged directly by LA County employees who work with community residents

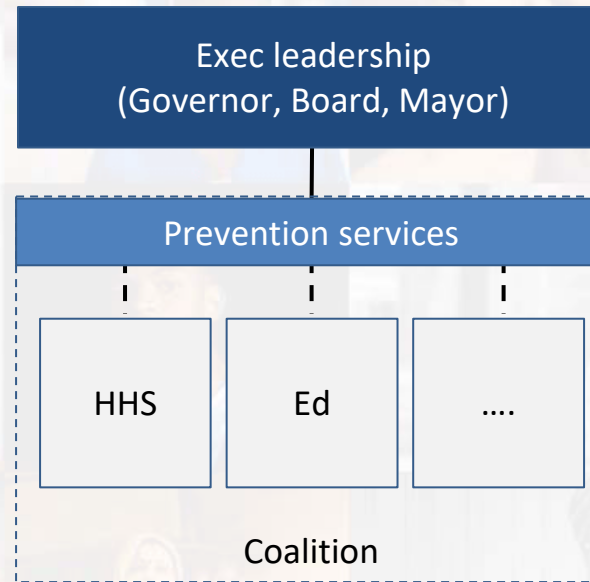


The three governance models provide benefits and potential drawbacks in coordination, implementation, and community

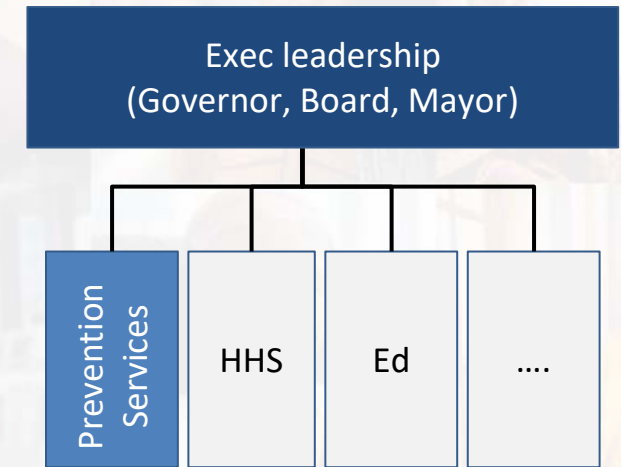
The embedded model



The coalition model



Stand-alone Model



Next steps: Convene for 2 more meetings to review governance learnings from prevention benchmarks, develop principles to select a model to align to existing Framework table guiding principles, and discuss in depth which model is most appropriate for LA County

III. PUBLIC COMMENT PERIOD AND CLOSING

10. General Public Comment

11. Adjournment