



Chief Executive Office
COUNTY OF LOS ANGELES

**LA County Framework Table
Pre-read Materials
September 8, 2022**



Agenda

- **Vision-statement Materials for the 9/08 Framework Table Meeting**
- Appendix (i.e., All Outputs from the Community Survey)

A vision is an aspirational statement of where an organization wants to be in the future; a great vision challenges us to look ahead while being both realistic and ambitious

A strong vision statement should...

- Describe the desired long run achievement/ output
- Provide direction, sets a course toward a future that tells people in that organization what the group believes, how to behave, and what kinds of decisions to make
- Imagine a world that does not yet exist and inspires people to make it a reality

To be effective, the vision should be...

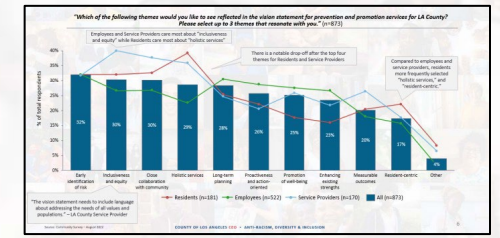
- Understood and shared by members of the community
- Broad enough to include a diverse variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate (e.g., concise, 1-2 sentences)

“The time has come for the County to take the **bold** step to **imagine** a transformative coordinated prevention and intervention strategy...” LA County Board of Supervisors motion

The vision statement process has used feedback and insight from multiple sources

LA County Chief Executive Office	Vision: Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County. Mission: A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information.
San Diego County	Diversity & Inclusion values: The County of San Diego is committed to building a region that is Building Better Health, Living Safely, and Thriving. <ul style="list-style-type: none"> Building better health: improving the health of residents and supporting healthy choices Living safely: ensuring residents are protected from crime and abuse, neighborhoods are safe, and communities are resilient to disasters and emergencies. Thriving: Cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life.
Nebraska Department of Health and Human Services	Vision: Nebraska's culturally diverse populations are as healthy as possible. Mission: Promote and support the advancement of health equity in Nebraska using data, partnerships, funding, training and technical assistance.
Washington Department of Children, Youth and Families	Vision: All Washington's children and youth grow up safe and healthy thriving physically, emotionally, and educationally, nurtured by family and community. Mission: Protect children and strengthen families so they flourish.
Washington, D.C. Child & Family Services Agency	Vision: Children and families are stable and thriving within their communities. Mission: CFSA works to improve the safety, permanence, and well being of abused and neglected children in the District of Columbia and to strengthen their families.

Incorporated best practices from external benchmarks of cities such as San Diego, Nebraska, Washington, and Washington DC



Received over 800 responses from LA County staff and residents on areas such as what is important, and what the county can improve

Primary themes from vision statement workshop			
Value-related themes	Process-related themes	Outcome-related themes	Early identification of the
Promotion of well-being <ul style="list-style-type: none"> Provide working people and jobs with an excellent quality of life Build a strong local economy Clear the disparities and address issues of equity with the public Focus on the children's education and health outcomes Address the needs of the community 	Inclusiveness and equity <ul style="list-style-type: none"> Be action-oriented, focusing on the impact of results with the public Empower the community Democratize the process Engage the community 	Clear collaboration with the community <ul style="list-style-type: none"> Communicate frequently and transparently with the community Build trust Build more of a partnership Build the capacity of the community Build the capacity of the community 	Long term planning <ul style="list-style-type: none"> Develop a long-term vision Develop a long-term vision Develop a long-term vision

Incorporated primary themes from vision statement workshop from July's Task Force meeting, including the desire for a broad scope and promotion orientation



Incorporated the feedback of stakeholders throughout the process on how to engage the community, what are the primary goals, and more

Prevention service agencies across counties and states have differing visions, missions, and values

LA County Chief Executive Office

Vision: Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

Mission: A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information.

San Diego County

Diversity & inclusion values: The County of San Diego is committed to building a region that is Building Better Health, Living Safely, and Thriving.

- Building better health: Improving the health of residents and supporting healthy choices
- Living safely: Ensuring residents are protected from crime and abuse, neighborhoods are safe, and communities are resilient to disasters and emergencies
- Thriving: Cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life

Nebraska Department of Health and Human Services

Vision: Nebraska's culturally diverse populations are as healthy as possible.

Mission: Promote and support the advancement of health equity in Nebraska using data, partnerships, funding, training and technical assistance.

Washington Department of Children, Youth and Families

Vision: All Washington's children and youth grow up safe and healthy-thriving physically, emotionally, and educationally, nurtured by family and community.

Mission: Protect children and strengthen families so they flourish.

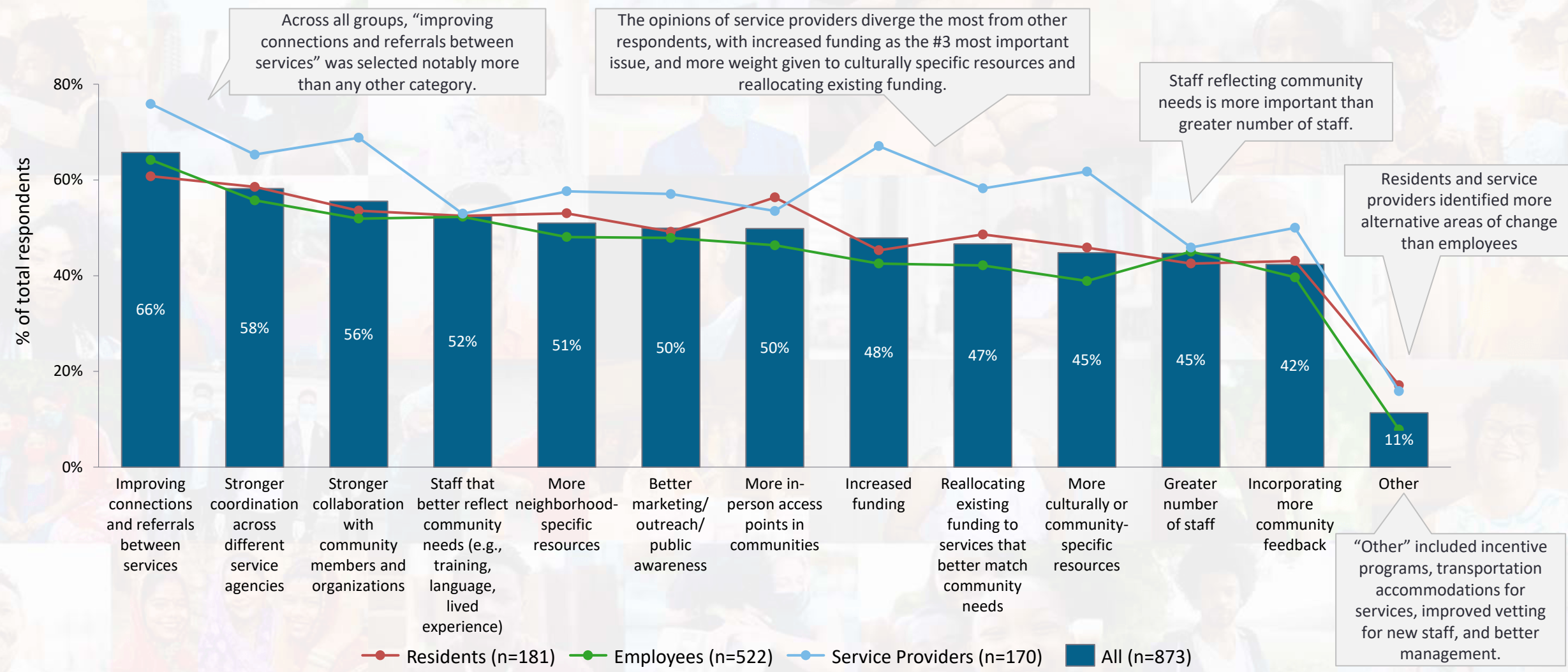
Washington, D.C. Child & Family Services Agency

Vision: Children and families are stable and thriving within their communities.

Mission: CFSA works to improve the safety, permanence, and well being of abused and neglected children in the District of Columbia and to strengthen their families.

Two of the three top changes that respondents selected reflected a public desire for stronger coordination across service agencies

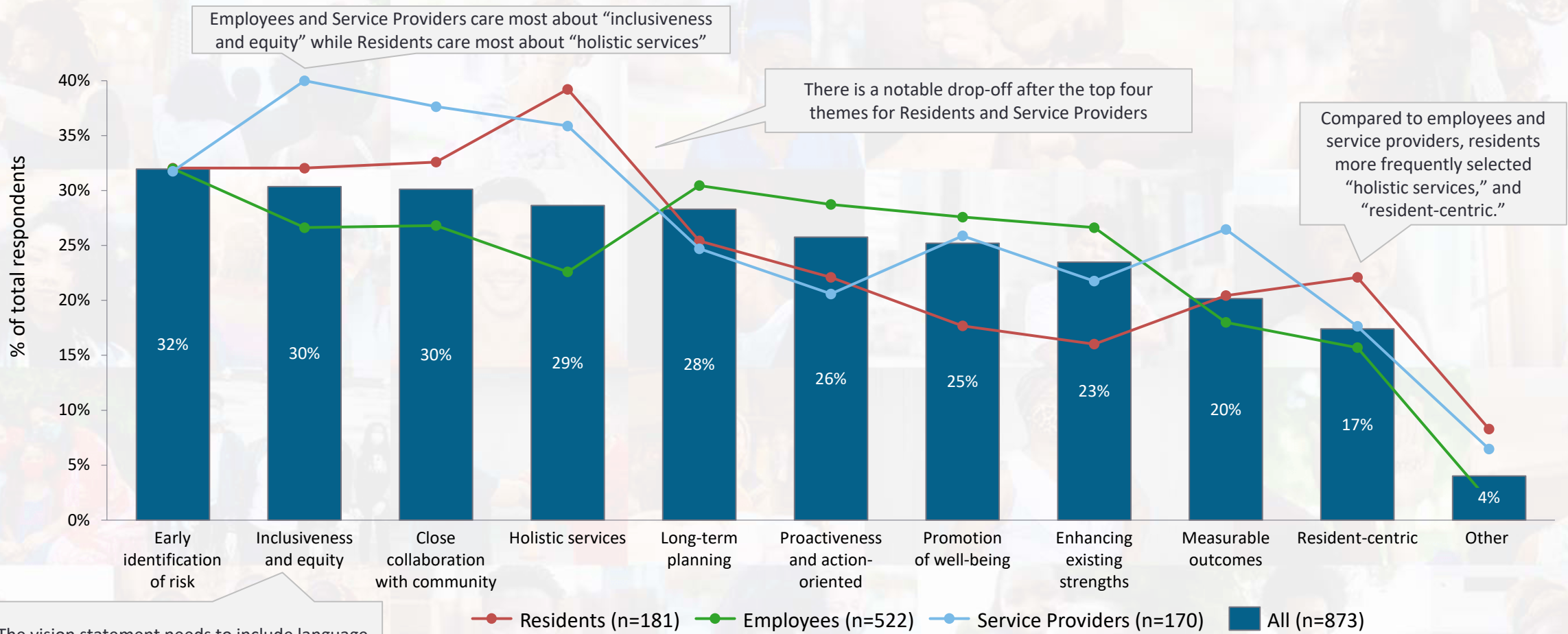
“What do you think is needed to make LA County’s prevention and promotion services more effective? Please select all that apply.” (n=873)



Source: Community Survey – August 2022

Early identification of risk, inclusiveness and equity, and close collaboration with the community were most frequently selected as desired themes for the mission statement

“Which of the following themes would you like to see reflected in the vision statement for prevention and promotion services for LA County? Please select up to 3 themes that resonate with you.” (n=873)



“The vision statement needs to include language about addressing the needs of all values and populations.” – LA County Service Provider

Source: Community Survey – August 2022

Vision themes highlighted in the survey included supporting the well-being of all Angelenos through better coordination of services

Aspiring vision

“What themes would you like to see reflected in the vision statement for comprehensive and coordinated prevention and promotion services?”



Desired impact

“How would you describe the target population(s) served by this vision and the desired impact to this population(s)?”



Envisioned change

“What is the change that you hope to see when LA County implements this vision? (i.e., what should the impact lead to?)”



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	Close 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 	<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 	<ul style="list-style-type: none"> ▶ Communicate more frequently and transparently with the public to build trust ▶ 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 	<ul style="list-style-type: none"> ▶ Coordinate funding to support the inclusive promotion vision ▶ Create incentives at the system-level ▶ Empower staff to assess programs more holistically 	<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

The vision statement should reflect the guiding principles decided by the table

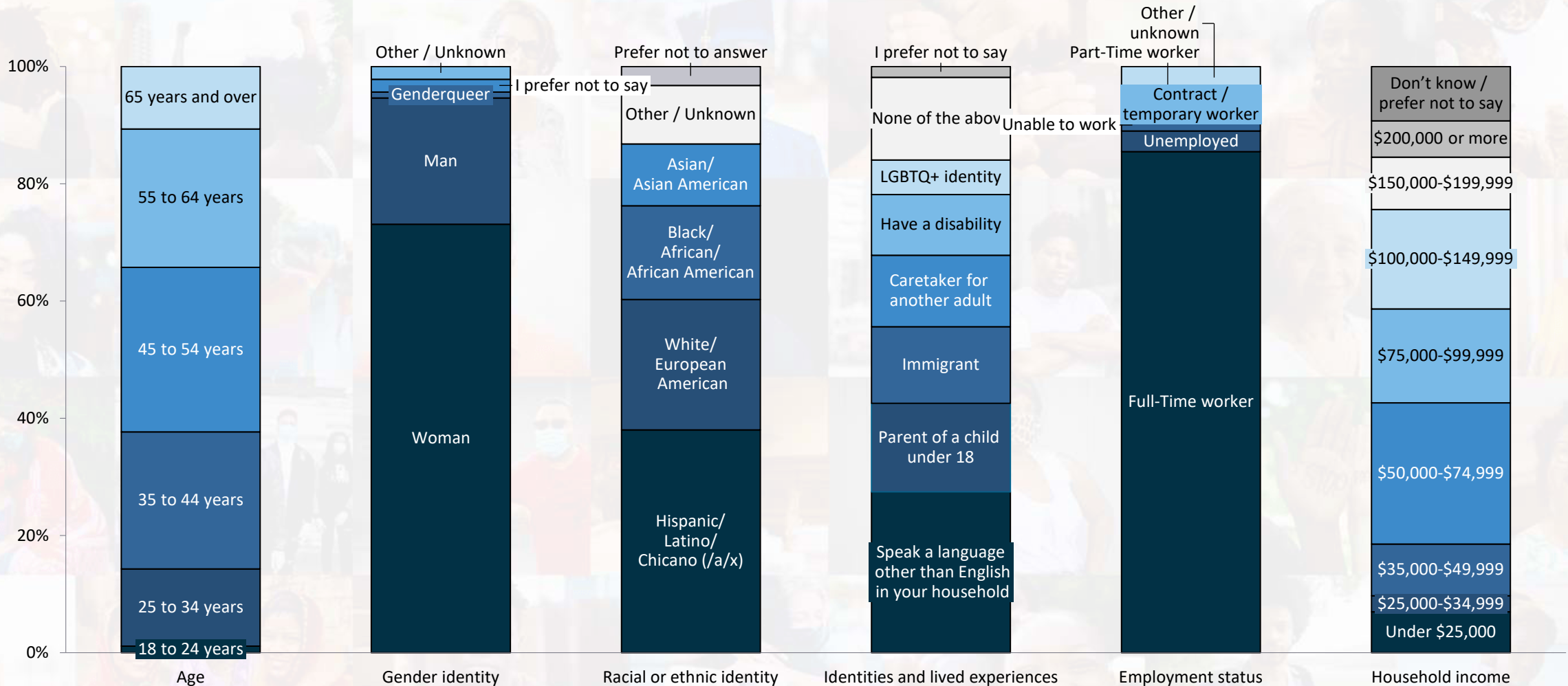
- Reduce racial disparities and increase equitable life outcomes for all races/ethnicities as well as close disparities in public investments to shape those outcomes
- Authentically engage residents, organizations, and other community stakeholders **early** to inform and determine interventions (e.g., policy and program) and investments that **emphasize long-term prevention and promotion**
- Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations
- Collaborate to align funding investments and promote systems change to reduce barriers to achieve effective family-centered services
- Use data and community-defined evidence to effectively assess and communicate equity needs and support timely assessment of progress
- Work collaboratively and intentionally across departments as well as across leadership levels and decision-makers
- **Seek to provide early and tailored support to** improve long-term outcomes, both intergenerationally (i.e., parent to child) and multi-generationally (i.e., grandparent to grandchildren)
- Act urgently, boldly and innovatively to achieve tangible results
- Disaggregate and **streamline data collection** as well as conduct analysis for different racial/ethnic and other demographic subgroup categories
- Be transparent about our goals and our impact

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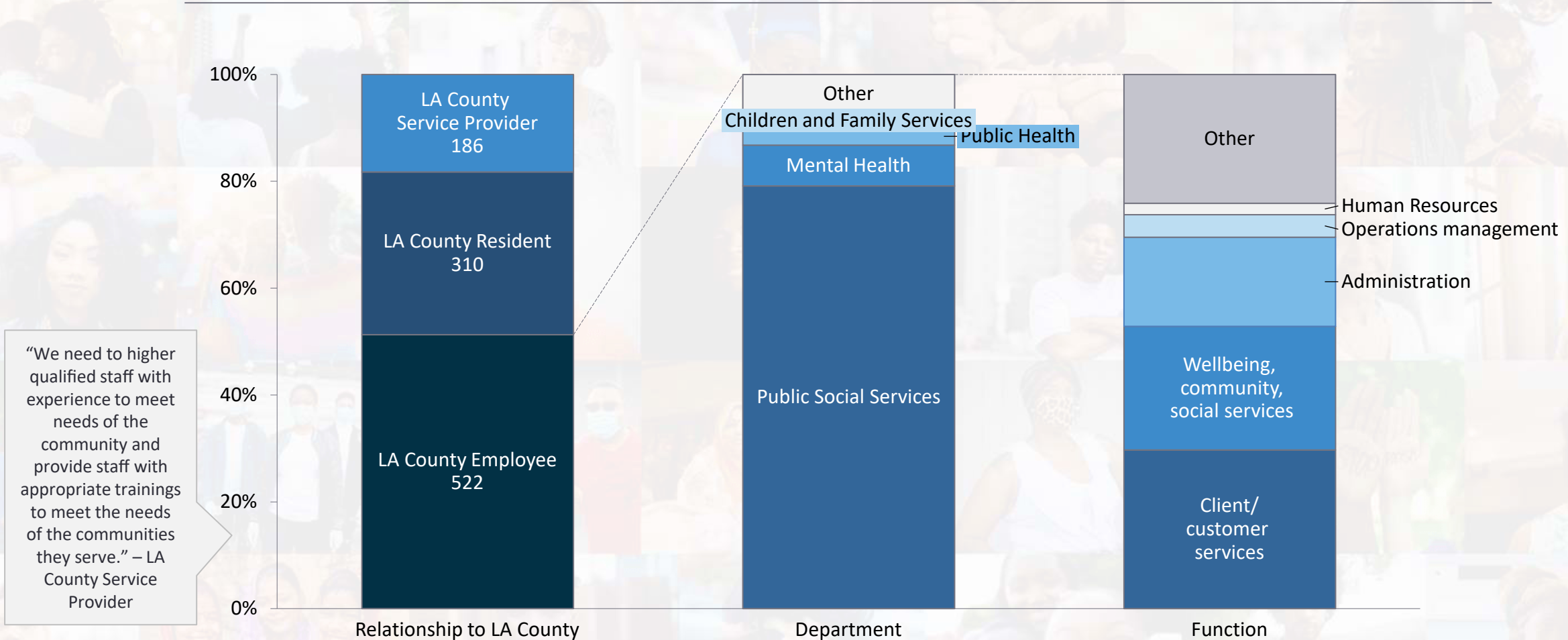
The majority of community survey respondents were women and full-time workers; respondents represented a variety of ages incomes, racial or ethnic identities, and lived experiences

Community survey respondent demographics (n=873)



Public Social Services is the most represented department among LA County employee respondents, while client / customer services is the highest represented function

Respondent relationships to LA County



Scores for prevention services and promotion services are highly similar, and both received more negative responses than positive responses, indicating room for improvement

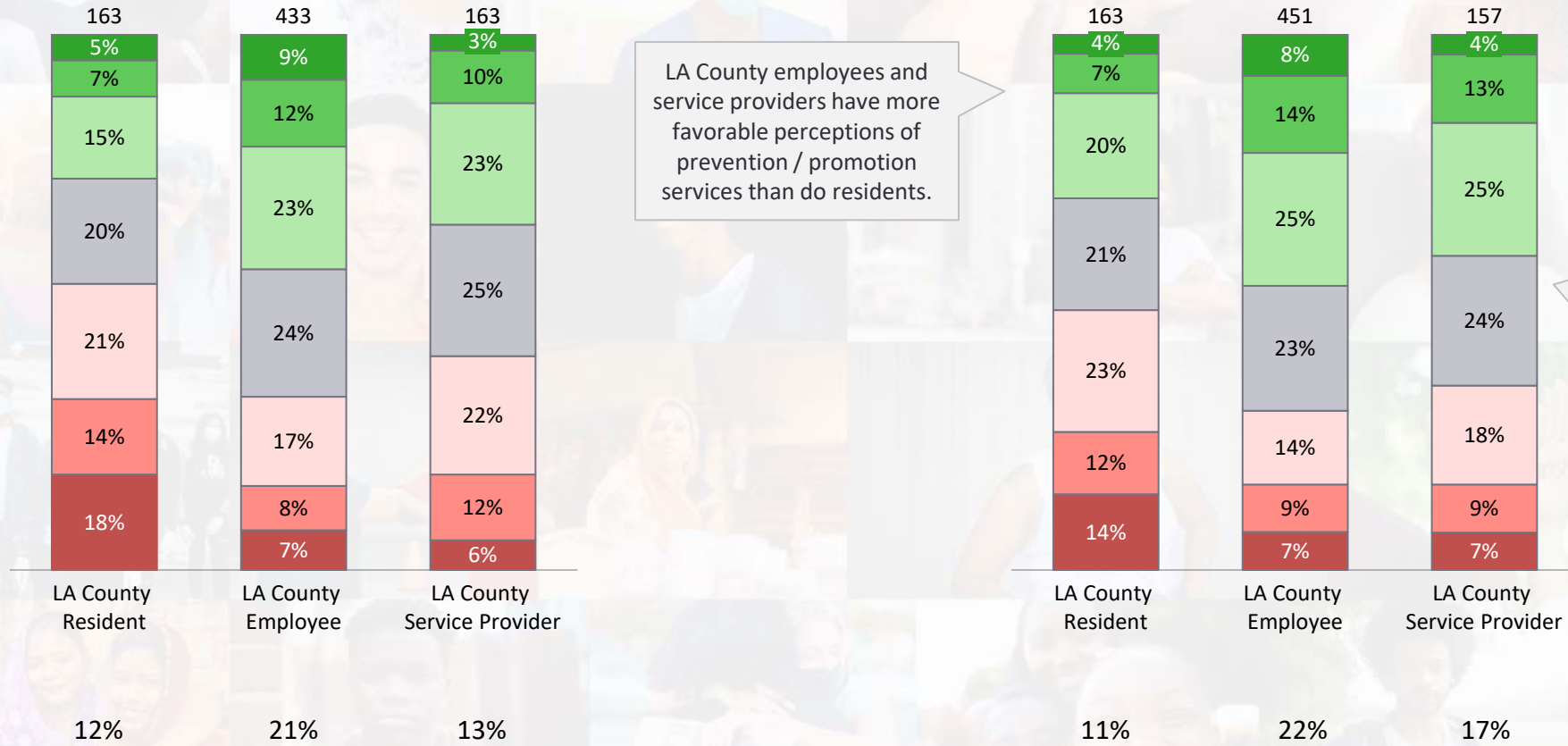
“How effective do you think LA County has been in providing comprehensive and coordinated prevention and promotion services?”¹

Prevention average: 4.2
Promotion average: 4.3

1 - "Not at all effective" 2 3 4 5 6 7 - "Extremely Effective"

Prevention Services

Promotion Services



LA County employees and service providers have more favorable perceptions of prevention / promotion services than do residents.

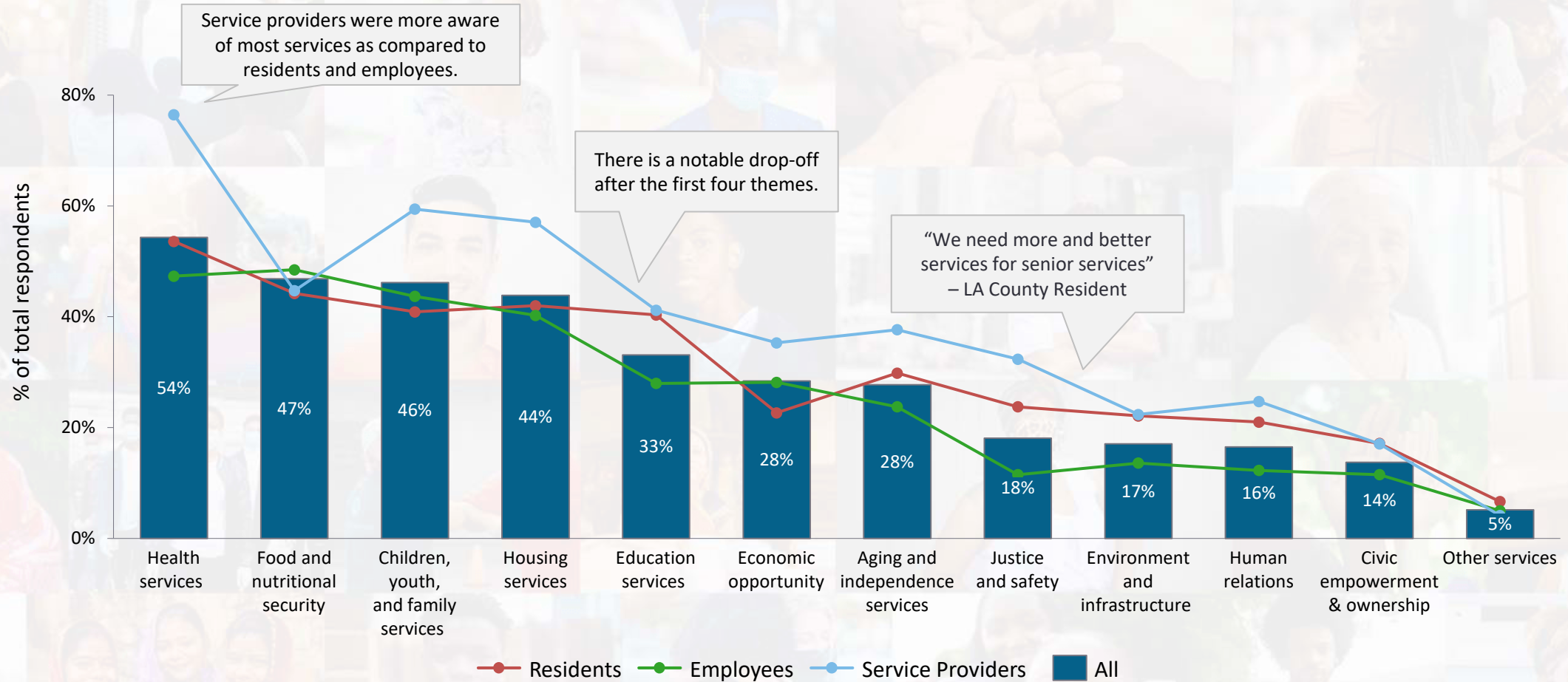
11-16% of respondents think prevention and promotion services are effective or extremely effective.

“In my opinion there's just not enough of us advocating or sharing the information on how to get to the resources in our communities that people claim are out there.”
– LA County Resident

Respondents are most familiar with health services, food and nutritional security services, and children, youth, and family services in LA County

“Which of the following categories of LA County prevention and/or promotion services are you broadly familiar with?”

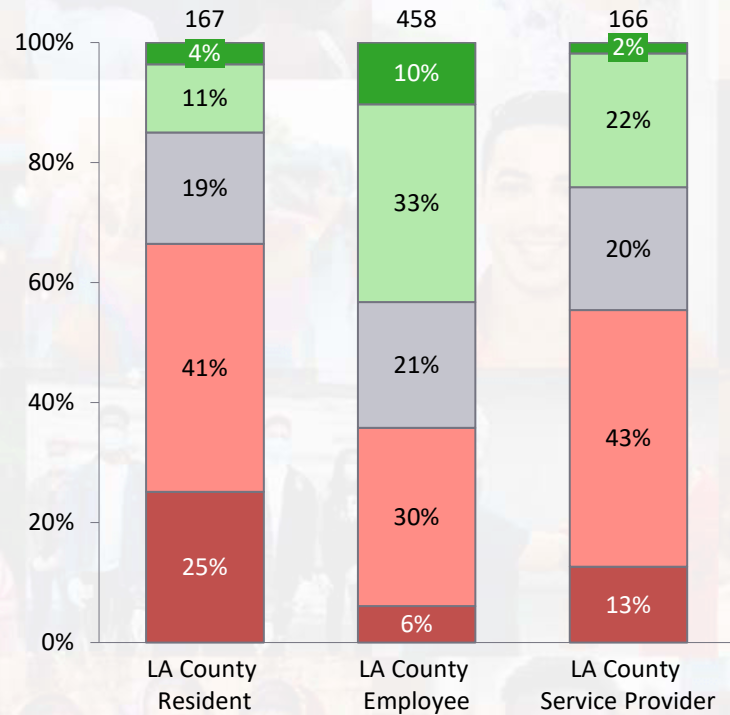
(For example, you previously received these services, managed these services as a service provider, or assisted others in accessing these services, etc.)



46% of respondents stated that it is somewhat hard or extremely hard to access prevention and promotion services they need, while 41% said that LA County delivers services poorly or very poorly

“How easy it for LA County residents to access prevention and promotion services that they need?”¹

Extremely easy Somewhat easy Neither easy nor hard Somewhat hard Extremely hard

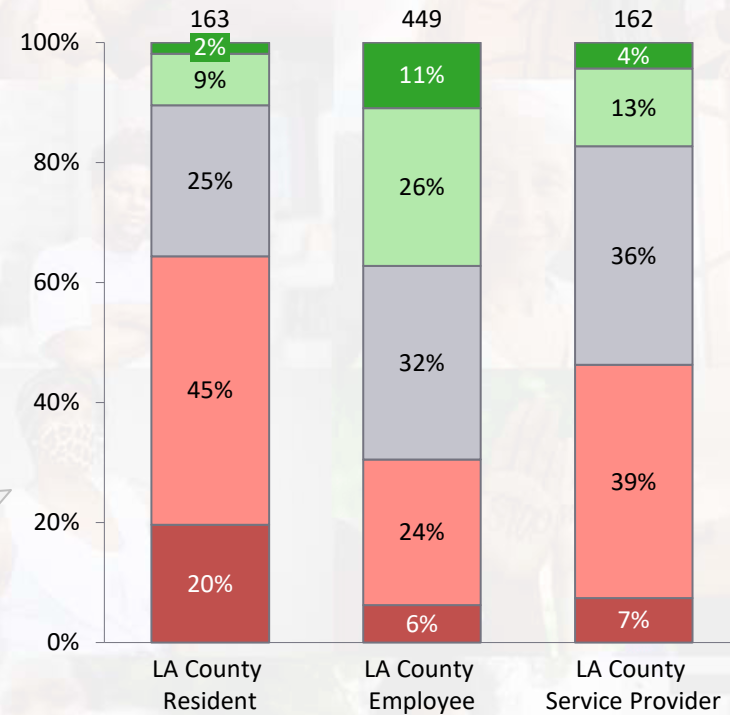


LA County Employees made up 58% of respondents and have a more favorable opinion of both access and delivery than residents and providers

“Programs have too many hoops and funding is hard to access.”
– LA County Service Provider

“How well is LA County delivering prevention and promotion services?”¹

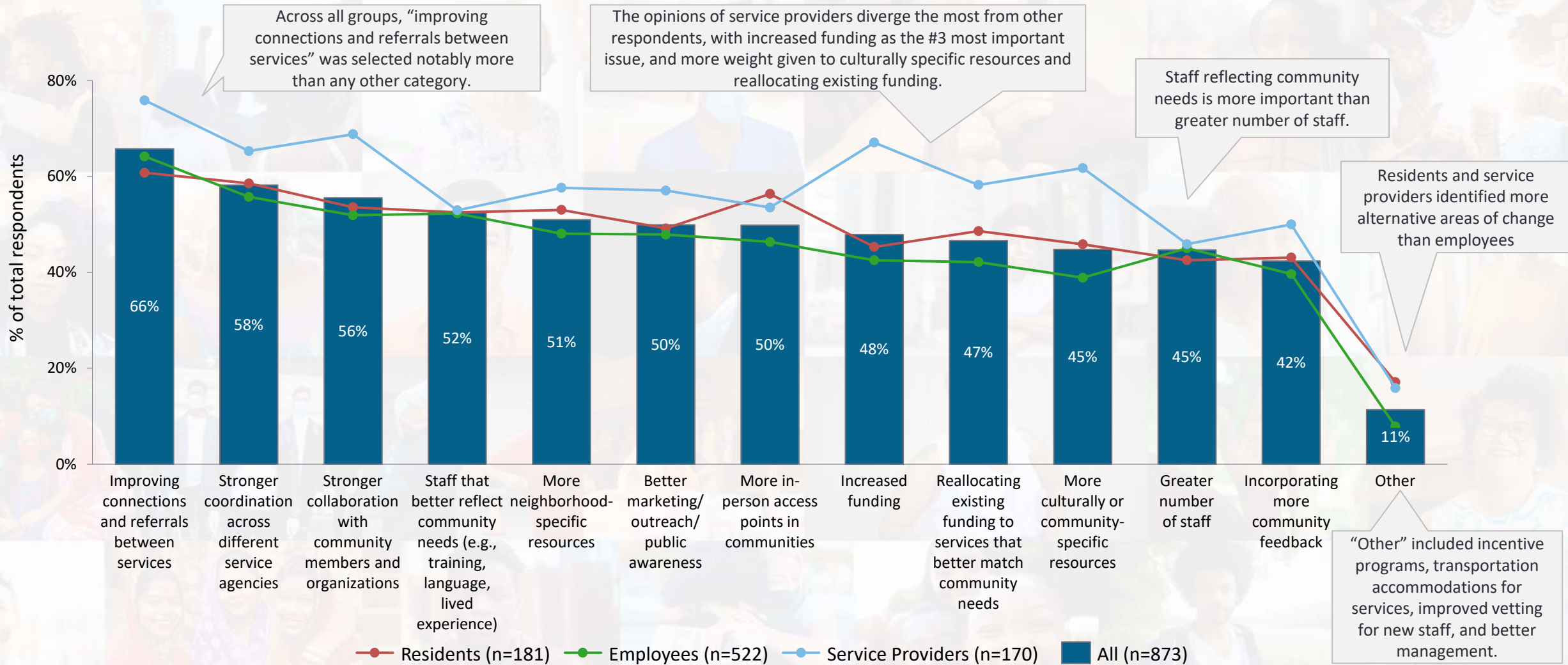
Very well Well At an acceptable level Poorly Very poorly



“The world has changed so much over the two years. We have to find ways to reach community members and deliver services in new ways.”
– LA County Resident

Two of the three top changes that respondents selected reflected a public desire for stronger coordination across service agencies

“What do you think is needed to make LA County’s prevention and promotion services more effective? Please select all that apply.” (n=873)



Early identification of risk, inclusiveness and equity, and close collaboration with the community were most frequently selected as desired themes for the mission statement

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