



Chief Executive Office
COUNTY OF LOS ANGELES

Framework Table Meeting

Prevention Services Task Force

September 8, 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
 5. Overview of Task Force and subject area updates
- **Added Ftable dates:** Friday, 9/16 & Friday, 9/23; 1-330pm



II. PRESENTATIONS & DISCUSSION





6. VISION STATEMENT



The goal of today's session on the vision statement will be to review the three vision statement options and their corresponding inputs; however, we will vote on these options in the Framework Table's next meeting

In-scope for today's conversation:

- ✓ Reviewing and discussing three vision statement options to understand initial reactions
- ✓ Revisiting the external research on how offices of prevention services in other geographies have developed their vision statements
- ✓ Highlighting key takeaways on the vision statement from the Community Survey
- ✓ Recapping the key themes and phrases from the vision statement working group's meeting

Out-of-scope for today's conversation:

- ✗ Voting on the final vision statement [*please note that final voting will occur in the next Framework Table meeting*]
- ✗ Providing wording feedback on the vision statement options [*written feedback can be provided offline between now and the next Framework Table meeting*]

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

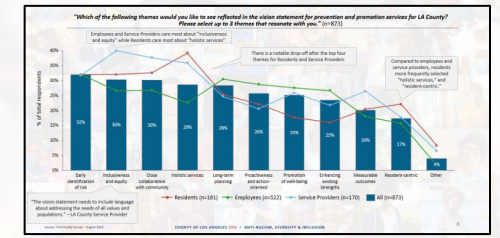
The vision statement process has used feedback and insight from multiple sources

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

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 equity lens Build a more resilient and equitable economy Clear the disparities and address issues of equity with the public Focus on the children, youth and families who need it the most 	Partnerships and equity <ul style="list-style-type: none"> Be action-oriented, focusing on the impact of work with the public Empower community members Democratize the process and ensure feedback for those who need it the most 	Clear collaboration with that strength <ul style="list-style-type: none"> Communicate frequently and transparently with the public Build trust Build more of a partnership Build the capacity of the sector beyond the County 	Long term planning <ul style="list-style-type: none"> Think creatively about how to align funding, structural and resources to support the mission Build more of a partnership Build the capacity of the sector beyond the County
Health and well-being <ul style="list-style-type: none"> Build a more resilient and equitable economy Clear the disparities and address issues of equity with the public Focus on the children, youth and families who need it the most 	Partnerships and equity <ul style="list-style-type: none"> Be action-oriented, focusing on the impact of work with the public Empower community members Democratize the process and ensure feedback for those who need it the most 	Clear collaboration with that strength <ul style="list-style-type: none"> Communicate frequently and transparently with the public Build trust Build more of a partnership Build the capacity of the sector beyond the County 	Long term planning <ul style="list-style-type: none"> Think creatively about how to align funding, structural and resources to support the mission Build more of a partnership Build the capacity of the sector beyond the County
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Incorporated primary themes from vision statement workshop from July's Task Force meeting, including the desire for a broad scope and promotion orientation



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



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.

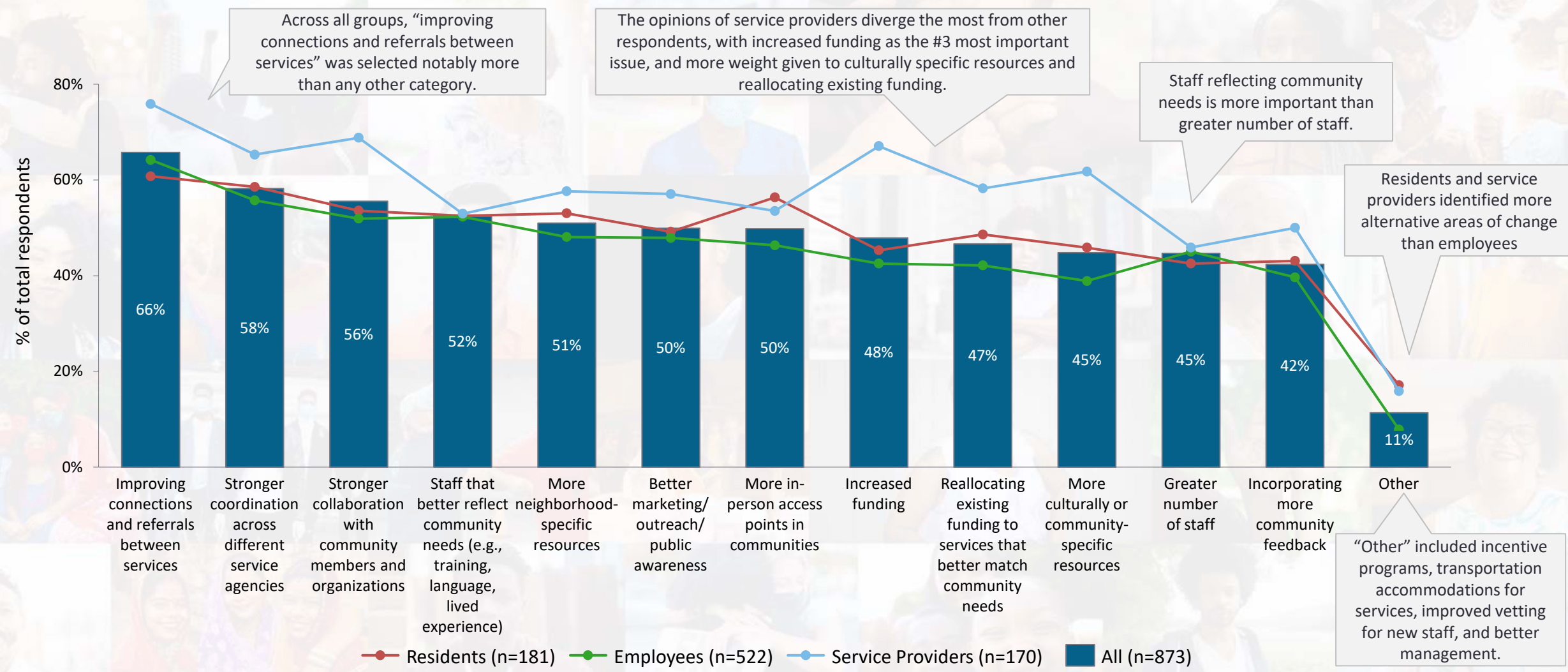
Washington, D.C.
Child & Family Services Agency

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

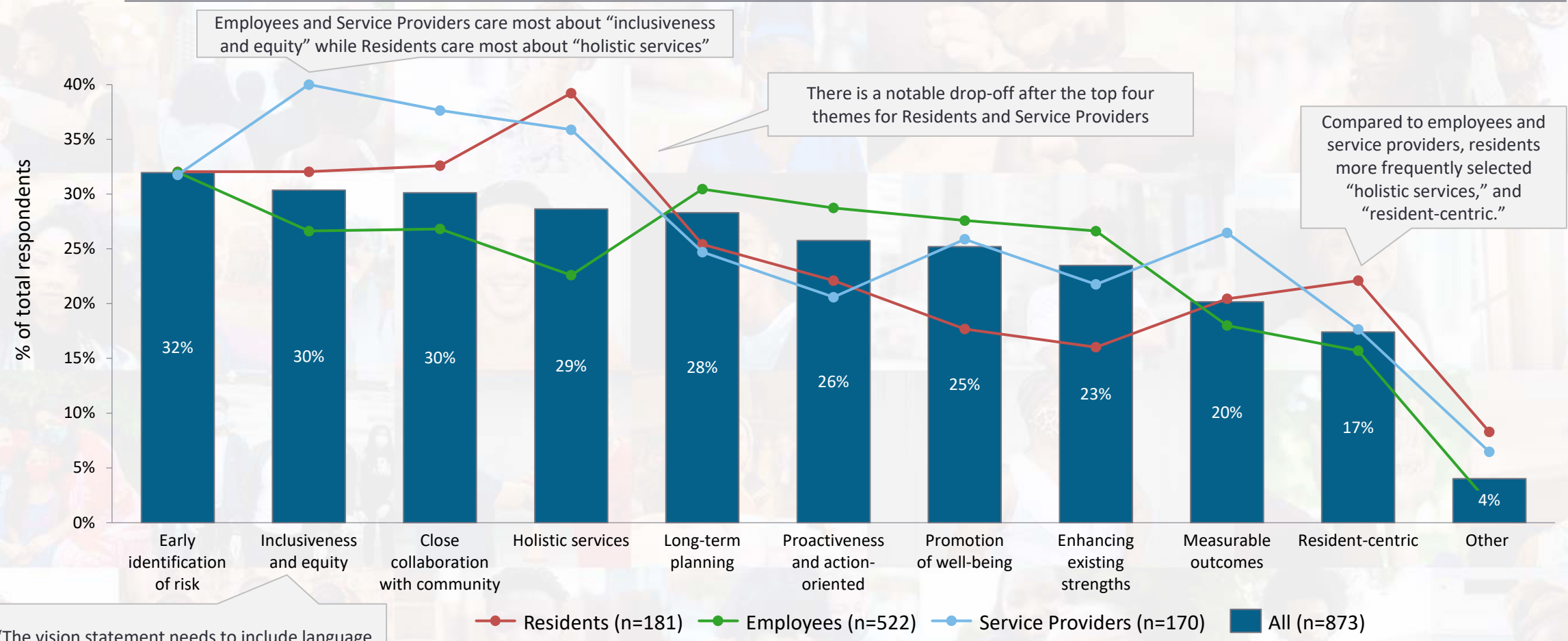
“What do you think is needed to make LA County’s prevention and promotion services more effective? Please select all that apply.” (n=873)



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 disproportion-ality 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 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

A focus group from the Framework Table identified key words and phrases to use in the vision statement

Key words from focus group sessions by theme

1

Population

- Everyone who lives in LA
- All people in LA

2

Scope

- Support wellbeing
- Positive supports
- Regenerative processes
- Strengthening communities
- Holistic offerings

3

Method / Means

- Web that connects people
- Grounded in / responsive to community needs
- Restore / renew relationship with the community
- Build partnership with the community
- Grounded in needs of the community
- Build trust
- Share power and decision-making

4

Goal

- Reimagined system
- Connected
- Thriving people

Vision Statement Options



Which of these 3 vision statements would be your top choice?

1

We are disrupting systems of oppression at their roots and removing barriers to health, safety, and prosperity, so that everyone in Los Angeles County can thrive.

- Disrupting Systems of Oppression: partnering with community leaders to identify and eliminate racism in systems, organizational structures, policies, and practices in order to share power and resources more equitably
- Removing Barriers: increased access to a diverse set of support services across key programs, including physical health, mental health, education, employment, the justice system, affordable housing, and addiction services, among others
- Thriving: promotes the well-being of all adults, families, children, and places through County infrastructure

2

We are a County that challenges every leader to consider each community as we collaborate, share power, and redesign the delivery of services to focus on equitable well-being for every individual.

- Stronger Collaboration: through interagency collaboration, robust and coordinated services support the needs of individuals throughout their lifespans
- Shared Power: services are grounded in the needs of individuals, families, and communities as a result of active participation and partnership with the community
- Equitable Well-being: reimagined systems address the root causes of disproportionality and promote well-being across all communities

3

We support the people of Los Angeles County to enable a safer, stronger, and more connected community.

- The People of Los Angeles: We serve anyone who needs services in Los Angeles County
- Safer and Stronger: We promote health, safety, and prosperity at every stage of an individual's lifespan
- Connected: We provide services that are holistic, equitable, and grounded in community relationships

DRAFT

7. SYSTEMS MODELS

PREVENTION/PROMOTION TIERS

Our previous conversations surfaced many of the following considerations and ideas:

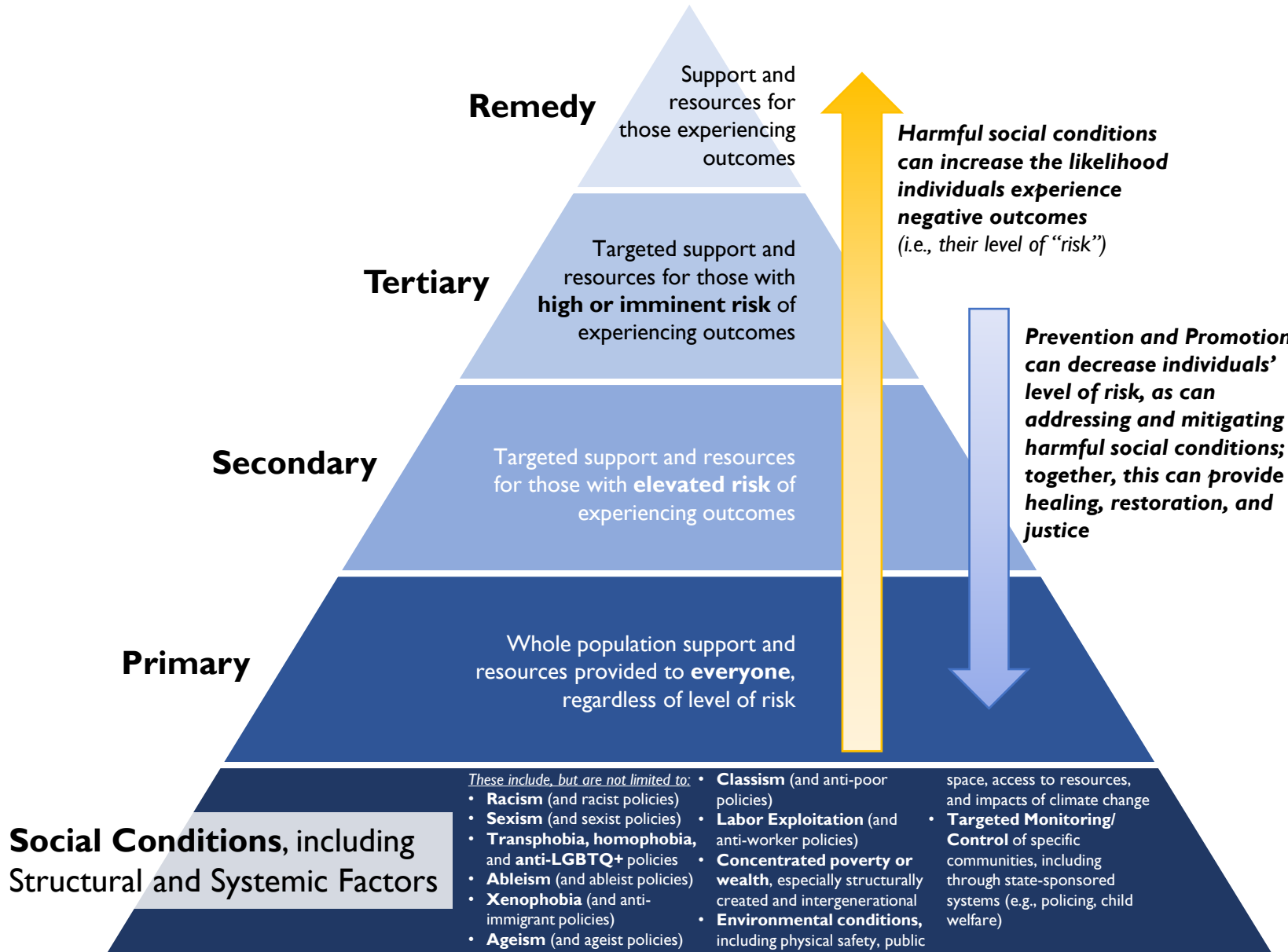
- How to incorporate social conditions and their root causes (e.g., structural barriers/supports), which often aren't adequately acknowledged in many existing prevention models
- Questioning and clarifying the language of “interventions” and “services” and “resources,” especially whether they are structurally- or individual-focused
- Given how “negative outcomes” can look very different across domains, how can the model consider **restoration vs. healing vs. reversal vs. risk mitigation?**
- How many tiers should we have for the “risk” category (e.g., secondary/tertiary, multiple layers depending on risk?)
- How to best use creative visual representations and geometry to communicate this information but also underlying values

COMMON FEATURES ACROSS ALL OPTIONS

To incorporate the feedback received from Task Force and table members, all of the models presented below share the common features:

- Explicit emphasis on **social conditions** (i.e., structural and systemic factors including racism) and how they impact levels of risk and thus the supports and resources folks require. In addition, we note that Prevention and Promotion can decrease risk – but so can addressing social conditions, and that **together they can provide healing, restoration, and justice**.
- Instead of interventions, we use “**supports and resources**” to indicate we are discussing services provided to individuals; however, we note that these can and should occur alongside changes to social conditions
- Creative use of geometry and consideration on how the presentation can un/intentionally impact messaging
- In addition to social conditions, four primary tiers for prevention/promotion: primary, secondary, and tertiary, in addition to **Remedy**, which reflects cases where individuals are already experiencing outcomes
 - Note: depending on the situation, an “outcome” for a similar situation can look different and impact whether the framing is tertiary or remedy. E.g., are we preventing getting a disease, or preventing death?
 - Remedy was chosen as a more flexible term rather than other similar options including reversal, regeneration, healing, because not all outcomes can be fully healed, reversed, etc.

LA County's Model for Prevention and Promotion



Option 1 | Pyramid

Notes

Pros:

- Closer to traditional model
- Clear tier structure
- Includes social conditions added to the bottom (not included in most traditional models)

Cons:

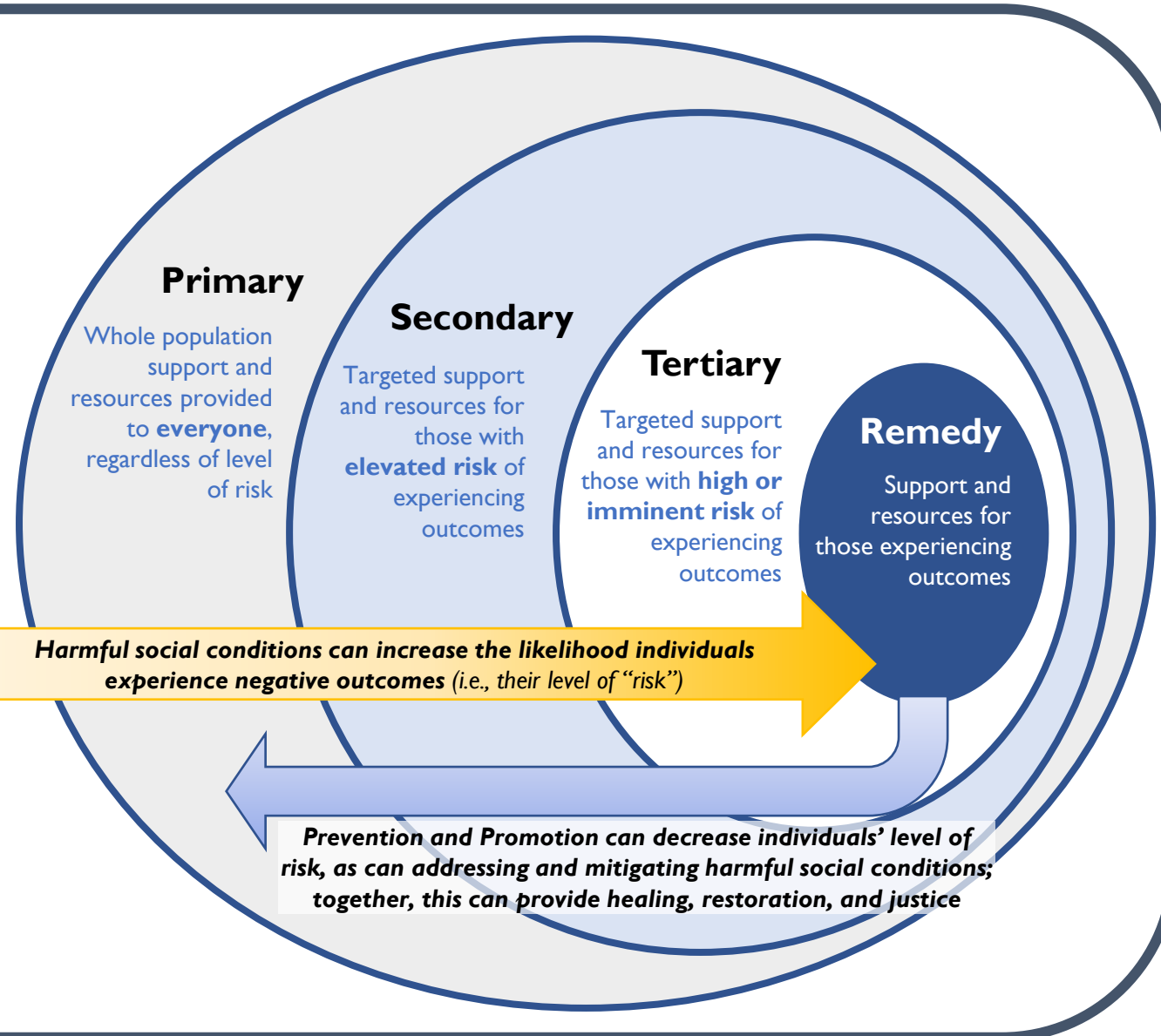
- Per Framework table member feedback, pyramid tier model can be seen as hierarchal (patriarchal, classist, etc.)
- Tiers are not displayed as inclusive of one another (e.g., high risk individuals can still benefit from primary supports, but here they are seen as different tiers)
- **Mixed/confusing metaphor:** Base as social conditions is confusing since the 3 tiers are their own system, and it's weird that prevention might "build upon" them

LA County's Model for Prevention and Promotion

Social Conditions, including Structural and Systemic Factors

These include, but are not limited to:

- **Racism** (and racist policies)
- **Sexism** (and sexist policies)
- **Transphobia, homophobia, and anti-LGBTQ+** policies
- **Ableism** (and ableist policies)
- **Xenophobia** (and anti-immigrant policies)
- **Ageism** (and ageist policies)
- **Classism** (and anti-poor policies)
- **Labor Exploitation** (and anti-worker policies)
- **Concentrated poverty or wealth**, especially structurally created and intergenerational
- **Environmental conditions**, including physical safety, public space, access to resources, and impacts of climate change
- **Targeted Monitoring/Control** of specific communities, including through state-sponsored systems (e.g., policing, child welfare)



Notes

Pros:

- Per Framework table feedback, includes social conditions, which literally encapsulate risk/service levels and also “apply pressure” on moving people closer to the center
- Shows how primary supports can also be targeted to tertiary folks; it’s *inclusive* rather than tiered
- Literally “centers” people who have the greatest need, and are most marginalized due to social conditions
- Per Framework table feedback, can feel less rigid as pyramid/rectangular models

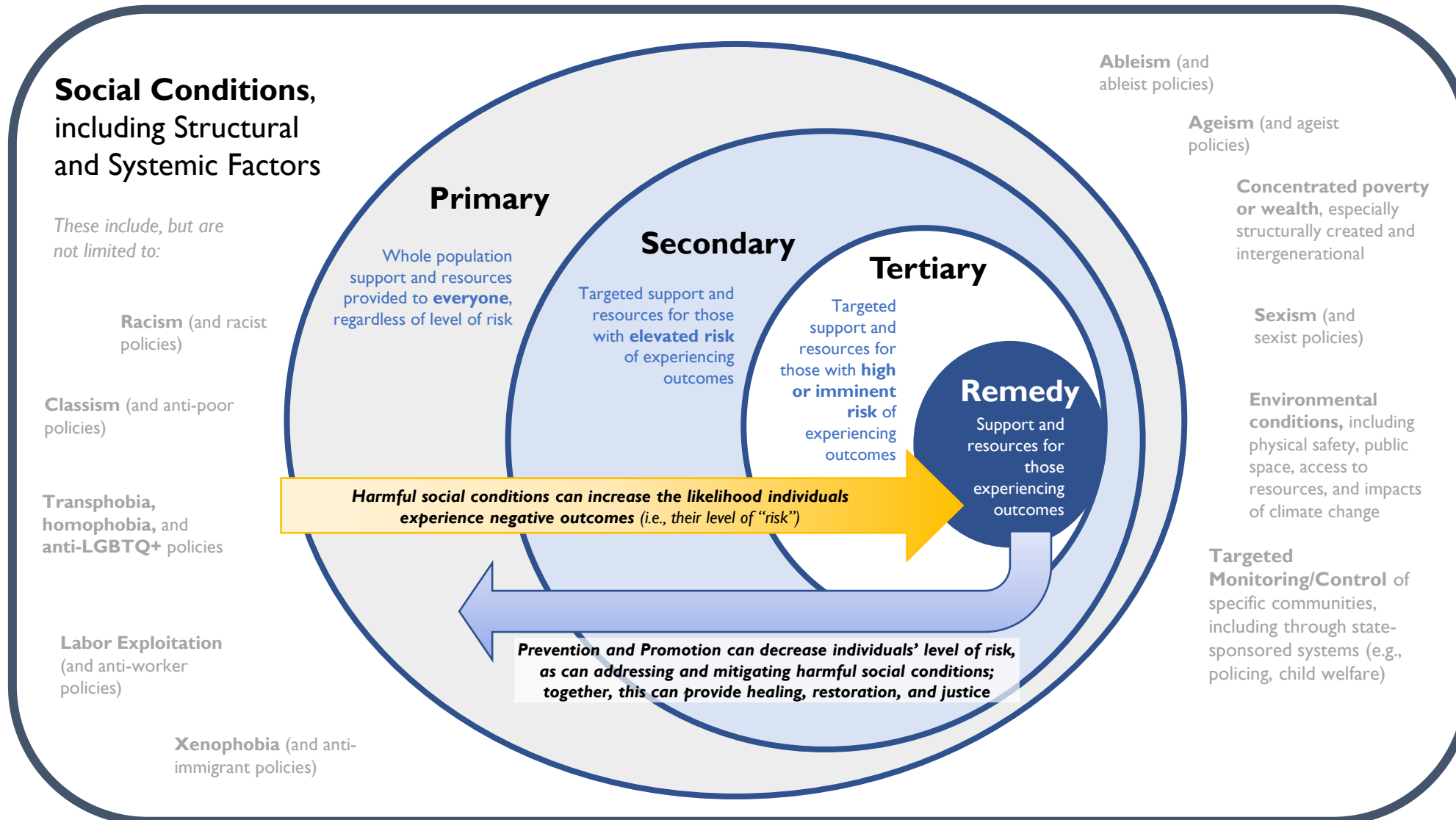
Cons:

- A departure from tiered pyramid systems

Note: the circles are not fully centered to avoid any potentially unintentional connotation of a “target” (e.g., darts, archery, firing range)

Option 4b | Enclosed Circles

LA County's Model for Prevention and Promotion



Notes

Pros:

- Per Framework table feedback, includes social conditions, which literally encapsulate risk/service levels and also “apply pressure” on moving people closer to the center
- Shows how primary supports can also be targeted to tertiary folks; it’s *inclusive* rather than tiered
- Literally “centers” people who have the greatest need, and are most marginalized due to social conditions
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Cons:

- A departure from tiered pyramid systems

LA County's Model for Prevention and Promotion

Social Conditions

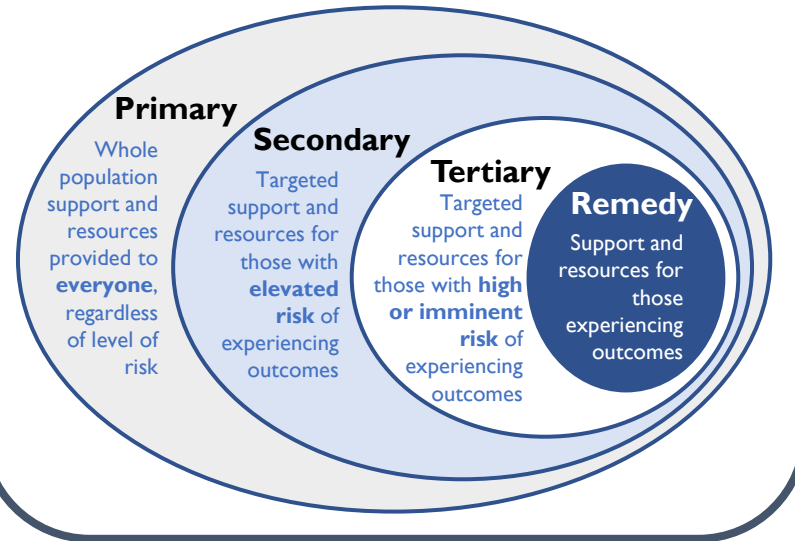
The intersecting structures and systems that shape our lives and influence our likelihood of experiencing positive and negative outcomes (i.e., level of risk).

These conditions are often created by and/or reinforced through government policy, resulting in both positive resources (e.g., public health, parks) and negative forms of harm and control (e.g., racism, ableism, concentrated poverty, environmental hazards, etc.).

Equitable Decision-Making & Community Agency

Policies and practices to ensure community voices (especially those with lived expertise) inform and shape how we deliver support and resources, especially to historically marginalized communities.

Levels of Risk & Prioritized Support



Prevention

Support and resources to stop the occurrence and/or worsening of negative population outcomes, harm, and suffering.

Promotion

Support and resources to strengthen the occurrence of positive population outcomes, well-being, and thriving.

Prevention and promotion can decrease individuals' level of risk, as can addressing and mitigating harmful social conditions through equitable decision-making and community agency. Together, this can cultivate healing, restoration, and justice.

III. PUBLIC COMMENT PERIOD AND CLOSING

8. General Public Comment

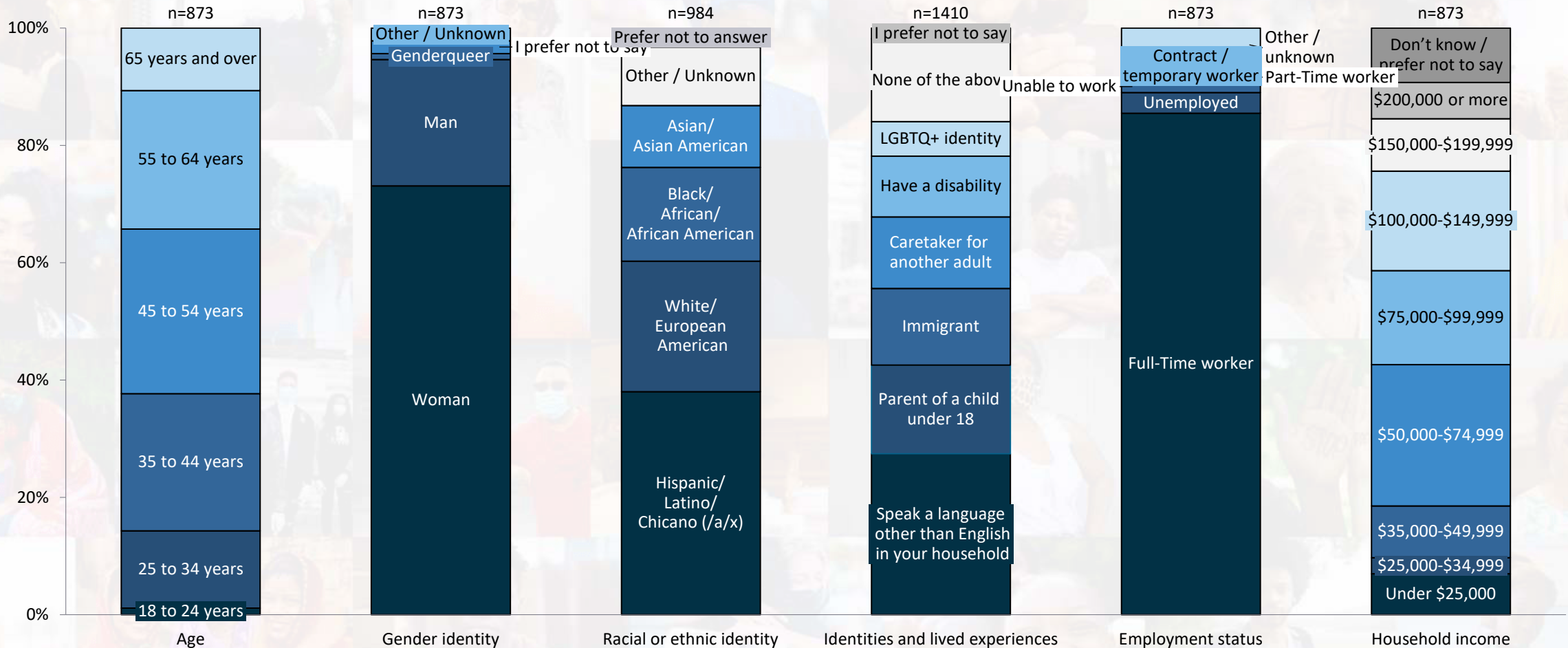
9. Adjournment

Agenda

- Vision-statement
- **Appendix (i.e., All Outputs from the Community Survey)**

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

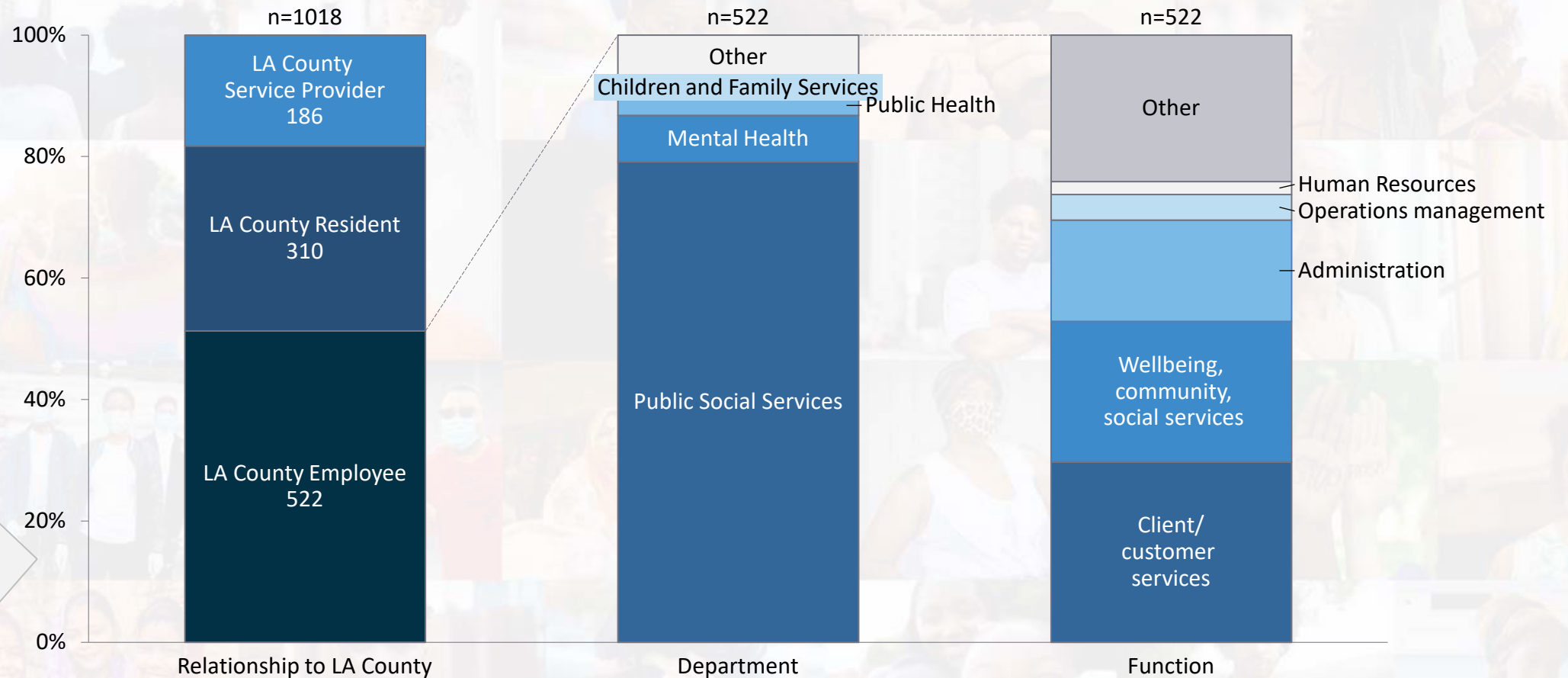
Community survey respondent demographics (n=873)¹



Note: 1) 873 distinct people completed the survey, but certain questions received more responses as they were "Select All that Apply" question-types.
Source: Community Survey – August 2022

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 (n=873)¹



“We need to higher qualified staff with experience to meet needs of the community and provide staff with appropriate trainings to meet the needs of the communities they serve.” – LA County Service Provider

Note: 1) 873 distinct people completed the survey, but certain questions received more responses as they were “Select All that Apply” question-types.
Source: Community Survey – August 2022

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

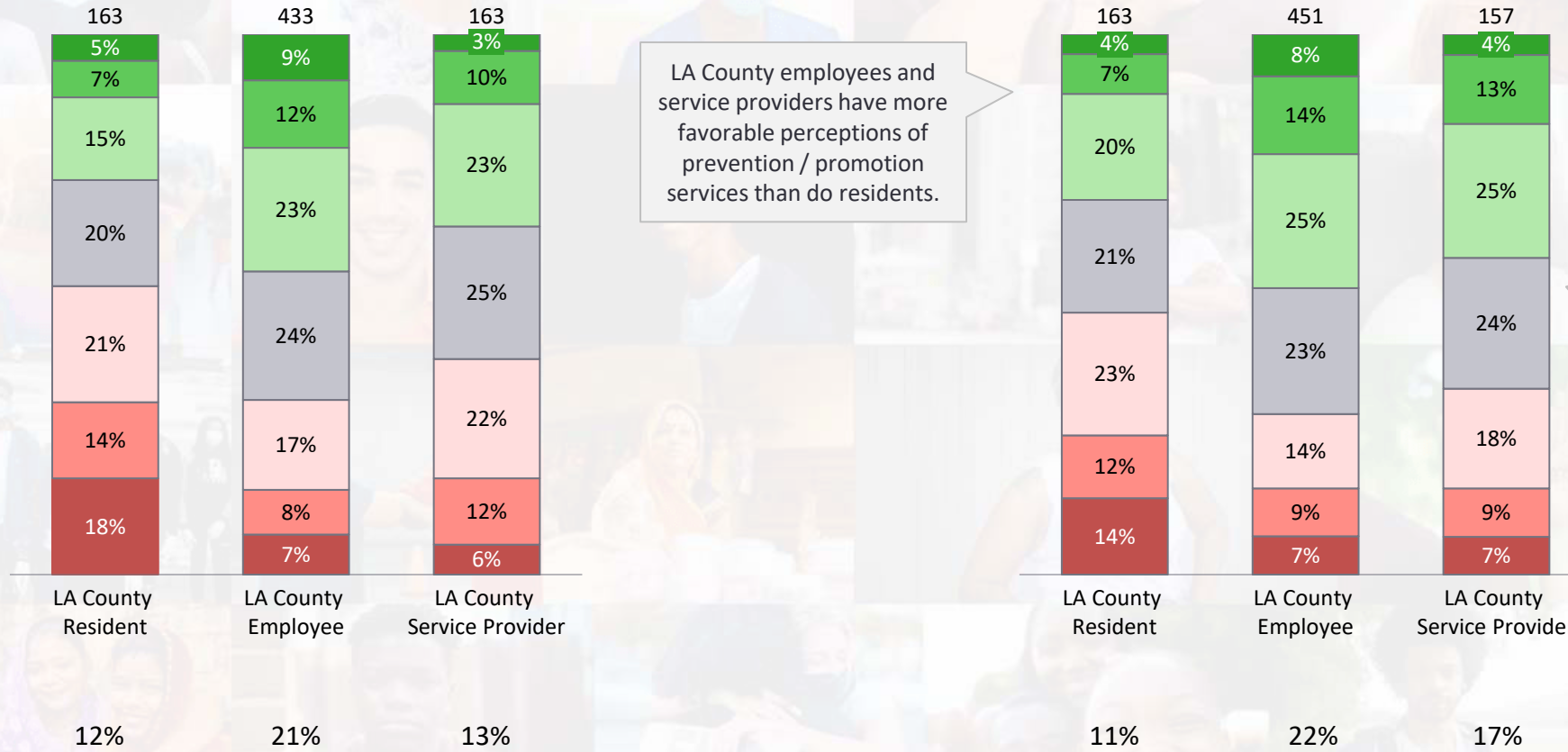
“How effective do you think LA County has been in providing comprehensive and coordinated prevention and promotion services?”¹

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.

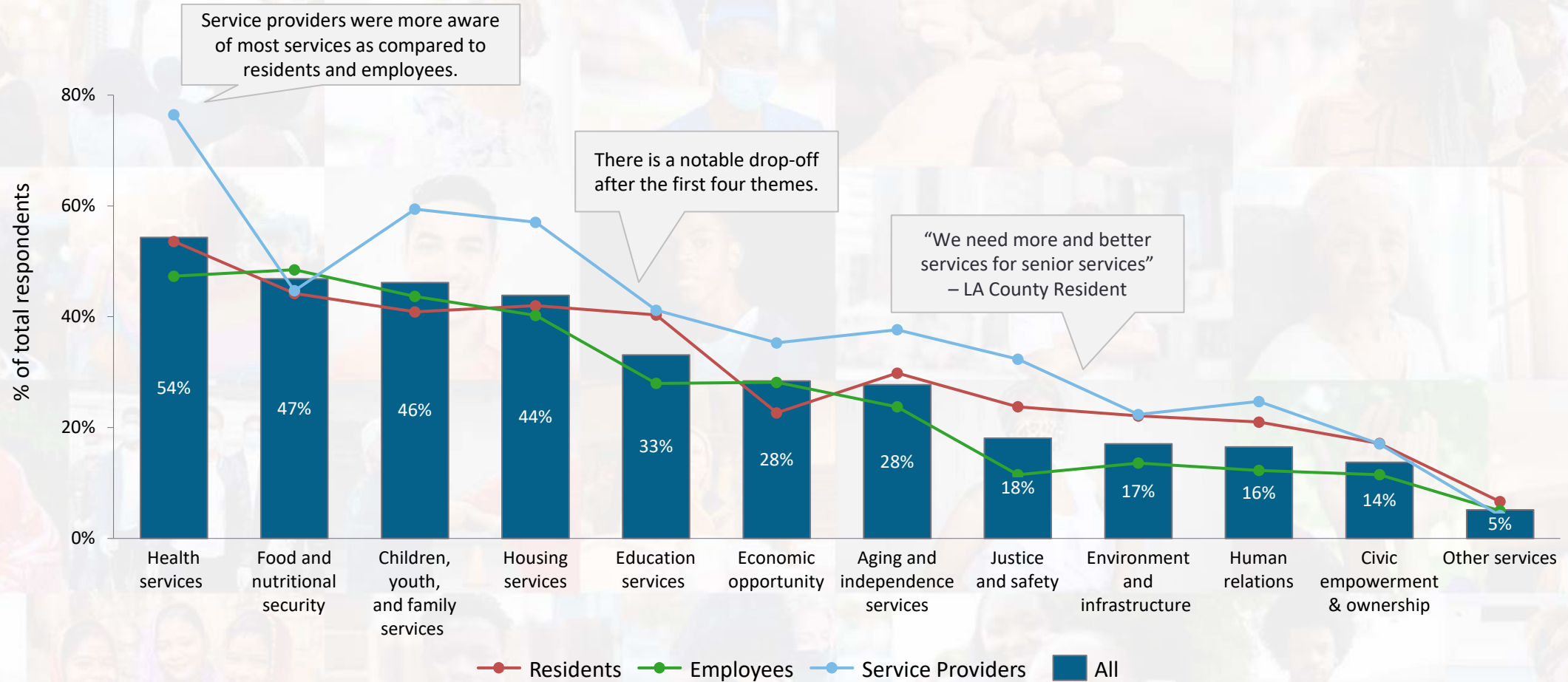
11-16% of respondents think prevention and promotion services are effective or extremely effective.

“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?”

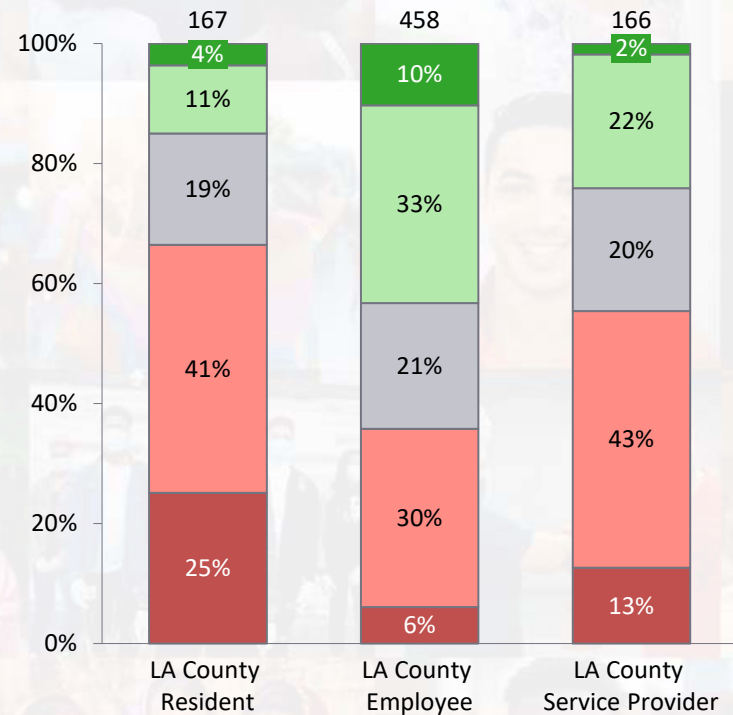
(For example, you previously received these services, managed these services as a service provider, or assisted others in accessing these services, etc.)



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

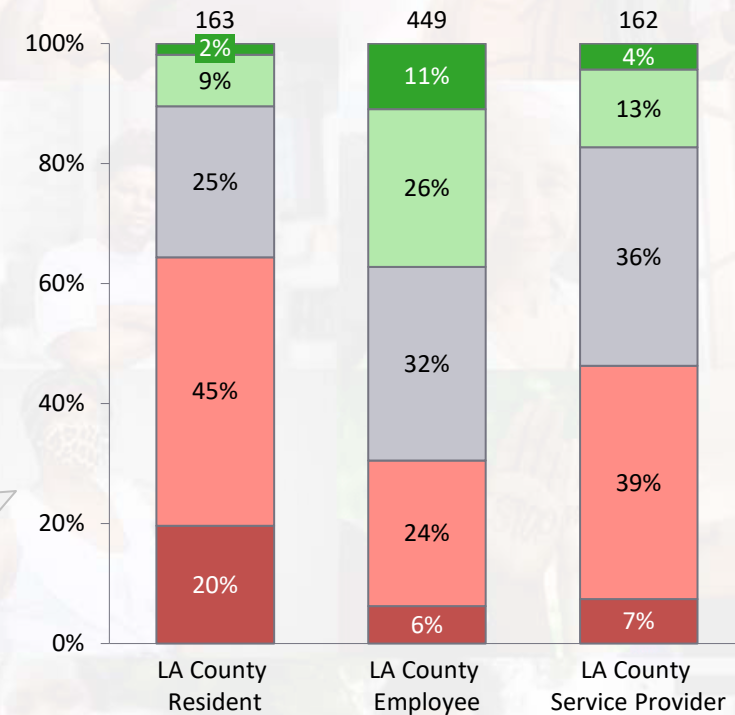


LA County Employees made up 58% of respondents and have a more favorable opinion of both access and delivery than residents and providers

“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

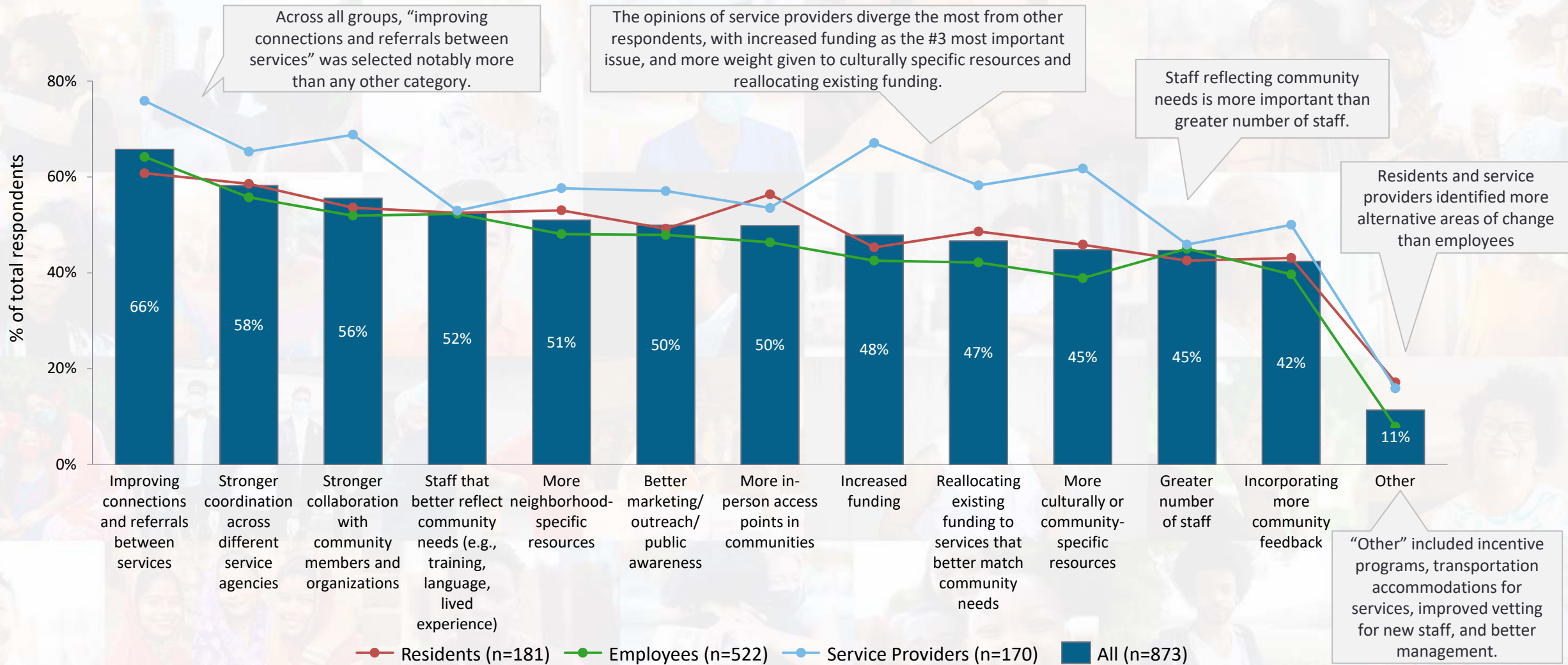
Very well Well At an acceptable level Poorly Very poorly



“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

**“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