



Chief Executive Office
COUNTY OF LOS ANGELES

Prevention Services Task Force Meeting

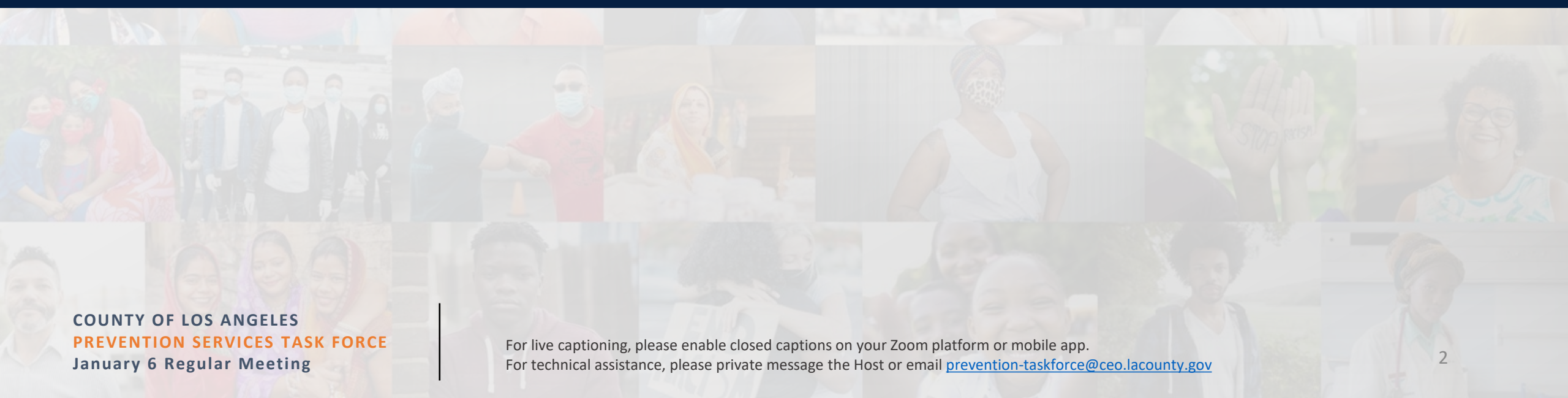
January 6, 2023





ITEM 2


MEETING DISCLOSURES



LIVE CAPTIONS

Windows | macOS


View closed captioning or live transcription during a meeting or webinar

1. Sign in to the Zoom desktop client.
2. Join a meeting or webinar.
3. Click the **Show Captions** button .

Note: The provided subtitles can be clicked and dragged to move their position in the meeting window.

Android | iOS

View closed captioning or live transcription during a meeting or webinar

1. Join a meeting with Zoom mobile app.
2. In the meeting controls, tap the **More** ... option.
3. Tap the **Show Captions**  option.
Captions will appear above the meeting controls.

- **This meeting is being recorded:** for the purpose of meeting minutes and to make the recording available online. By remaining in this meeting, you consent to being recorded.
- **Chat is disabled:** This is a public meeting and subject to the Brown Act. Since conversations and statements on the chat are not visible to people on the telephone and who are unable to participate, the chat function is disabled; however, the host may send out broadcast messages in the chat when needed.
- For anyone experiencing online technical difficulties, telephone dial-in information will also be provided in the chat.

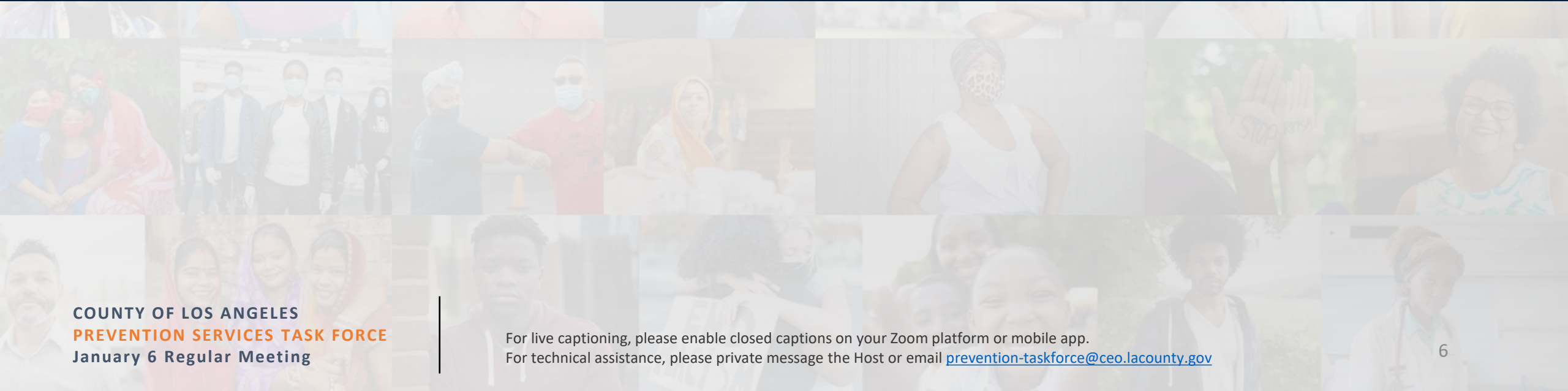


Land Acknowledgement



ITEM 3

WELCOME

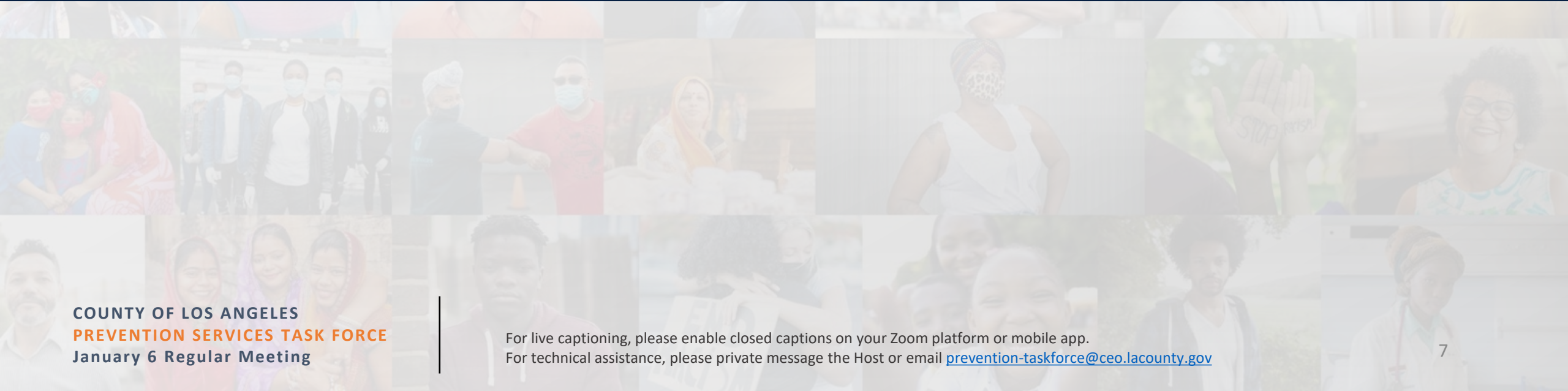


COUNTY OF LOS ANGELES
PREVENTION SERVICES TASK FORCE
January 6 Regular Meeting

For live captioning, please enable closed captions on your Zoom platform or mobile app.
For technical assistance, please private message the Host or email prevention-taskforce@ceo.lacounty.gov



ITEM 4 **ROLL CALL**



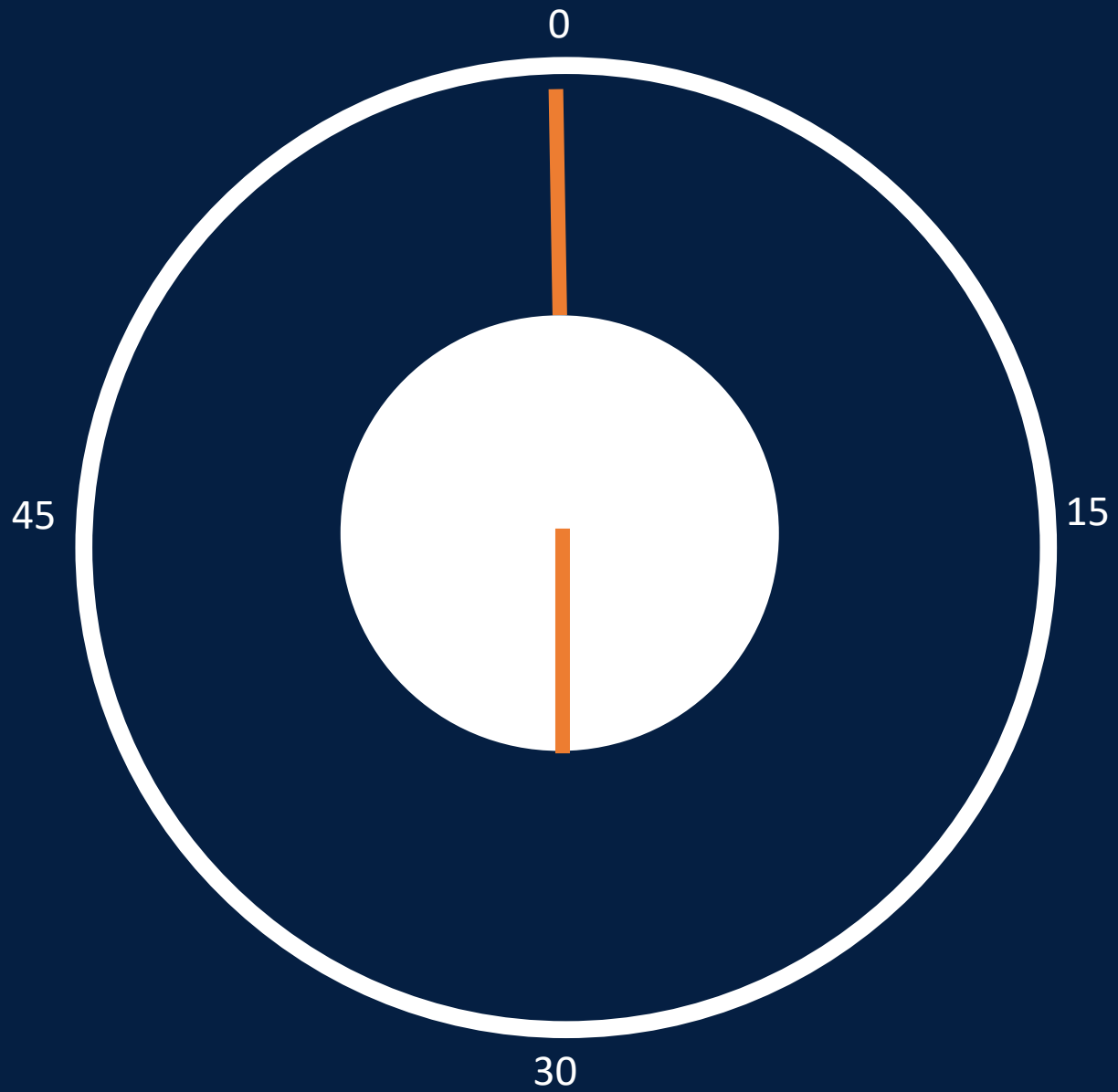


ITEM 5 **Public Comment**

To address the Task Force and provide public comment on **today's agenda items**, please use the *raise hand* feature on Zoom. Use the same feature to lower your hand after your comments.

If you are calling in by phone, dial *9 on the phone's dial pad to raise your hand. Dial *9 again to lower your hand. Dial *6 to unmute when told.

Each speaker is allowed up to 90 seconds. Public comment on other Task Force-related subject matters is scheduled for the end of the meeting.



**BOARD
DIRECTIVES**

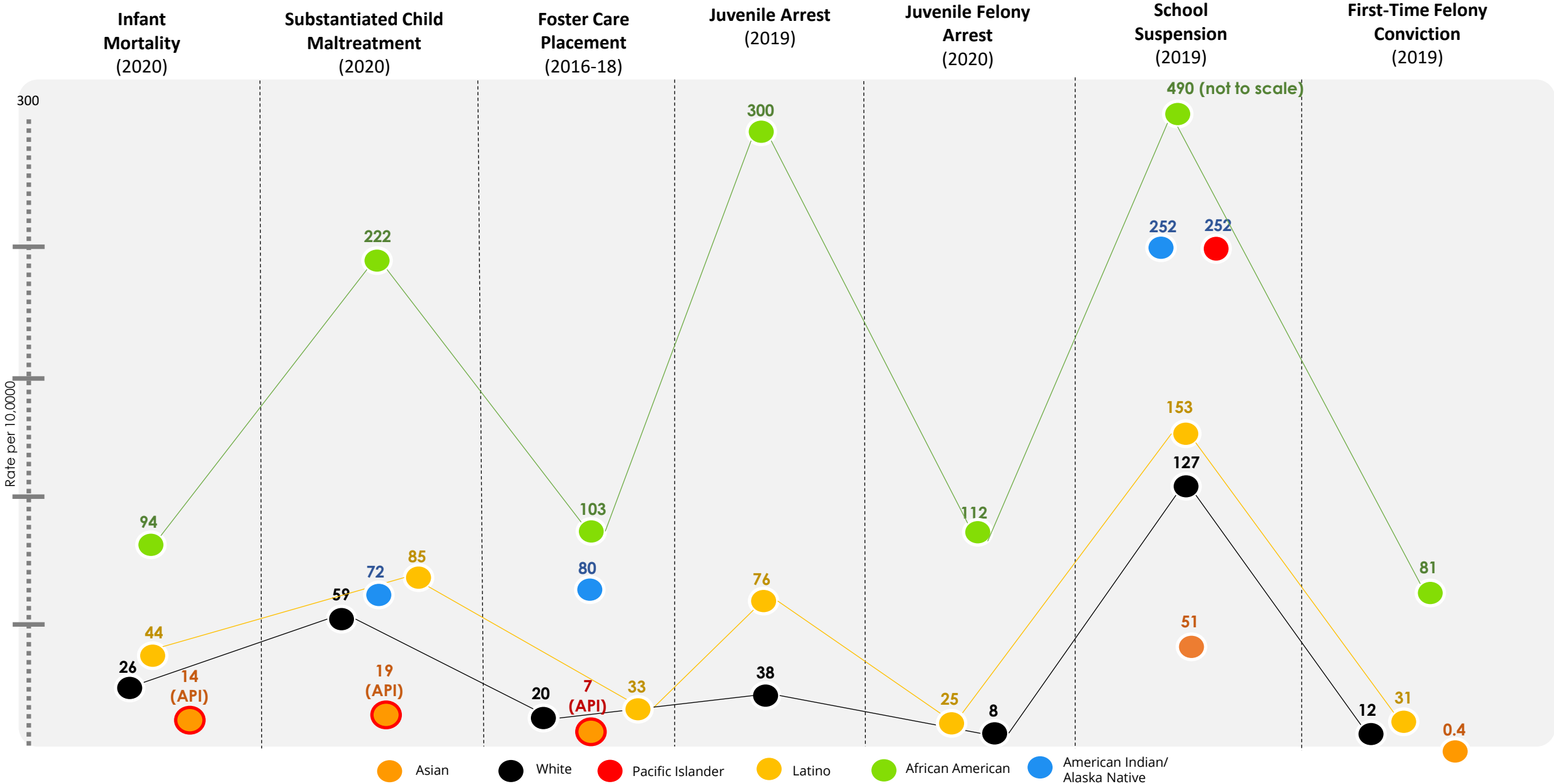
Governance
Structure and
Coordinated
Service Delivery

Funding Streams
Analysis

Community-Based
Service Delivery
System

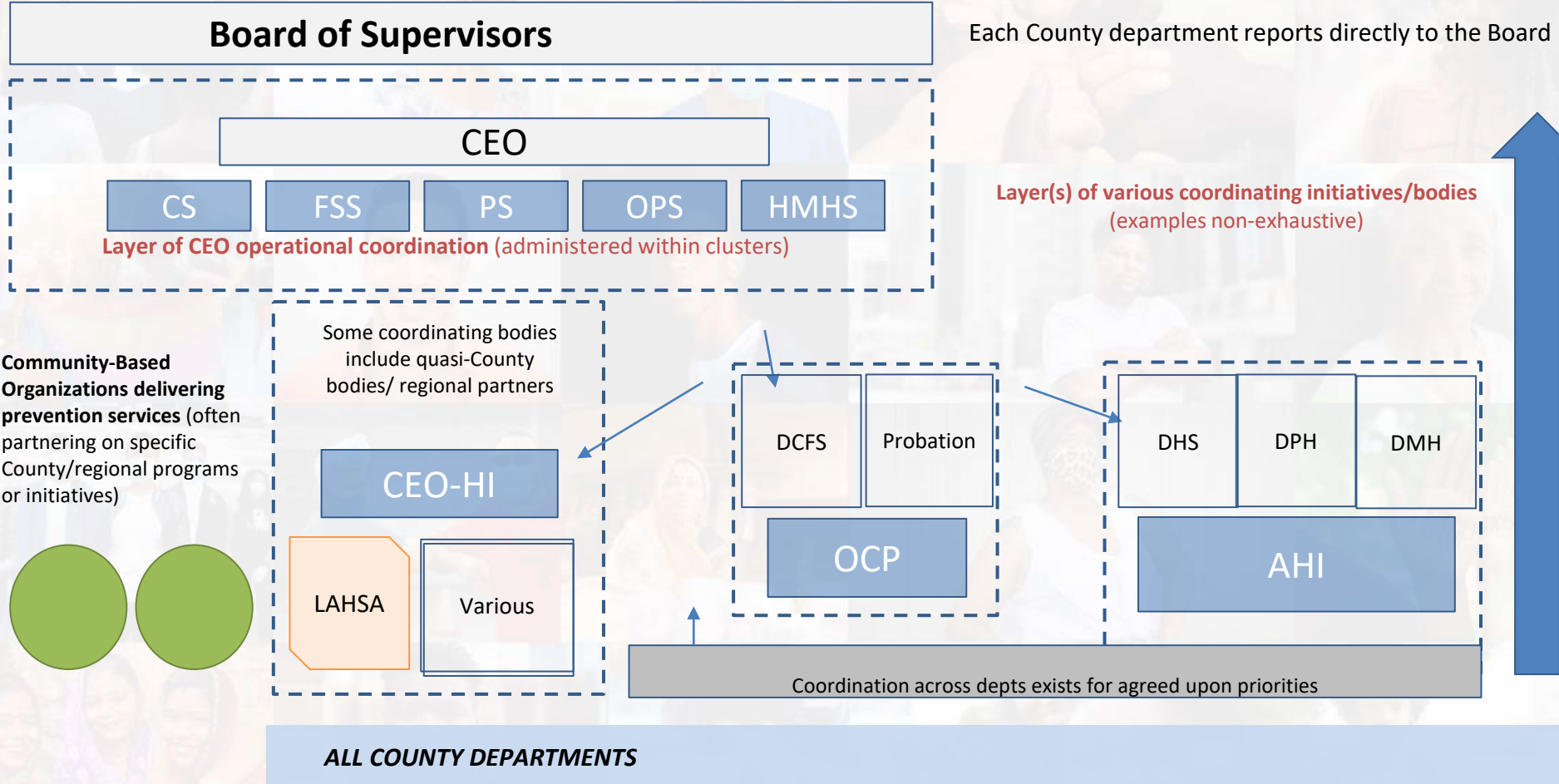
Prevention Metrics
and Data
Integration

PREVENTION OUTCOMES



Prevention & Promotion in the County of Los Angeles Today

Current Organizational Structure for Prevention & Promotion: (not comprehensive)



This Task Force was convened to recommend **governance changes** that will lead to an improvement in the **livelihoods and wellbeing** of people in Los Angeles County:

A coordinated and comprehensive prevention and promotion system is grounded in community needs first

- ▶ **Governance** of this vision **needs to center the lived experiences** of those interacting with prevention systems and support a move towards promotion
- ▶ We should all be **challenging our current understanding of “what works”** across departmental silos

This need to look across siloes has been underscored by the Board and community members

From the 2021 CEO Report on Reimagining Safety Health and Human Services for the County’s Children and Families:

- ▶ The **lack of integration and coordination** across the many existing prevention efforts **hinders the County from addressing longstanding disparate outcomes** based on the social determinants of health

From the August Community Survey:

- ▶ Over 800 residents, employees, and service providers indicated that **stronger coordination across agencies is a top priority**
- ▶ Residents listed **holistic services** as a top priority in our community survey

There is an imperative to “do things differently”

- ▶ LA County’s current efforts operate in a distributed fashion
- ▶ More coordination will necessitate **clarified responsibilities and clear leadership on** key functions to enable coordination
- ▶ **We must find a way to learn from prior coordination efforts to meet the needs of our community**

OUR CHARGE

Recommendations to effectuate comprehensive community-based prevention services delivery system across relevant County departments and regional partners

Prevention Services Task Force:
Strengthening Prevention and Promotion
Across Los Angeles County

Connecting domains and service areas



Coordinating across County departments, initiatives, and regional partners

- Mental Health
- Public Social Services
- Public Health
- Office of Education
- Health Services
- Commission for Children and Families

- Economic Opportunity
- Development Authority
- Office of Child Protection
- Justice, Care, and Opportunities
- Poverty Alleviation Initiative
- Homeless Initiative
- Anti-Racism, Diversity, & Inclusion

- Initiative
- Homeless Services Authority
 - Youth Commission
 - Aging and Disabilities
 - First5LA

***In partnership with
community-based
organizations and
residents***

WHAT WE FOUND

Problem Analysis: Challenges and Opportunities for Improvement

Structural barriers preventing a collaborative culture

Lack of capacity to share and integrate data

User navigation barriers

Racial disproportionality and disparities

Lack of integration and coordination across efforts

Lack of certain tools and capabilities

Existing Strengths

Values and commitment

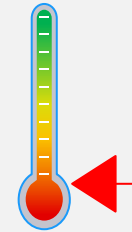
Collaborative action and strong working relationships within service areas

Community expertise, enthusiasm, and interest

Overall Characteristics

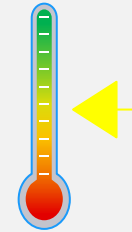
Clarity of roles, responsibility, and authority

- **Unclear, despite (and due to) various layers of reporting:** Some departments and coordinating initiatives have clear directives, but that leaves a number of “floating” and underaddressed concerns, especially across departments



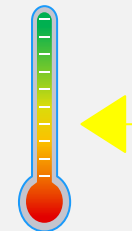
Ease of operational implementation

- **“Strong within but weak across”:** Individual departments may be able to implement their own initiatives, but multi-departmental may resources for coordination and collaboration



Community driven priority setting and service delivery

- **Inconsistency and underutilization:** Specific departments may have made inroads to partner with community but may face contracting and administrative barriers; CBOs & philanthropy have expertise and resources that the County could more fully leveraging.



WHAT THIS WORK WILL ENABLE THE BOARD TO DO

- Predict and provide support and resources early enough to prevent long-term negative outcomes and promote positive outcomes
- Improve the measurement of outcomes utilizing a collaborative approach
- Predict and support our ability to achieve positive long-term outcomes through early support and resources
- Identify the drivers of racial gaps and target efforts to close them
- Identify those who are involved in multiple systems and compounded risk and provide them with elevated, multifaceted support and resources
- Evaluate the effectiveness of the supports and resources we provide



REVIEWING RECOMMENDATIONS

To review the text of the full recommendations, please see the [Updated Recommendations document](#) that includes current status and track changes from 11/4 and 12/16 meeting (will be pasted in chat)

A CONTINUUM OF PREVENTION AND PROMOTION

The table below displays how various prevention and promotion efforts can be connected to the Task Force’s Countywide vision for prevention and promotion. **Each cell listed is an example and non-exhaustive;** for instance, there are multiple outcomes and populations of focus to address within the domain of homelessness, but only one set of examples is listed below.

LA COUNTY’S VISION FOR PREVENTION AND PROMOTION

LA County delivers an **equitable, community-driven, and holistic** prevention and promotion model to enable a safer, stronger, thriving, and more connected community.

- **Equitable:** addressing root causes that lead to inequitable life outcomes
- **Community-driven:** sharing decision-making and co-creating solutions in partnership with community members, with particular emphasis on lived expertise and marginalized communities
- **Holistic:** breaking down silos to provide a continuum of support and ensure everyone thrives across every stage of life

Domain or Service Area	Child and Family Welfare	Homelessness	Justice and Safety	Aging and Independence
Targeted Outcome or Issue to Address	<u>Task Force Life Course Outcome:</u> Decrease Child Maltreatment (within Family & Systems)	<u>Example:</u> Decrease Homeless Mortality Rate	<u>Racial Equity Strategic Plan and Task Force Life Course Outcome:</u> Decrease Adult First-Time Felony Convictions	<u>Task Force Life Course Outcome:</u> Increase Aging in Place with Safety, Dignity & Independence
Population(s) of Focus	Children ages 0-18, especially those served by DCFS and/or at greater risk of child maltreatment	Unhoused residents of LA County and those at greatest risk of becoming unhoused (housing insecure)	Individuals at greatest risk of coming into contact with criminal justice system	Older adults, individuals with disabilities
Lead Entities & Subject Matter Experts	DCFS, OCP	CEO-HI, LAHSA, DHS, DPH, DMH	JCOD, DMH, DPH	Aging and Disabilities, DHS, DMH, DPSS
Programmatic Examples	<ul style="list-style-type: none"> • Primary: Youth development, parenting courses • Secondary: Childcare and family support services, Mandatory supporter programs • Tertiary: Family preservation efforts • Remedy: Support for survivors of maltreatment/abuse 	<ul style="list-style-type: none"> • Primary: Affordable housing, physical and mental health resources • Secondary: Transitional housing and shelters, health clinics, safe use and needle exchange sites, mental health crisis support services • Tertiary: Emergency housing, emergency healthcare 	<ul style="list-style-type: none"> • Primary: Youth development, quality educational and recreational activities, economic opportunity • Secondary: Diversion services • Tertiary: Mental health crisis support resources • Remedy: Reentry and rehabilitation support services 	<ul style="list-style-type: none"> • Primary: Quality health care/insurance, safe neighborhoods, accessible transportation • Secondary: Resource navigation support, health resources, traveling health clinics, recreational programming for older adults • Tertiary: Mental health & transitional support • Remedy: Long-term care support, hospice care
Performance Indicator Examples	<ul style="list-style-type: none"> • # of cases of maltreatment and abuse (within both families and systems) along with % decrease in disparities/disproportionalities • # of families provided support and referrals to resources 	<ul style="list-style-type: none"> • # of deaths along with % decrease in disparities/disproportionalities • # of unhoused or housing insecure individuals provided support and referrals to resources • # of individuals with successful transition to permanent housing and well-being upon exiting system 	<ul style="list-style-type: none"> • # of adult felony convictions along with % decrease in disparities/disproportionalities • # of individuals engaging in non-violent crime provided support and referrals to resources • # of individuals referred to mental health crisis support resources 	<ul style="list-style-type: none"> • % of older adults at any given age range live independently with safety and dignity, with % decrease in disparities/disproportionalities • # of older adult riders on public transit or accessing public services and amenities (e.g., parks, libraries) • # of individuals enrolled and connected to resources and life planning services

OPERATIONAL AND COORDINATION NEEDS

Central and cross-departmental staffing and infrastructure consisting of high-level leaders and subject matter experts (SMEs) with the necessary resources to carry out the Board’s vision for a Countywide prevention and promotion system. The team will guide, support, and/or implement several of action-oriented recommendations listed in the report with an **initial focus on immediate operational needs** to support better coordination *across County systems including:*

Centralized goals with decentralized implementation

A team that provides consistent goals, measures outcomes, and reports externally on prevention with a single voice

Function accountability

Functions are distributed or shared between the team and Departments (i.e., Working with Departments who may have either primary or secondary responsibility)

High prevention data sharing

Help support CIO and department’s ability to share data and implement data agreements across other organizations. Identifying and monitoring key metrics that track progress made towards the successful outcomes for both prevention and promotion services

Strategic budget and funding analyses

Strengthen the County’s capabilities to conduct multi-departmental budget coordination and strategy through **identification of investment gaps, increased prevention and promotion investment, and opportunities for funding sustainability**

Ease of operational implementation

Liaise with existing Countywide initiative leads and elevate departmental best practices. Help identify urgent and emergent needs to better triage challenges so families can connect to services more effectively by increasing coordination with partners

STATUS OF RECOMMENDATIONS

In October, we started the review process with 19 recommendations, in addition to sub-recommendations 4a,4b,4c which were nestled under 4.

Current status:

- **8 have been adopted** by Task Force vote (1,2,3,12,13,16,17,19)
- **8 are still under consideration** and will be discussed today (4,4a,4b,4c,5,6,8,9)
- **6 were removed** due to existing authority (7,10,11,14,15,18)

To review the text of the full recommendations, please see the [Updated Recommendations document](#) that includes current status and track changes from 11/4 and 12/16 meeting (will be pasted in chat)

PROCESS FOR REVIEWING RECOMMENDATIONS

There were three buckets of recommendations:

- **Strong consensus** (Completed, all adopted)
- **Moderate consensus** (Completed, all adopted except 4b)
- **Lower consensus** (for discussion today)

We will review the remaining recommendations today. All recommendations will be provided to the Board in the report back with the status decided upon before the report deadline of January 31, 2023.

Each of you have been provided each other's verbatim comments, so you can reference one another's feedback as you consider moving forward on these recommendations.

ADOPTED RECOMMENDATIONS

Directive	Recommendation	Status
Governance Structure and Coordinated Service Delivery	1. Adopt the Countywide Vision for Prevention and Promotion as a draft; seek additional community input; and engage widely with staff, service providers, and community.	Adopted, 11/4/2022
	2. Adopt the Countywide Model for Prevention and Promotion as a draft; seek additional stakeholder input to amend it as needed; and develop a framework to align County stakeholder prevention and promotion efforts with the model.	Adopted, 12/16/2022
	3. Adopt the Countywide Prevention and Promotion Guiding Principles as a draft; seek additional community input; and disseminate it widely among staff, service providers, and community.	Adopted, 11/4/2022
Community-Based Service Delivery System	12. Support CIO – in consultation with CEO, County Counsel – to collaborate with departments in developing strategies to further their work on the Countywide information, referral, and connection platform (InfoHub) and similar efforts to develop next steps to streamline and address navigation and access barriers across the County’s service portfolio.	Adopted, 11/4/2022
	13. Direct ARDI to identify barriers to compensating Community Members with Lived Expertise and develop a set of equitable guidelines or recommendations that departments could adopt to increasingly involve members with lived experienced in policy and program development.	Adopted, 11/4/2022
	16. Direct ARDI to support departments in order to identify opportunities to strengthen and enhance delivery of County prevention and promotion services in partnership with community-based service providers who are better equipped to serve communities.	Adopted, 11/4/2022
Prevention Metrics and Data Integration	17. Adopt a common set of prevention and promotion outcomes to monitor progress (i.e., monitoring both well-being and thriving as well as the efficacy of our prevention and promotion services).	Adopted, 12/16/2022
	19. Direct CEO to identify dedicated resources to support CIO, County Counsel, and departmental leads to develop cross-departmental data sharing/integration plans for specific service areas.	Adopted, 11/4/2022

ONGOING ACTIVITIES WITH EXISTING AUTHORITY

Recommendations Removed Due to Existing Authority

The following recommendations were previously discussed by the Task Force but ultimately removed from consideration because authority already exists to execute/continue executing upon them (by ARDI, the Task Force, and/or other entities):

Directive	Recommendation
Funding Streams Analysis	7. Direct ARDI to build upon, update, and expand the Prevention and Promotion program inventory.
Community-Based Service Delivery System	10. Direct the Task Force and ARDI to continue to carry out this initiative's planned and ongoing community engagement process, with the necessary funding to conduct culturally-relevant outreach, language access, and hold robust listening and feedback sessions.
	11. Direct the Task Force and ARDI to develop a User Journey Experience map; conduct population-specific user Journey Mapping across multiple services.
	14. Adopt and strengthen OIA's recommendations for a Countywide approach to language access, including translation, interpretation, and culturally-appropriate communication and outreach.
	15. Direct PPIT to develop a Countywide approach to partnering with community-based service providers, including implementing strategies to support smaller providers who may face challenges navigating County contracting practices.
Prevention Metrics and Data Integration	18. Direct ARDI and the Task Force refine and advance the guiding prevention metrics for further refinement and alignment with Countywide governance, including additional community engagement and analyses to address disproportionality.

RECOMMENDATIONS FOR DISCUSSION TODAY

Directive	Recommendation	Status
Governance Structure and Coordinated Service Delivery	4. Direct CEO to establish a Prevention and Promotion Implementation Team (PPIT) With Responsibility For Increasing Coordination and Collaboration Among County Departments and Initiatives.	For discussion today
	4a. Direct PPIT to coordinate and consolidate a prevention and promotion policy agenda across departments	For discussion today
	4b. Direct ____ to share strategies to address regulatory barriers, legal barriers, and funding constraints preventing an effective community-based service delivery system.	Last modified by Task Force on 12/16
	4c. Direct PPIT to support and uplift existing initiatives and strategies to improve resource navigation and access, including how their learnings can be applied and implemented across other service areas	For discussion today
	5. Direct PPIT to prioritize the Implementation of the Systems of Care Interagency Leadership Team and direct Office of Child Protection to serve as lead convener and require relevant departments to participate.	For discussion today
Funding Streams Analysis	6. Direct CEO to strengthen the County’s capabilities to conduct multi-departmental budget coordination and strategy, including the ability to braid/blend funding and identify spending gaps to assist Board and departmental decision making.	For discussion today
	8. Direct CEO to create an Off-Cycle Prevention Budget	For discussion today
	9. Direct PPIT to document and evaluate the effectiveness of integrated funding pilots and other efforts	For discussion today

LEGEND/CODING FOR UPCOMING SLIDES

Support	<i>Corresponds to "Support"</i>
Support w/ Revisions	<i>Corresponds to "Support with suggested revisions"</i>
	<i>Did not provide response, Did not check a box, Abstain, etc.</i>

“Requires Additional Consideration” responses included comments ranging from requiring few revisions to requiring significant input

Types of Considerations Raised (non-exhaustive)

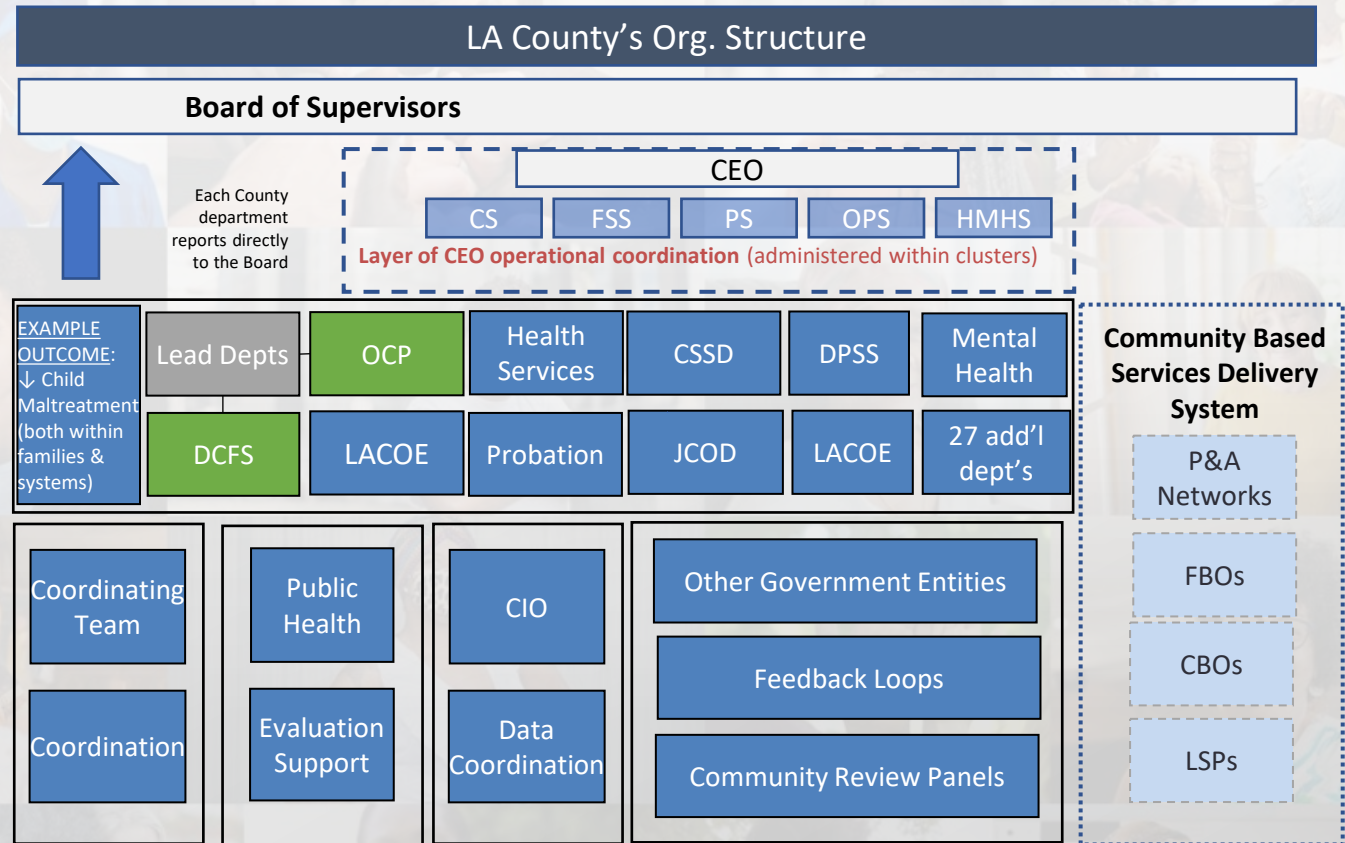
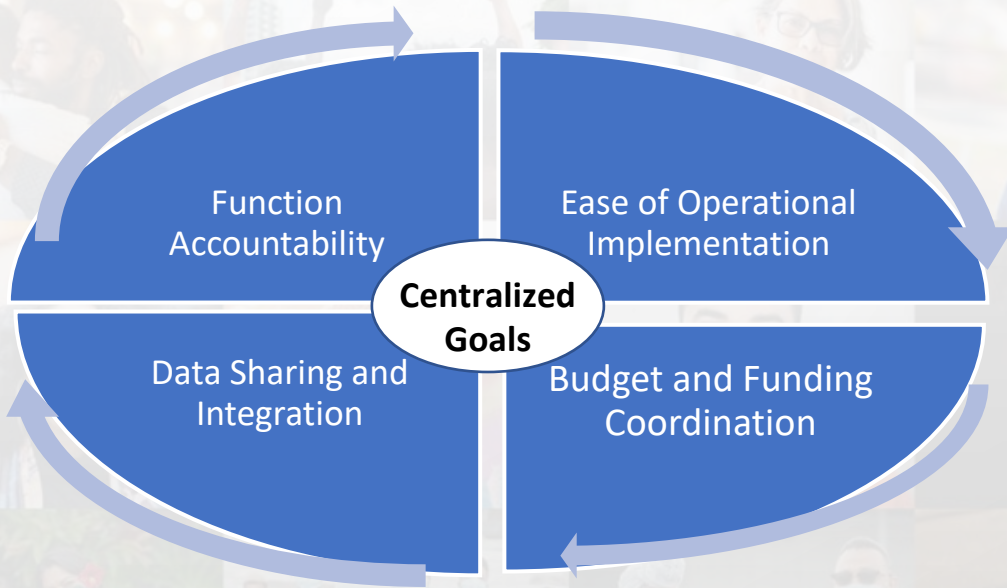
Requires Additional Consideration (RAC)

- Member expressed support for the general idea of the recommendation with revisions or questions about specifics
- Member was supportive of the concept but wanted to evaluate the appropriate entity to lead on the specific recommendation
- Member requested additional clarifying information
- Member requested additional deliberation before moving forward
- Member described both the value of the recommendation as well as challenges within the same comments
- Member undecided about the recommendation
- Member requested reconsideration of the recommendation

REMAINING RECOMMENDATIONS FOR REVIEW

		4	4a	4b	4c	5	6	8	9
Name	DEPT	PPIT	Policy	Regs	Navig	SOCILT	BudCaps	Off-Cy	IFPilots
Aging & Disabilities	Aging	RAC	RAC	RAC	RAC	RAC	RAC	Support	Support
Children & Families Comm.	CCF	Support w/ Revisions	Support w/ Revisions	Support w/ Revisions	Support w/ Revisions	Support w/ Revisions	Support	Support	Support
CEO-Homeless Initiative	CEO-HI	Support	Support	Support	Support	RAC	Support	RAC	Support
CEO-Poverty Alleviation Initiative	CEO-PAI	RAC	RAC	RAC	RAC	RAC	Support w/ Revisions	RAC	RAC
CM w/LE (Bridges)	CMLE	Support	Support	Support	Support	Support	Support	Support	RAC
Children & Family Services	DCFS	RAC	RAC	RAC	RAC	RAC	RAC	RAC	RAC
Economic Opportunity	DEO	RAC	Support w/ Revisions	Support w/ Revisions	Support w/ Revisions	Support w/ Revisions	RAC	Support w/ Revisions	Support w/ Revisions
Health Services	DHS	RAC	RAC	RAC	RAC	RAC	RAC	RAC	RAC
Mental Health	DMH	RAC	RAC	Support	RAC	RAC	RAC	RAC	RAC
Public Health	DPH	RAC	RAC	RAC	RAC	RAC	RAC	RAC	RAC
Public Social Services	DPSS	RAC	RAC	RAC	RAC	RAC	RAC	RAC	RAC
First5LA	First5LA								
Development Authority	LACDA	Support	Support	Support	Support	Support	Support	Support	Support
Office of Education	LACOE	Support	Support	Support	Support	Support	Support	Support	Support
Office of Child Protection	OCP	RAC	RAC	RAC	RAC	RAC	RAC	RAC	RAC
CONSENSUS CATEGORY		Lower consensus	Lower consensus	Moderate consensus	Lower consensus	Lower consensus	Lower consensus	Lower consensus	Lower consensus

ORGANIZATIONAL DESIGN & STRUCTURE



Importantly, departments require dedicated staff and resources to work with this coordinating team and facilitate collaboration with other departments

PREVENTION AND PROMOTION WITH A COORDINATING TEAM

Addressing the Challenges

Filling in service gaps and sharing best practices

- Opportunity to compile, share, and help implement best practices currently occurring across initiatives and apply them to other service areas currently disconnected from County's strongest efforts

Respond to underaddressed needs of priority populations

- A coordinating team can work with the Task Force/ARDI to lead User Journey Mapping to address populations that may be currently underserved because they do not cleanly fit under the purview of a specific department and/or because no coordinating initiative exists to address this population's holistic needs.

Track progress toward outcomes

- A team can help identify funding gaps to make recommendations to the board and assess progress toward achieving prevention goals and outcomes. This will support risk sharing, resource pooling, outcome monitoring, staff training, and collaboration implementation.

Develop tools and capabilities to improve coordination

- A team can help shepherd implementation and roll out of key technological tools (e.g., improved budgeting platform, integrated data tools) and develop out in-house staff resources (e.g., dedicated staff to analyze multi-departmental funding opportunities and plan for long-term funding sustainability).

Building on Strengths

Helps the County apply our values and commitment

- Equipped with the Board's vision and model for prevention and promotion, a team can help oversee the socialization and wide dissemination of a common language for prevention & promotion to contextualize our work

Builds on collaborative action and strong working relationships

- Assists in sharing out the best practices existing coordinating bodies have already developed, while also carrying forward initiatives that require dedicated staffing and clear responsibilities

Connecting community expertise, enthusiasm, and interest to our work

- Implementing immediate strategies and developing a longer-term plan to ensure that we are truly providing a community-based prevention and promotion delivery system.

Prevention & Promotion in the County of Los Angeles with a coordinating team

Overall Characteristics with a coordinating team

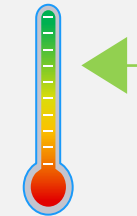
Clarity of roles, responsibility, and authority

- **Fills in the gaps and takes on unmet needs:** Addresses several “floating” and under addressed concerns, providing the necessary staffing (and additional capabilities) to do so.



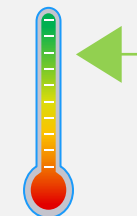
Ease of operational implementation

- **Taking on key operational needs:** An action team can focus on carrying forth a clear set of recommendations from the Task Force necessary for the County to better coordinate across all prevention and promotion departments



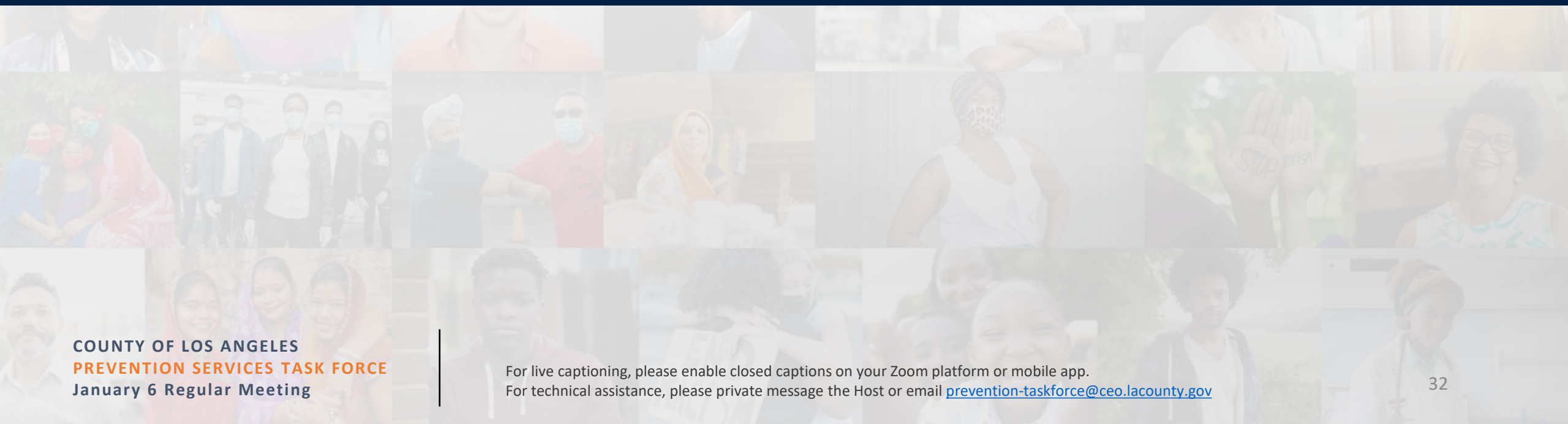
Spectrum of community partnership

- **Reaffirming the County’s commitment:** A team will effectuate standardized practices, funding, and strategic development of several community-centric recommendations from the Task Force, helping ensure the County fully leverages the wealth of knowledge, expertise, and resources in our region to support prevention and promotion





DISCUSSION/Q&A



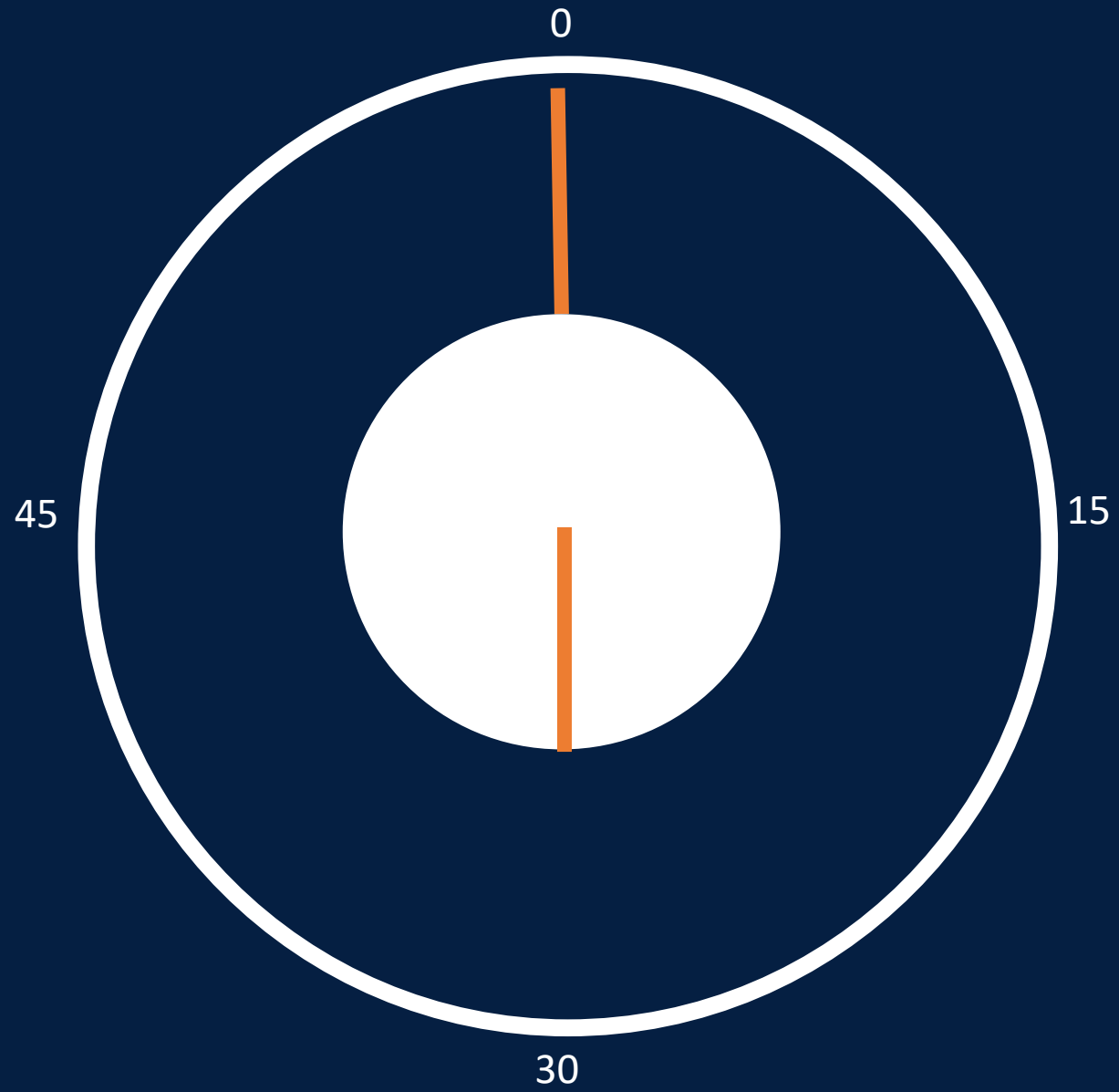


ITEM 7 **Public Comment**

To address the Task Force and provide public comment on **Task Force-related subject matters**, please use the *raise hand* feature. Use the same feature to lower your after your comments.

If you are calling in by phone, dial *9 on the phone's dial pad to raise your hand. Dial *9 again to lower your hand.

Each speaker is allowed up to 90 seconds.





ITEM 8 **ADJOURNMENT**

Upcoming meeting dates (all Fridays at 9am)

- January 27
- February 24
- March 31
- April 28
- June 2
- June 30