

HEALTH
MANAGEMENT
ASSOCIATES



COUNTY OF LOS ANGELES
PROBATION
Building safer communities through positive change.

Juvenile Justice Coordinating Council Process Improvement Services

May 17, 2022



■ AGENDA

- ❑ WELCOME AND INTRODUCTIONS
- ❑ SCOPE OF WORK
- ❑ PROJECT PLAN
- ❑ PROGRESS TO DATE
- ❑ NEXT STEPS
- ❑ QUESTIONS



WELCOME AND INTRODUCTIONS

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HMA Team



Carol
Clancy



Karen
Hill



Michele
Melden



Holly
McCravey



Governance and Procedure Subcommittee

Josh Green (Co-Chair)
Bikila Ochoa
Patricia Soung
Reginald Zachery

Adam Bettino (Chair,)
Tapau Osborne
Denise Miranda



Sharon Harada

Sharon Hawkins

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REVIEW OF PROPOSAL

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1) Strategic/Operational Framework



Identify gaps and make recommendation of the by-laws



Send out survey that will be a self-evaluation tool/interviews



Review and make recommendations on JJCC' process of CMJJP Development



Determine process improvement priorities

2) Ethical Practice Standards



Identify Possible Conflicts of Interest

Review whether clear rules/policies on identifying conflict of interest



Recommendations on Code of Conduct when conducting meetings

Does code of conduct align with BOS Commission Manual?



Ethical practice standards recommendation reports

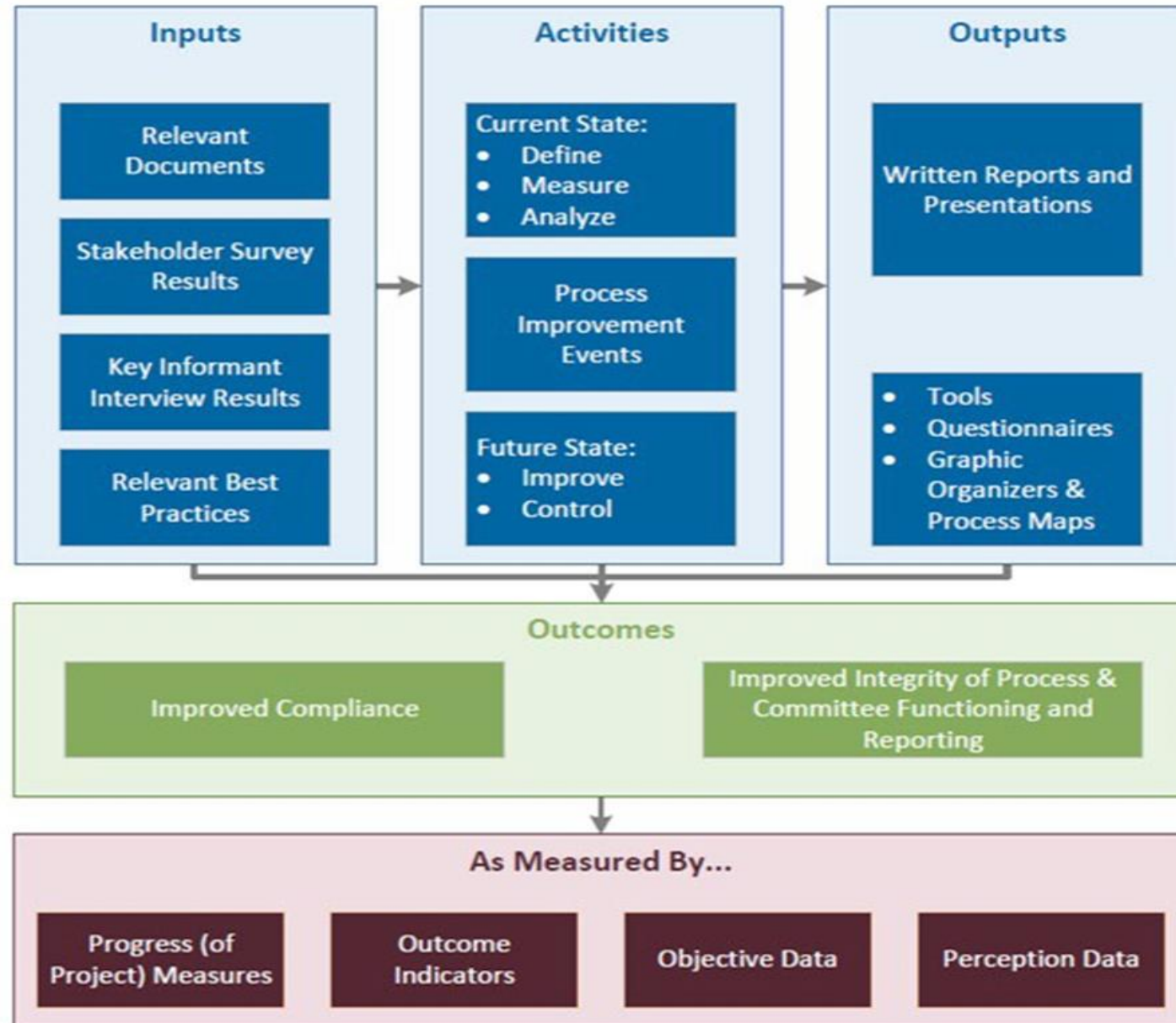
3) Risk Management Assessments

- Review process on prioritization of JJCPA funds
 - Vision and mission must inform stated goals
 - Goals should drive how JJCC decides to allocate funding
 - Review policies, processes and standardized instruments used to track and measure whether funding is aligned to JJCC goals.
- Risk management recommendations report
 - Focus on ability and capacity to reach stated goals

4) Accountability Framework

- Develop clear goals/objectives, performance metrics and outcomes
 - Analyze current processes, data and reporting capacity
 - Recommend measurable performance benchmarks and thresholds
- Accountability framework reports
 - Establish a standard for evaluating and measuring program performance

LOGIC MODEL



METHODS

1) Document review/ Review of best practices

- These included past reports, policies, meeting minutes and agendas, and other information relevant to the topic

2) Stakeholder survey

- HMA sent a survey to JJCC members and reported back on results.
- Survey was developed by HMA with input from Probation and Governance Council

3) Key informant interviews

- Interview focus areas included perceptions of “current state” and “future state” of the JJCC

4) Process Improvement Event

- One day event to define, clarify, set goals
- HMA will facilitate interactive activities to develop clarity, build consensus

1) Deliverables

- HMA will be available for meetings with JJCC/Governance ad hoc subcommittee as needed.
- As needed meetings regarding contract with Probation
- Compliance tracking tools and dashboard which will demonstrate increased compliance and commitment to the process.
- Final report.

Process Improvement Roadmap

1) Discovery Phase

- Review of documentation
- Meetings with stakeholders
- Sat in on JJCC subcommittee meetings
- Survey
- Key Informant Interviews

2) Analysis of information

- Cross-walk feedback from survey, document review and interviews to potential improvements re: scope of work focus areas

Next Steps

HMA has developed a list of potential improvements

These will be the focus of the process improvement event

This event will be designed to develop consensus

Follow up will include a report and recommendations

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AREAS OF FOCUS

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Process Improvement Focus Areas

Scope of Work

Timing Issues

Process Issues and Norms

Resources

Scope of Work

Relationship of
subcommittee scope of work
to the JJCC



Is there a two-way process?

Assigned work to the
subcommittees

Ability of
subcommittees to raise
questions to the JJCC

Timing Issues

Mapping of
deadlines to ensure
time to provide
feedback and have
feedback considered

Getting items on
agendas

Practices to ensure
members have time
to consult with
constituencies

Process issues and norms

What happens to input?

Creating next steps for
each meeting: old
business/new business

Tracking decisions and
next steps

Templates for meeting
agendas to clearly
identify action
items/decisions/next
steps

Relationship to county
counsel/opportunities
to get justification/time
to respond

How are decisions
made?

Resources

Are there enough resources
dedicated to the functioning of
the JJCC?



To be considered after above
questions are resolved

A close-up photograph of a person's hand typing on a laptop keyboard. The image is heavily overlaid with a semi-transparent blue filter. In the center, the word "SURVEYS" is written in a bold, white, sans-serif font. The background shows the laptop keyboard and a portion of the person's arm and sleeve.

SURVEYS

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Survey Tool

HMA, in collaboration with the Los Angeles County Probation Department and members of the JJCC Governance Subcommittee developed a survey tool that would be distributed to all JJCC members to help identify areas that may need process improvement.

- In January 2022, the survey was emailed to all JJCC members requesting their participation
- 12 of the JJCC members responded to the survey
- The survey was anonymous

Survey Tool

The survey tool consisted of questions in **5 Key Areas**;

- 1. Membership**
- 2. Meetings**
- 3. Staff support**
- 4. Data Sharing**
- 5. Operations**

A Likert scale was used to score and analysis the data



Themes

Responses
were
grouped
into
themes:

Funding

Meetings

Training

Operations

Funding



The highest number of responses were about the funding allocations:



More funding should go to CBO's, concern that funding is going to organizations instead of CBO's



More discretion should be allowed to CBO's on how they spend funds



Concern that CBO's have higher requirements for accountability than public agencies



Need more time to determine what programs to fund based on priorities needs and trends.



Lack of consistent rules on data sharing.

Meetings

Meet in person

Shorter meetings.
(sometimes
discussions are long
with no sense of
purpose)

Meet more often
(for less time)

Be more inclusive in
the development of
agendas and goals.

Be more inclusive in
the analysis of
outcomes.

Provide data needed
to assist in decision
making before
meetings more
consistently.

Operational

Establish a committee for answering questions and concerns posed by the community.

Consider changes to term limits: unlimited for public agency reps, time limited for community reps.

JJCC should hear more from those working with the youth in the facilities to better understand the relationship between staff and youth.

There should be more staff allocated to assist with the support of the JJCC. The staff are amazing but have a heavy workload.

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KEY INFORMANT INTERVIEWS

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Key Informant Interviews

Key informant interviews were offered to all members of the JJCC.

12 members responded, all were interviewed between April 19 and May 9.

Proportion of participants mirrored JJCC representation. (i.e., County vs CBO)

Feedback was also solicited during the CAC meeting on May 12.

Interview Topic Areas

- Questions focused on:
 - Function of subcommittees
 - Information sharing between and within committees
 - Structure of meetings and information sharing
 - Governance of meetings
 - Conflict of Interest
 - Code of Ethics
 - Brown Act
 - Robert's Rules of Order

1) Role of Subcommittees: Scope of Authority/ Responsibility and How They Relate to Each Other

- While all respondents were clear on the role and responsibility of their own subcommittee's role, not as clear about the role of other subcommittees or how that relates to the larger process

Meeting Design and Facilitation

- There is a need for a clearer process for agenda input
- Agendas are inconsistent with respect to:
 - Approving minutes
 - Reviewing open items
 - Substantive items tailored to scope of responsibility
 - Developing action items and next steps

CMJJP Development

- 1. There were concerns about the scoring process for the applications.**
- 2. There is a recommendation that there be more time for discussion of applications.**
- 3. It is not clear what the Board of supervisors does with the feedback from the JJCC on which programs to fund.**

Governance

The running and staffing of committees lacks transparency

Information is not easy to access

The role of county counsel does not necessarily align with committee goals

Implementation of Brown Act rules are not well understood

Process Improvement Event Priorities

- We see the focus of process improvement activities to be foundational:
 - Mapping of CMJJP process to clearly define areas of strength and improvement
 - Meeting design and facilitation
 - Subcommittee role clarity
 - Engaging members

Next Steps

Schedule Process
Improvement Event