



Be the Change

LA County Perinatal and Early Childhood Home Visitation Consortium

Strategic Plan (2022 – 2026)

Approved by Membership

April 19, 2022

LACPECHVC Strategic Planning

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Strategic Planning Process

Building On Our Strengths & Accomplishments

10-year Anniversary & 6 Years Since First Formal Strategic Plan

- ✓ First Board of Supervisors-approved LA County Home Visiting Day!
- ✓ e-Directory of Home Visiting Programs
- ✓ Resources for Parents webpages
- ✓ Annual cross-model outcomes/data collection and analysis/infographics
- ✓ Annual Program Self-Assessment Survey
- ✓ Bi-annual Barriers to Accessing Resource Services for Families Prenatal to Age 5
- ✓ Learning sessions about reflective practice, LGBTQIA+ family engagement and fatherhood engagement
- ✓ Training Directory
- ✓ Engagement in many cross-initiative collaborations, e.g, African American Infant and Maternal Mortality (AAIMM), LA County Child Care Planning Committee, planning for Families First Prevention Services Act (FFPSA) roll out
- ✓ Dozens of surveys, webinars, resources, one-pagers to articulate, quantify, and promote home visiting in LA County!

The Consortium's Compelling Strategic Question

Central Question That Guided Our Process

How will the Consortium build on its strengths and harness the collective power of member organizations to direct, sustain and grow home visiting in LA County by:

- Centering racial equity in all we do,
- Creating and leveraging opportunities for greater partnership and alignment in the countywide home visiting system,
- Clarifying and strengthening our role in shared leadership of the system, and
- Anticipating and responding to gaps and risks.

Overview of Strategic Planning Process

Reminder of Key Milestones

- Engagement at Quarterly Meetings
 - July '21: Intro to process & Racial Equity 101
 - October '21: Racial Equity Audit reflection session
 - January '22: Feedback on Strategic Plan drafts
 - April '22: Strategic Plan review and vote for approval
- Racial Equity Audit (document review, survey to all membership, and open invite to participate in focus groups)
- Strategic Planning focus groups (one per workgroup)
- Advisory Committee meetings (monthly October '21 - March '22)
- Collaboration with other system efforts/cross-consultant coordination (~bi-monthly)
- Bi-weekly meeting with Consortium/LABBN staff (Jana, Sharlene, & Laurel)

Thank you to the Strategic Planning Advisory Committee for many hours of input!

Coordinating Committee (Co-Leads) + Other Members Representatives

Co-Leads of Consortium Workgroups

Advocacy:

Michel Schneider – Executive Director, Western LA Dental Society & Foundation

African-American Home Visiting Engagement:

Laura Kainsinger – Program Officer, First 5 LA (Welcome Baby, HFA, PAT)

Ashley Skiffer-Thompson – Program Supervisor, Shields for Families (HFA)

Best Practices:

Diana Careaga – Director, Family Supports, First 5 LA (Welcome Baby, HFA, PAT)

Denise Cervantes – Resource and Outreach Supervisor, Maternal and Child Health Access (MCHA, Welcome Baby)

Data:

Sharlene Gozalians – Director, LA Best Babies Network (LABBN)

Dorian Traube – Associate Professor, USC School of Social Work (PAT)

Fatherhood Engagement:

Fallynne Usher – Outreach Specialist, Shields for Families (WB)

Richard Cohen – Policy Director, Love, Dad

Referrals:

Marlene Cole – Program Officer II, Family Supports, First 5 LA (Welcome Baby, HFA, PAT)

Jessie Leos – Program Supervisor, TCC Family Health (HFA)

More Member Representatives

Lynnette Bello – Welcome Baby Program Manager, Memorial Care (Welcome Baby)

Steve Cahn – Program Officer, Los Angeles Partnership for Early Childhood Investment

LaRiesha Floyd – HV Program Manager, Child Care Resource Center (PAT & Welcome Baby)

Kathryn Icenhower – Founder & Chief Executive Officer, Shield for Families (Healthy Start)

Grace Lally - Nurse Consultant, Nurse Family Partnership (NFP)

Danette Lew – Program Manager, Foothill Family (EHS)

Grace Mosequera – Clinical Programs Manager, Children’s Institute (EHS and Head Start)

Toni Panetta – Southwest Regional Government Affairs Manager, Nurse Family Partnership (NFP)

Alex Villalba – Community Resource Coordinator, Maternal Mental Health NOW

Consortium Staff for Strategic Planning (LABBN)

Jana Wright, Director of Policy (Project Manager)

Laurel Murray, Policy Administrative Coordinator (Planning Coordinator)

Sharlene Gozalians, Director (Strategic Advisor)

Thank you to the generous funders/partners who invested in strategic facilitation and equity consultants for our planning!



**Plan Snapshot:
What's new, what's the same, and
the “stakes in the ground”**

Consortium Strategic Plan Snapshot

What Are the “Stakes in the Ground”?

1. “Be the change we wish to see in the system”

- Explicit focus on **racial equity**
 - Develop and strengthen internal operational practices to reflect racial equity values
 - **Center family voice/leadership**
- Model and practice our **values** in all system-level spaces

2. Focus on **two areas for change**

- Strengthen HV-providing **organizations and workforce**
- Strengthen the **HV system**

3. Emphasis on **influencing/informing the system** with:

- Data-based findings
- Lived experience
- Engagement in shared leadership

4. Explicit intention to **permanently fund the HV system**

- Build support for consistent, ongoing, centrally-administered funding
- Advocate for blended/braided and innovative investment strategies
- Influence how shared leadership of countywide HV system builds and manages a sustainable funding model

Consortium Strategic Plan Snapshot

What's the Same, What's New, What's TBD?

What's Continuing?

- **Members = organizations** that provide, fund, and advocate for home visiting and partners in supporting families
- Same membership **charter** which outlines intentional and consistent shared leadership practices
- **6 Workgroups** drive action that implements strategic plan and annual workplans
- **Scope of work** continues: Strategic Objectives in plan build on the progress and focus of Workgroups to date
- Staffed/convened/coordinated by **LABBN staff**

What's New?

- **“Be the change we wish to see in the system”** (from Theory of Change)
- Explicit focus on **racial equity** (both how we approach work together and what we support in orgs/community) and **family voice/engagement**
- Focus on two areas for change: strengthen HV providing **organizations and workforce**; strengthen the **HV system**
- Emphasis on **influencing/informing the countywide HV system** with data-based findings, lived experience, and engagement in shared leadership
- Explicit intention to **permanently fund the HV system**
- Goals that require **cross-Workgroup collaboration** for implementation
- Updated **mission statement** to reflect evolution in Consortium's work

What's TBD?

- Formal and informal relationship/connections with **System Collaborative Leadership Council (CLC)** and proposed Steering Body of the CLC
- Operationalizing **racial equity approach**
- Additional **staffing** to support this ambitious plan
- Full integration of Consortium implementation plan with **countywide action plan** (pending both being finalized)
- How and when to **meet, collaborate, reflect and learn** in ways that operationalize increased cross-Workgroup collaboration toward shared goals and use the new Scorecard to track progress

Strategic Plan Core Outputs

Consortium Mission Statement

Updated to Reflect Consortium's Evolution

Current Mission Statement

The **mission** of the Los Angeles County Perinatal and Childhood Home Visitation Consortium is to **coordinate, measure and advocate** for high quality home-based support to strengthen all expectant and parenting families so that the children of Los Angeles County are healthy, safe and ready to learn.

Updated Mission Statement

The Los Angeles County Perinatal and Childhood Home Visitation Consortium convenes and coordinates organizations to strengthen collective capacity around **advancing racial equity, centering family voice, sustaining quality practices, influencing policy, and growing funding**, so that all expectant and parenting individuals have access to support, and LA's children are healthy, safe, and ready to learn.

LA County Perinatal and Early Childhood Home Visitation Consortium's Theory of Change

THEORY OF CHANGE

Ultimate Outcome
(vision we're working for)

Consortium's Vision for Impact:
Our children: Healthy, safe and thriving **Our families:** Supported, connected, resilient and self-sufficient
Our communities: Strengthened for generations to come **Our workforce:** Supported, sustainable, trained, collaborative

Vision for Home Visiting in Los Angeles County: Home Visiting for All
 Integrated system of universal voluntary, culturally-responsive, home-based supportive services, driven by an equity imperative, available to all LA families with children prenatally thru age 5

Intermediate Outcomes
(Shorter, medium, and longer-term changes that must occur to get from current to desired future state)

Outcomes Championed by Consortium for an Increasingly Thriving Home Visiting System

- Shared vision and strategy for HV system
- Increased and equitable access to services
- Public support for HV enshrined in policy, including sustainable funding at scale
- Shared data definitions and measurement across models/programs
- Shared narrative about home visiting
- System informed by target populations
- Robust, well-compensated, and well-supported workforce delivering best practices
- Steady workforce pipeline (including recruiting/retaining home visitors who are culturally and linguistically representative of families they serve and pathways to careers for current/former HV families)



Outcomes Driven by Wider Systems with Consortium Contribution

Home Visiting System Integration

- Racial equity commitment and approach
- Shared leadership
- Coordination across players (e.g., providers, funders)
- Commitment to sustainable funding

Cross-System Integration

- Alignment and referral pathways across systems (e.g., early care and learning/education, mental and physical health, doula, DCFS and foster care, immigration, DPSS, criminal/legal)

Consortium Focused Actions

Strengthen system | **Strengthen organizations & workforce**

Membership & Workgroups Lead on Actions
 Advocacy | African American Engagement | Best Practices | Data | Father Engagement | Referrals

Consortium Foundations
(Principles guiding the Consortium's approach)

Approach: "Be the change we wish to see in the system"

- Develop and strengthen internal operational practices to reflect our racial equity values
- Model and practice our values in all system-level spaces
- Center parent voices and leadership

Mission: The Los Angeles County Perinatal and Childhood Home Visitation Consortium convenes and coordinates organizations to strengthen collective capacity around **advancing racial equity, centering family voice, sustaining quality practices, influencing policy, and growing funding**, so that all expectant and parenting individuals have access to support, and LA's children are healthy, safe, and ready to learn.

The Consortium's Theory of Change

Assumptions (Part 1 of 3)

According to the [Center for Theory of Change](#): *Assumptions explain both the connections between early, intermediate and long-term outcomes and the expectations about **how** and **why** proposed interventions will bring them about. Often, assumptions are supported by research, strengthening the case to be made about the plausibility of theory and the likelihood that stated goals will be accomplished.*

Service delivery

- One size doesn't fit all: diversity of models enhances the system
- The current models have been the best models to have in LA County; as we engage more populations we may need to innovate with our models and make sure they're culturally-affirming to communities we're serving
- Our workforce is prepared to take on more diverse communities and family structures (e.g., LGBTQIA+, dads)
- We would prevent more negative outcomes for kids and families if HV was available up to age 5
- For a lot of families, we are first point of contact for assessment and intervention, and we build trust that can open doors to a lot of other sectors (e.g., families who are undocumented, underserved, underrepresented, and overwhelmed). Often HVs catch developmental concerns before pediatricians do

The Consortium's Theory of Change

Assumptions (Part 2 of 3)

System

- The Consortium is highly interdependent with other entities in the home visiting system, including County agencies, funders, and providers (some organizations wear more than one of these hats)
- Home visiting is an enhancer to the overall larger family-strengthening system and will be strongest when aligned with supports for children and families (e.g., mental and physical health, education, etc.)
- There is a lack of understanding (and often misunderstanding) of what HV is among the public, policy makers, and service deliverers in other sectors
- Home visiting is often confusing for families. Many BIPOC families associate it with racist systems that have policed and disrupted their family structures; this is a narrative we take seriously; as a system, we must work to repair harm and build trust
- There is an all-too-common mindset that there are not enough resources to go around across family strengthening systems (e.g., education, doula, mental health, public health). We believe all systems will be stronger and families better off if we believe there is enough for all and work together to secure sustainable funding across systems.
- The system can work – and will only work – if sustainably and fully funded. This can happen through a blended/braided funding approach of local, regional, state, and federal funds. It must include investment from the County/County agencies.

The Consortium's Theory of Change

Assumptions (Part 3 of 3)

Equity

- Home visiting is rooted in equity; meeting people where they are is a central component to the approach of home visiting
- All families can benefit from home visiting, regardless of race/ethnicity, sexual orientation, gender identity, socioeconomic status, zip code, and personal history

Data

- Data is a powerful, transformative tool to advocate for policies to sustain and expand funding of home visiting and determine areas for improvement, including outreach and enrollment
- The Consortium has the ability to collect data from all agencies, representative of all home visiting models, including “home-grown” models

Family-centered

- Centering parent voice is essential to building a home visiting system that is equitable for all families
- All components of the home visiting system - the Consortium, funders, families, agencies, and others - will benefit from the intentional inclusion of parent voice in the Consortium
- Parents need to be paid for their time and expertise, including funding for childcare, transportation, technology, and to overcome any other potential barriers to participation

Strategy Map: Highest Level Strategic Objectives across 3 Categories

Reads Like a Sentence, Bottom-to-Top

3 IMPACT

...impact will be demonstrated through: expanded support for and collaboration among the home visiting workforce and home visiting organizations; growth and sustainability of the home visiting system as a whole; and a transformative contribution to and alignment with the related systems.”

2 PROGRAMS

...and evolves its programs/services to amplify the strengths and align with the needs of families, home visitors, organizations, and the system...

1 CAPABILITIES

“As the Consortium develops internal capacity, skills, infrastructure, integration of anti-racism and family voice, ways of leading within the home visiting system, and other resources...”

EXTERNAL

INTERNAL

Consortium's Strategy Map

VISION FOR IMPACT
Our children: Healthy, safe and thriving | Our families: Supported, connected, resilient and self-sufficient |
Our communities: Strengthened for generations to come | Our workforce: Supported, sustainable, trained, collaborative

EXTERNAL

IMPACT

System Growth:
Increase access to home visiting for families with children prenatal through age 5, especially those with the highest need

System Sustainability:
Build long-term and sustainable funding model for home visiting in LA County that allows for program consistency and growth

PROGRAMS

Strengthen Organizations & Home Visiting Workforce
Provide vision, technical assistance, and other resources that enhance the quality, sustainability, and wellbeing of system orgs and home visitors

Strengthen Home Visiting System:
Advance advocacy and collaboration within the system and related systems in support of the shared vision

CAPABILITIES

Racial Equity:
Build and nurture a culture and practices among membership grounded in the Consortium's racial equity values and approach

Family Voice:
Develop and grow model for engaging families with experience of home visiting

Consortium Effectiveness:
Self-govern effectively, impactfully, and sustainably

INTERNAL

MISSION, VALUES, & ASSUMPTIONS

Capabilities Perspective

Strategic Goals (1 of 3)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/ STAFF
C1. <u>Racial Equity</u>: Build and nurture a culture and practices among membership that's grounded in the Consortium's racial equity values and approach	C1.1. Develop and implement a <u>racial equity approach</u> (e.g., commitment, guiding principles, expectations, vision) throughout all Consortium activities and workgroups; regularly evaluate progress and make responsive adjustments as needed.	STAFF
	C1.2. Coordinate <u>continuous learning opportunities</u> for Consortium members to develop a shared analysis and best practices on key concepts (e.g., racism, anti-racism, racial trauma, power, privilege, targeted universalism, disproportionality, implicit bias) and build their capacity to operationalize antiracism in their work.	BEST PRACTICES
	C1.3. Advocate for funding for the Consortium and member organizations to develop an infrastructure to <u>adequately resource racial equity work</u> (e.g., training, family engagement stipends, facilitation).	STAFF AND CO-LEADS

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Capabilities Perspective

Strategic Goals (2 of 3)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/ STAFF
C2. <u>Family Voice</u>: Develop and grow model for engaging families with experience of home visiting	C2.1. Develop a <u>family/community engagement approach and priorities</u> that are grounded in the Consortium’s racial equity values and community needs, ensure appropriate compensation for families’ time and expertise, and address the <u>inclusivity and accessibility of Consortium activities</u> among individuals and groups within target/focal communities.	BEST PRACTICES
	C2.2. Build and deepen relationships and ways of <u>collaborating with family/community members</u> , especially those who are members of identified focal/target communities.	BEST PRACTICES
	C2.3. <u>Strengthen partnerships with community organizations</u> and institutions that can help facilitate family/community engagement.	BEST PRACTICES

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Capabilities Perspective

Strategic Goals (3 of 3)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/STAFF
C3. Consortium Effectiveness: Self-govern effectively, impactfully, and sustainably	C3.1. <u>Increase resources and capacity for LA Best Babies Network to function as Consortium backbone organization</u> , including Consortium coordination and representing the Consortium in other system spaces.	STAFF
	C3.2. <u>Grow inclusivity and accessibility of Consortium activities among home visitors</u> and other groups (e.g., families and organizations that are grassroots, parent-led, serving target populations, who are not as familiar with the HV system) to ensure organizational representatives are informed and able to fully engage and participate, including onboarding/orientation processes and member communications.	STAFF
	C3.3. <u>Engage in targeted membership recruitment and ongoing support/engagement of organizations/entities that are reflective of the communities served and/or that will strengthen the Consortium</u> (e.g., cross-system partners).	STAFF WITH POPULATION-FOCUSED WORKGROUPS (AAE & FE)
	C3.4 <u>Communicate shared vision, wins, best practices, and learnings</u> across organizations (and models) with particular focus on meeting the needs of target populations (e.g., Black, LGBTQIA+, fathers, monolingual/bilingual, etc.).	STAFF

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Programs Perspective

Strategic Goals (1 of 2)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/STAFF
<p>P1. Strengthen Organizations & Home Visiting Workforce: Provide vision, technical assistance, and other resources that enhance the quality, sustainability, and wellbeing of system orgs and home visitors</p>	<p>P1.1. <u>Collect, disaggregate, and synthesize more home visiting data</u> across organizations and models, especially in relation to target populations (e.g., Black, LGBTQIA+, fathers) to understand the needs of families and home visitors and help organizations understand their impact, tell the story of their impact, and identify areas for improvement.</p>	<p>DATA</p>
	<p>P1.2. <u>Increase sharing of capacity-building opportunities and tools among member organizations</u> (e.g., access to trainings), especially facilitating for organizations with more resources to share with those with less.</p>	<p>STAFF</p>
	<p>P1.3. Strengthen the home visiting <u>workforce pipeline</u>, including by: providing TA for organizations to <u>recruit and retain home visitors who are culturally and linguistically representative</u> of families they serve, growing opportunities for home visiting clients to enter the field professionally, growing leadership pipeline/advancement opportunities for home visitors, and supporting other targeted recruitment/awareness-raising about the profession.</p>	<p>AFRICAN AMERICAN ENGAGEMENT</p>

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Programs Perspective

Strategic Goals (2 of 2)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/ STAFF
<p>P2. <u>Strengthen Home Visiting System:</u> Advance advocacy and collaboration within the system and related systems in support of the shared vision</p>	<p>P2.1. Contribute to <u>system level visioning, strategy, and leadership</u> with deep grounding in the needs of home visiting staff and families, racial equity approach, inclusion of LGBTQIA+ families, and other service delivery best practices.</p>	<p>STAFF + CONSORTIUM MEMBER ORG REPS WHO ARE ON SYSTEM CLC AND SYSTEM STEERING BODY</p>
	<p>P2.2. Facilitate collaboration within HV system and related systems to <u>enhance referral pathways</u>.</p>	<p>REFERRALS</p>
	<p>P2.3. Enhance <u>shared measurement practices</u> to better assess and coordinate impact across the system.</p>	<p>DATA</p>
	<p>P2.4. <u>Shape compelling narratives</u> for key audiences about what home visiting is and its impact to increase their awareness and buy-in (e.g., craft narratives for funders and actors in related systems; craft alternative client-centered/client-informed ways to <u>describe and promote “home visiting”</u>).</p>	<p>ADVOCACY (+REFERRALS)</p>
	<p>P2.5. <u>Advocate for home visiting policies and other family strengthening policies</u> to increase funding, diversify available models, invest in home visitors (e.g., increase compensation, training), secure wins that will have profound benefit for families (e.g., paid family leave, mental health); and oppose policies that will be detrimental.</p>	<p>ADVOCACY</p>

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Impact Perspective

Strategic Goals (1 of 2)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/STAFF
I1. <u>System Growth</u>: Increase access to home visiting for families with children prenatal through age 5, especially those with the highest need	I1.1. Enhance partners/decision makers' ability to make the <u>data-based case for expanded programs and eligibility</u> and/or modified or new models.	DATA
	I1.2. <u>Formalize connections and referral pathways across systems</u> , especially where there is a high probability of interaction for families most at risk (e.g., Probation, Education, Mental Health).	REFERRALS
	I1.3. <u>Increase outreach for and access to home visiting for target populations first, aligned with targeted universalism</u> approach.	REFERRALS

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Impact Perspective

Strategic Goals (2 of 2)

STRATEGIC OBJECTIVE	STRATEGIC GOALS (2022-2026)	LEAD WORKGROUP/STAFF
I2. <u>System Sustainability</u>: Build long term and sustainable funding model for home visiting in LA County that allows for program consistency & growth	I2.1. Build members’ capacity to co-develop, with their local partners, opportunities for families to experience <u>community-based services that are expanded and better coordinated</u> .	STAFF
	I2.2. Build support countywide for <u>consistent, permanent funds</u> and <u>centrally administered funding</u> , and foster <u>collaborative, mutually-informing relationships</u> (not only contracts) between providers and funders.	STAFF + CONSORTIUM MEMBER ORG REPS WHO ARE ON SYSTEM CLC AND SYSTEM STEERING BODY
	I2.3. Advocate at local, state, and national levels for <u>braided, new, and/or innovative public and philanthropic investment</u> strategies to create system growth and sustainability.	ADVOCACY
	I2.4. Collectively influence how shared leadership of the countywide <u>home visiting system builds and manages a sustainable funding model</u> (funding advocacy, comprehensive forecasting/planning, monitoring, etc.)	STAFF + CONSORTIUM MEMBER ORG REPS WHO ARE ON SYSTEM CLC AND SYSTEM STEERING BODY

Milestones and deadlines associated with each goal will be included in workgroup action planning
Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

How Do a Strategy Map & Scorecard Work Together?

Measuring Long-Term Change

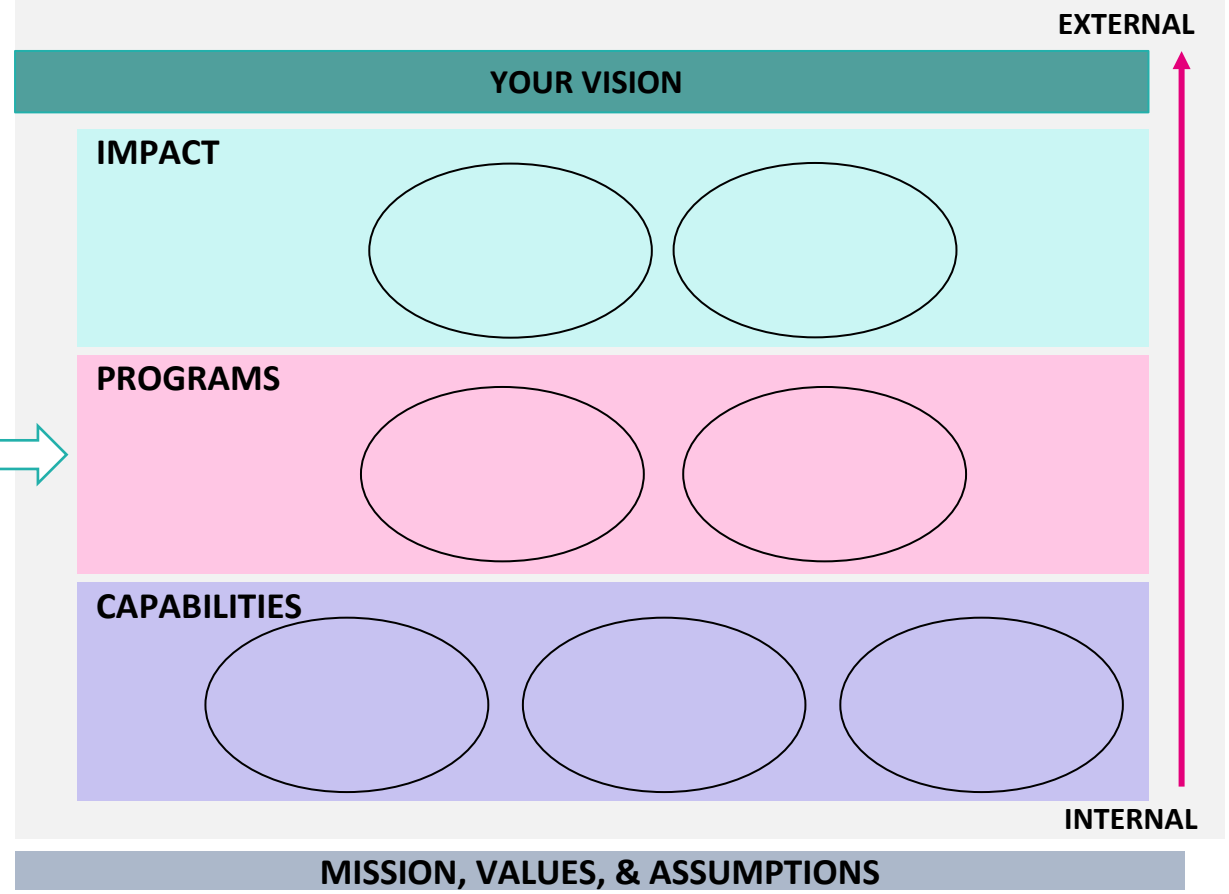
STRATEGY SCORECARD

How you will measure and report progress.

OBJECTIVES	METRICS	TARGETS
IMPACT <i>What We Are Working Towards</i>	<i>What We Will Measure</i>	<i>The Progress We Will Achieve</i>
PROGRAMS		
CAPABILITIES		

STRATEGY MAP

How the organization will progress along the path of your theory of change.



Scorecard

How We Will Measure Progress

PERSPECTIVE	STRATEGIC OBJECTIVE	METRIC
IMPACT	I1. System Growth: Increase access to home visiting for families with children prenatal through age 5, especially those with the highest need	# of LAC families accessing HV services - disaggregated and specifically tracking access by race, LGBTQIA+, and fathers
	I2. System Sustainability: Build long term and sustainable funding model for home visiting in LA County that allows for program consistency & growth	# of local \$ allocated to home visiting % increase in funding for home visiting
PROGRAMS	P1: Strengthen Organizations & Home Visiting Workforce: Provide vision, technical assistance, and other resources that enhance the quality, sustainability, and wellbeing of system orgs and home visitors	# of orgs contributing data, disaggregated by model and/or other key factors HVC wants to track related to equity # of targeted recruitment/awareness-raising activities led by Consortium about the home visiting profession
	P2: Strengthen Home Visiting System: Advance advocacy and collaboration within the system and related systems in support of the shared vision	# coordinated advocacy actions taken
Capabilities	C1. Racial Equity: Build and nurture a culture and practices among membership that's grounded in the Consortium's racial equity values and approach	% member organizations reporting actively working towards addressing race related disparities and advancing racial equity # of equity education activities Consortium facilitates or coordinates Date for racial equity approach to be voted on by membership
	C2. Family Voice: Develop and grow model for engaging families with experience of home visiting	# of families compensated for engagement in Consortium (possible future metric; determine exact metric when family engagement plan is finalized) Date for family engagement plan to be voted on by membership
	C3. Consortium Effectiveness: Self- govern effectively, impactfully, and sustainably	# of home visitors actively engaged in Consortium activities (active = at least once a quarter)

Implementation Planning & Key First Steps

Workgroup Structure/Process Updates

How We'll Implement the Plan

- New Strategic Plan is organized by **cross-cutting objectives** and goals, not by Workgroups like the last strategic plan. Action Plans therefore must be more cross-cutting as well
- Workgroups will make **Action Plans** organized by the goals on which they are the lead
- Lead Workgroup will lead on goal-focused “sub-workgroups” which will be open to interested individuals from all workgroups and the entire membership
- Lead Workgroup will also be made clear for each metric/target in **Scorecard**

Remember: This is a 5-year plan; this doesn't all have to happen at once or right away!

Workgroup Structure/Process Considerations

Meeting Cadence for Workgroups and Goal Sub-Groups

- Population-focused workgroups (African American Engagement and Father Engagement) will continue meeting on their existing cadence; members will also be encouraged to join goal-focused workgroups in their areas of interest (and African American Engagement will own 1 goal)
- For the 4 other workgroups (Advocacy, Best Practice, Data, and Referrals):
 - The frequency of full workgroup meetings (for briefings/updates/connection) will be determined by the workgroup (at least quarterly)
 - Sub-groups will be the spaces for action/production and meetings will occur monthly or as needed

Consortium & Workgroup Meeting Frequency Sketch

An Updated Proposal for Future Meeting Cadence

Quarterly/Periodic Activities

- At least Quarterly: Full workgroup meetings for updates/briefings/review of implementation plan and scorecard (for metrics that Workgroup owns)
- Quarterly: Coordinating Committee meetings (including full scorecard review)
- Quarterly: Membership meetings

Monthly Activities

- Goal Sub-groups meet
- Population Workgroups meet (i.e., African American Engagement, Father Engagement)

Implementation Planning

First Steps for 2022 (subset of all Capabilities Goals)

	OBJECTIVES	GOALS FOR IMPLEMENTATION IN 2022 (ALREADY BEGUN OR TO START)	LEAD
CAPABILITIES	C1. Racial Equity	C1.1. Develop and implement a <u>racial equity approach</u> (e.g., commitment, guiding principles, expectations, vision) throughout all Consortium activities and workgroups; regularly evaluate progress and make responsive adjustments as needed	STAFF
	C2. Family Voice	C2.1. Develop a <u>family/community engagement approach and priorities</u> that are grounded in the Consortium’s racial equity values and community needs, ensure appropriate compensation for families’ time and expertise, and address the <u>inclusivity and accessibility of Consortium activities</u> among individuals and groups within target/focal communities.	BEST PRACTICES WORKGROUP
	C3. Consortium Effectiveness	<p>C3.1. Increase resources and capacity for <u>LABBN to function as Consortium backbone organization</u>, including Consortium coordination and representing the Consortium in other system spaces.</p> <p>C3.2. <u>Grow inclusivity and accessibility of Consortium activities among home visitors</u> and other groups (e.g., families and organizations that are grassroots, parent-led, serving target populations, who are not as familiar with the HV system) to ensure organizational representatives are informed and able to fully engage and participate, including onboarding/orientation processes and member communications.</p> <p>C3.4 <u>Communicate shared vision, wins, best practices, and learnings</u> across organizations (and models) with particular focus on meeting the needs of target populations (e.g., Black, LGBTQIA+, fathers, monolingual/bilingual, etc.).</p>	STAFF

Implementation Planning

First Steps for 2022 (subset of all Program Goals)

	OBJECTIVES	GOALS FOR IMPLEMENTATION IN 2022 (ALREADY BEGUN OR TO START)	LEAD
PROGRAM	P1. Strengthen Organizations & Home Visiting Workforce	P1.1. <u>Collect, disaggregate, and synthesize more home visiting data</u> across organizations and models, especially in relation to target populations (e.g., Black, LGBTQIA+, Fathers), to understand the needs of families and home visitors and help organizations understand their impact, tell the story of their impact, and identify areas for improvement.	DATA
		P1.2. <u>Increase sharing of capacity-building opportunities and tools among member organizations</u> (e.g., access to trainings), especially facilitating for organizations with more resources to share with those with less.	STAFF
	P2. Strengthen Home Visiting System	P2.1. Contribute to <u>system level visioning, strategy, and leadership</u> with deep grounding in the needs of home visiting staff and families, racial equity approach, inclusion of LGBTQIA+ families, and other service delivery best practices.	STAFF + CONSORTIUM MEMBER ORG REPS WHO ARE ON SYSTEM CLC AND SYSTEM STEERING BODY
		P2.2. Facilitate collaboration within HV system and related systems to <u>enhance referral pathways</u> .	REFERRALS
		P2.3. Enhance <u>shared measurement practices</u> to better assess and coordinate impact across the system.	DATA
		P2.4. <u>Shape compelling narratives</u> for key audiences about what home visiting is and its impact to increase their awareness and buy-in (e.g., craft narratives for funders and actors in related systems; craft alternative client-centered/client-informed ways to <u>describe and promote “home visiting”</u>).	ADVOCACY (+ REFERRALS)
		P2.5 <u>Advocate for home visiting policies and other family strengthening policies</u> to increase funding, diversify available models, invest in home visitors (e.g., increase compensation, training), secure wins that will have profound benefit for families (e.g., paid family leave, mental health); and oppose policies that will be detrimental.	ADVOCACY

Implementation Planning

First Steps for 2022 (subset of all Impact Goals)

	OBJECTIVES	GOALS FOR IMPLEMENTATION IN 2022 (ALREADY BEGUN OR TO START)	LEAD
IMPACT	I1. System Growth	BEGIN IN 2023	
	I2. System Sustainability	I2.2 Build support countywide for <u>consistent, permanent funds</u> and <u>centrally administered funding</u> , and foster <u>collaborative, mutually-informing relationships</u> (not only contracts) between providers and funders.	STAFF + CONSORTIUM MEMBER ORG REPS WHO ARE ON SYSTEM CLC AND SYSTEM STEERING BODY
		I2.3. Advocate at local, state and national levels for <u>braided, new, and/or innovative public and philanthropic investment</u> strategies to create system growth and sustainability.	ADVOCACY

Consortium Anti-Racism Commitment Statement

Recap: Racial Equity Audit Key Themes

4 Themes

1. Explicitly Articulate the Consortium's Vision, Commitment, and Plan to Advance Racial Equity
2. Support and Advocate for Member Organizations and their Representatives to Build their Organizational Capacity to Advance Racial Equity
3. Improve Diversity and Engagement Practices with Consortium Members
4. Develop an Approach for Including and Engaging Home Visiting Participants

The Consortium's Anti-Racism Commitment Statement

Commitment

In Los Angeles County, children of color, particularly Black and Latinx, face disproportionate barriers to positive education and health outcomes. We believe that through collective action, The Consortium can work to address these systemic inequities by building structures that intentionally provide targeted resources for families living in communities that have experienced historical and deliberate divestment.

We define being an anti-racist organization as creating an environment where all children, families, and those who support them can thrive regardless of race or geographic location. We are committed to creating an anti-racist culture that is reflected through our policies, practices, and activities. We will accomplish this by challenging ourselves to address racism and its impact on children's health and well-being and correct systemic racism and any resulting inequities within the Consortium. As a learning community, we will purposefully strive to identify, discuss, and address issues that prevent us from becoming an anti-racist and ethnically unbiased community. We hope that through our commitment, we will become a model for anti-racist practice that elicits a change in the home visiting system.

The Consortium's Anti-Racism Commitment Statement

Principles (1 of 2)

The Consortium embraces the following principles that inform and guide our work:

Our work will be rooted in addressing structural racism and its impact on children and families.

We acknowledge that racism is embedded into the structures and policies of our organization, the home visiting system, and other related systems. Therefore, we must work to develop and implement strategies and best practices that dismantle racism and oppression within these structures.

We will be vigilant in our learning, listening, and action and build our capacity to advance change.

Creating an environment where all member organizations have equitable access to resources, training, and opportunities is critical in our path forward. This can include creating opportunities for staff and member organizations to learn from one another through community dialogues, affinity groups, and other tools. Additionally, we will identify resources to develop, organize, and support our workgroups and initiatives that foster anti-racism.

We will center the voices of families disproportionately impacted by racism in our communications, collaboration, and advocacy efforts.

The process of centering the voices of those disproportionately impacted by systemic racism and oppression is ongoing, and we intend it to be a permanent part of our work. Our anti-racism practice will take an intersectional approach to systems change that considers how racism, sexism, heterosexism, cis-genderism, ableism, classism, colonization, and other systems of patriarchy and oppression interact. We will use that understanding to create practices, policies, and procedures that eliminate those conditions. We will prioritize exploring and creating mechanisms, such as paid stipends, to enable the participation of people with lived experience in the home visitation system from all backgrounds, ethnicities, experiences, and economic circumstances to participate in the Consortium.

The Consortium's Anti-Racism Commitment Statement

Principles (2 of 2)

We will integrate shared leadership and collaborative decision-making practices with families, home visitors, and impacted communities in our activities.

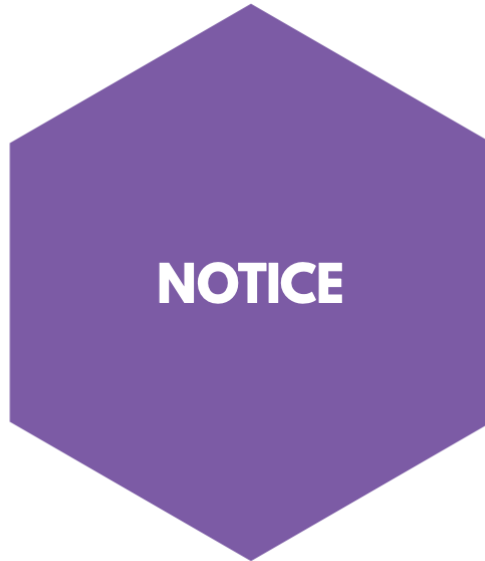
We recognize that the lived experience of home visiting participants and the workforce is essential to understanding and achieving quality home visiting services. We will prioritize taking leadership and direction from those closest to and most impacted by systemic inequities by utilizing equity-based decision-making processes.

We will develop mechanisms to evaluate and measure our progress regularly.

We recognize that dismantling racism is a continually evolving, life-long journey. There will always be more that we can do. We will evaluate our progress and set new goals, keeping what works and changing what does not to reach the outcome of all expectant and parenting individuals having access to support and LA's children are healthy, safe, and ready to learn.

Practices to Continue to Develop

Notice and Reflect



Helps you develop social-emotional awareness before entering any context by practicing self-awareness of one's own identity, values, emotions, biases, assumptions and situatedness. Creates space for community/impacted persons – centered design not “you” centered” design.



“Equity Pause” – allows you and your team the time to reflect on your actions, emotions, insights and impact as designers and humans. It provides a space to share learnings and think about how to develop a more inclusive and equitable process.