

**Agenda Item 2**  
**October 5, 2016****DATE:** September 21, 2016**TO:** Children and Families Commission of Orange County**FROM:** Kimberly Goll, Executive Director**ACTION:** Receive first quarter status update on the Fiscal Year 2016/17 Business Plan

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**SUMMARY:**

The Children and Families Commission of Orange County annually approves a Business Plan to guide the organization's operations. The Business Plan reflects planned work for the fiscal year including activities stipulated in the Proposition 10 legislation and subsequent statutory requirements. This report provides the first quarter report on the fiscal year 2016/17 Business Plan accomplishments covering the period of July 1, 2016 through September 30, 2016.

**DISCUSSION:**

The Business Plan defines the Commission's operating plans for the fiscal year concluding June 30, 2017. The Business Plan is consistent with the priorities and objectives established by the Commission, including the goals described in the Commission's Strategic Plan. The fiscal year 2016/17 Business Plan was approved in conjunction with the fiscal year 2016/17 Budget at the May 2016 meeting and updates are provided to the Commission quarterly.

The fiscal year 2016/17 Business Plan is the third year of a three-year plan that has been updated annually and presented to the Commission in parallel with consideration of the annual budget. The focus of the current Business Plan is on addressing the sustainability challenges facing the Commission and building the organizational resources and partnerships to sustain, support and expand services for young children in Orange County. The Business Plan includes an overall statement of the challenges facing the Commission and the priority:

*Operational Imperative: By 2018, markedly increase the resources to sustain the Commission-funded initiatives that measurably contribute to children's healthy development and school readiness.*

The plan is grounded in addressing this operational imperative through four strategic focus areas.

- Strategic Intent 1: Organizational Effectiveness
- Strategic Intent 2: Achieving Outcomes
- Strategic Intent 3: Strategic Partnerships and Synergistic Collaborations
- Strategic Intent 4: Community Learning and Advancement of Knowledge

## **First Quarter Report (July 1, 2016 – September 30, 2016)**

Specific tasks have been developed for each of the Strategic Intent focus areas (Attachment 1). Strategic Intent teams have been established to accomplish the tasks. All Commission staff members participate on one or more Strategic Intent teams and meet periodically to continue the forward momentum. The teams are accountable for the progress on the tasks and provide scheduled updates to the larger group. While progress continues on each of the Strategic Intent, the following are highlights of the first quarter performance for the period of July 1, 2016 to September 30, 2016:

- *Strategic Intent 1 – Organizational Effectiveness*  
The Commission's Financial Manager monitors the potential fluctuations of the new tobacco legislation to Proposition 10 tobacco tax revenue. Updates were presented at the July and September meetings confirming the expected increase in revenue due to savings in the Board of Equalization administrative fees; and a decline due to the raising of the smoking age to 21. The net result does not change the 3.5 percent annual decline in tobacco tax revenue that is assumed in the financial plan. In addition, a one-time payment from the Board of Equalization of an estimated \$180,000 will be received in fiscal year 2016/17 and added to the catalytic program budget. The updated Long-Term Financial Plan will be presented in December 2016.
- *Strategic Intent 2 – Achieving Outcomes*  
A 12-month optimization process to identify strengths and opportunities for improvement in the Bridges Maternal Child Health Network was initiated in July with the approval of a continuous quality improvement program and a prospective evaluation study using CalOptima data. This process will better position the program for sustainability through increased efficiencies and strengthen outcomes measurement. The optimization process consists of four work streams. The first work stream is an enhanced use of the Commission's information technology systems to better guide programmatic decisions. Second, is the implementation of Continuous Quality Improvement (CQI), which is the systematic and continuous actions that lead to measurable improvement in health care services and the health status of targeted patient groups. Implementing CQI is imperative for services to remain dynamic and responsive to community needs. The third work stream, conducted in partnership with Dr. Jennifer Hahn-Holbrook, faculty at Chapman University, will employ predictive analytics to improve the accuracy of the Bridges automated screening algorithm and diagnostic analytics to identify patterns among mothers who decline services. The final work stream is an evaluation to measure the impact of the Bridges Network services on at-risk children and pregnant women with respect to utilization of preventative and emergency health care and the relationship to healthcare cost avoidance.
- *Strategic Intent 3– State/National Partnerships*  
The Commission received a \$60,000 grant to serve as the project lead for the Early Childhood Learning and Innovative Network for Communities (EC-LINC) Research to Action Project. On September 20 and 21, 2016 five participating communities from across the state and nation convened in Orange County to document lessons learned and recommendations of experiences in developing and tracking outcomes and metrics related to early childhood systems. The Commission is the project lead that includes Denver's Early Childhood Council, First 5 Alameda, First 5 Ventura, Office for Community Child Health, Connecticut's Children in Hartford and Thrive in 5 Boston. The project tests the implementation of the proposed outcome measures and metrics developed under the

Learning Lab and builds upon the research and success. The project goal is to develop a common measurement framework for evaluating child outcomes and develop measurement systems that assess whether systems that serve children are positively impacting their lives and their families' lives and improvements for better outcomes.

- *Strategic Intent 4 – Community Learning and Advancement of Knowledge*

The Association of California Cities-Orange County hosts a weekly podcast “The City Square” to promote policy and positive Orange County initiatives. The Commission Executive Director joined the Mission Viejo City Manager on September 12, 2016 to tape an episode about the Commission’s partnership with the Association of Cities. Mission Viejo was one of the four cities that participated in technical workshops using the Early Development Index (EDI) data that assesses young children’s developmental progress when they enter kindergarten. The program included information for cities that are interested in using EDI data to strategically plan city programs. The city of Mission Viejo is currently using the data to analyze their programs and overlaying the EDI data and their library card data on GIS maps to identify vulnerabilities. Their work has resulted in a grant from the California Library Association to expand the accessibility of library services during non-traditional times. The cities of Buena Park, La Habra and Stanton have either created or expanded community/collaborative partner meetings to include early learning and EDI data to their discussions.

#### **STRATEGIC PLAN & FISCAL SUMMARY:**

The Business Plan and recommended actions presented in this staff report have been reviewed in relation to the Commission’s Strategic Plan and are consistent with applicable goals. There is no funding requested for this item.

#### **PRIOR COMMISSION ACTIONS:**

- July 2016 - Received fourth quarter status update on the Fiscal Year 2015/16 Business Plan
- May 2016 – Approved FY 2016/17 Business Plan
- April 2016 – Received third quarter status update on the FY 2015/16 Business Plan
- January 2016 – Received second quarter status update on the FY 2015/16 Business Plan
- October 2015 – Receive first quarter status update on the FY 2015/16 Business Plan
- July 2015 – Received fourth quarter status update on the FY 2014/15 Business Plan
- May 2015 - Approved the Business Plan for FY 2015/16
- April 2015 - Received quarterly update on the FY 2014/15 Business Plan
- February 2015 – Received quarterly update on the Approved FY 2014/15 Business Plan
- October 2014 – Received quarterly update on the Approved FY 2014/15 Business Plan
- April 2014 –Approved FY 2014/15 Business Plan

**RECOMMENDED ACTION:**

Receive first quarter status update on the Fiscal Year 2016/17 Business Plan.

**ATTACHMENT:**

Fiscal Year 2016/17 Business Plan Strategic Intent Statements

**Contact:** Kimberly Goll

## **Fiscal Year 2016/17 Business Plan Strategic Intent Statements**

### **Strategic Intent 1 – Organizational Effectiveness**

The Children and Families Commission of Orange County is committed to developing the strategies and resources needed to meet the challenges and issues to support and sustain programs that demonstrate measurable impact on children's healthy development and school readiness. Given the accompanying pressure on staff and infrastructure, newer, team-based designs and organizational roles that can both effectively pursue resource opportunities and accelerate information sharing and decision making will be implemented. In addition, staff will partner with grantees to develop skills and techniques that promote process improvement for Commission-funded programs and services.

- 1.1 By July 2015, initiate planning and establish a pay for performance merit system and for implementation by fiscal year end. Postponed implementation to July 2016.
- 1.2 By July 2018, move 10% of the annual budget to sustainable revenue.
- 1.3 By June 2016, complete evaluation and program reporting to be used for grant applications and to promote programs for funding, community outreach, and building partnerships.
- 1.4 By December 2016, review current and develop a comprehensive set of emergency management policies and procedures.
- 1.5 By December 2016, develop a quality improvement process, such as rapid cycle testing, and pilot with at least one grantee.
- 1.6 By December 2016, review and update policies and procedures and develop response plan to address new legislation causing fluctuations in Proposition 10 tobacco tax revenue.

### **Strategic Intent 2 – Achieving Outcomes**

The Children and Families Commission of Orange County has relied upon a wide array of quantitative and qualitative data to assess programs and service impact. To strengthen the link between funding and provider performance, we will ensure compliance with our outcome systems and regular reporting of measurable outcomes for all funded programs and strategies.

- 2.1 By July 2018, implement a pay for performance-based funding model for at least one of the Commission's initiatives.
- 2.2 By December 2016, develop and implement data quality assurance procedures for case-level data reported by Bridges Maternal Child Health Network providers.
- 2.3 By July 2017, explore ways to incorporate additional client outcome data from Bridges Maternal Child Health Network.

### **Strategic Intent 3 – Strategic Partnerships and Synergistic Collaborations**

The Children & Families Commission of Orange County develops strategic partnerships that can leverage collective resources to better meet the challenges of promoting children’s healthy development. We want to be known as a reliable, collaborative partner in the Southern California region, within the First 5 community, statewide, and nationally.

- 3.1 *Local Partnerships* - Continue to strengthen existing partnerships to support sustainability strategies on building community support with school districts, nonprofit agencies, city and county agencies and other philanthropic partners. This work will include, but is not limited to, the Early Development Index (EDI). Annually, expand participation of cities and school districts by adding two new cities/school district partners.
- 3.2 *First 5 Partnerships* - Beginning July 2014 and continuing, take the necessary steps to enhance the Commission’s leadership in policy, fiscal and evaluation within the First 5 community with particular focus on fiscal management, oral health, developmental screening, home visitation and annual report redesign.
- 3.3 *State/National Partnerships* - Foster state and national partnerships to accelerate the development and collective support improving results for young children and increase the recognition of Orange County as priority community; secure at least one new partnership.

### **Strategic Intent 4 – Community Learning and the Advancement of Knowledge**

The Children & Families Commission of Orange County has consistently seen its potential to develop replicable models warranting state and national attention. We view ourselves as a member of a nationwide community dedicated to a deep understanding of the impact of our programs and strategies on the health and school readiness of young children. We want to be a recognized leader and contributor in the dissemination of knowledge and the development of program, policy, and best practices for children’s health and development in the Southern California region within the First 5 community, statewide and nationally.

- 4.1 By July 2018, build consensus towards the development of an Orange County children’s policy agenda informed by Commission’s results and knowledge.
- 4.2 By June 2017, Commission staff in partnership with the Association of California Cities will identify and support five City and School District partnerships that specifically address a vulnerability highlighted in the Early Developmental Index.