

Item 3-4



FIRST 5 SAN DIEGO

Strategic Plan 2020-2025 | Implementation Roadmap
Commission Presentation | April 20, 2022

OVERVIEW

Welcome & Presentation Overview

Strategic Plan Year in Review

Draft Roadmap for Systems Change

Summary & Next Steps



PURPOSE OF THE STRATEGIC PLAN

California Children and Families First Act - Proposition 10

- Promote, support and improve the early development of children from prenatal to five years of age
- Requires each county to adopt an adequate and complete strategic plan
- Serves as a roadmap: change systems, achieve results
 - Guides funding decisions at a strategic level
 - Assists in measuring progress
 - Holds us accountable

STRATEGIC PLAN FRAMEWORK



2020 - 2025

Vision

All children ages 0 through 5 are healthy, are loved and nurtured, and enter school as active learners.

Values

Inclusion | Partnership | Families | Children | Communities | Prevention | Results

Mission

First 5 San Diego builds the early care and education systems and supports needed to ensure our County's youngest children are safe, healthy and ready to succeed in school and life.

Core Functions

- Investing in systems change
- Advocating for policy change
- Convening experts and partners
- Building capacity

Goals

Strengthen the relationships essential for the healthy development of our youngest children.

Promote each child's healthy physical, social and emotional development.

Support each child's development of abilities, building on their natural readiness to learn.

Build each community's capacity to sustain healthy social relationships and support families and children.

Strengthen each family's ability to provide nurturing, safe and stable environments.

Strategic Directions

- Resilient Families
- Coordinated Systems of Care
- Integrated Leadership
- Sustained Funding

OBJECTIVES

INDICATORS

STRATEGIES:
INITIATIVES,
PROGRAMS
& SERVICES

MAKING CHANGE WORK

Systems Change Happens at Multiple Levels

- Organizational – Build impact networks
- Program – Implement towards long-term resiliency and integrated services
- Policy –
 - Facilitate new funding structures, streams and partnerships
 - Remove barriers that increase risk factors in early childhood development

STRATEGIC DIRECTIONS

Lasting Changes to the Systems of Care

RESILIENT FAMILIES

Provide families with the foundational support and knowledge to be their child's first and best caregiver and teacher.

EQUITY-CENTERED COORDINATED SYSTEMS OF CARE

Connect or integrate systems of care to ensure that the youngest children and their families have timely and seamless access to supports and services that best meet their needs.

STRATEGIC DIRECTIONS

Lasting Changes to the Systems of Care

INTEGRATED LEADERSHIP

Build partnerships across sectors and systems that increase community commitment to supporting the first five years of life.

POLICY ADVOCACY & SUSTAINED FUNDING

Identify and integrate existing and new funding sources from public, private and philanthropy sectors that establish innovations to the systems of care and expand services to the youngest children and their families.

YEAR IN REVIEW



A Year of Great Challenge and Promise

During our Fiscal Year 2021 - 2022, our entire community saw first-hand the great challenges faced by our youngest children and their families. Fragmented early care and education resources, competing priorities for social supports, and tenuous public health conditions caused great stress. We also saw growing inequities in our systems of care that are critical to family well-being and child development.

Despite these challenges, we are inspired by our families' resiliency and our community partners' resolve in adjusting to these challenges. It took tremendous commitments, coordination and hard work among service providers, caregivers, extended family, and parents to support our youngest children in these conditions. We also re-commit ourselves to sustaining the emerging results that advance a whole child / whole family framework.

Moving Forward: Key Elements for Success

Now we move forward with more resolve than ever, focused on the promise of making our systems of care stronger and truly grounded in equity. The Strategic Plan continues to be our guide for funding early care and education initiatives and forming and strengthening the partnerships that can create lasting changes to the systems of care and support our youngest children and their families.

Key elements for success in these efforts include the following:

- **Bringing everyone to the table**, honoring all voices, especially our families
- **Co-creating our shared vision** for an equitable, coordinated system of care
- **Finding gaps in the system** and defining solutions
- **Integrating leadership** and planning efforts, and aligning resources
- **Joining with key partners** in policy advocacy, grounded in a whole child / whole family framework

We would also like to acknowledge that leading systems change takes time and requires everyone's continued engagement in a sustained effort over time. First 5 San Diego is committed to this journey in the years ahead through deep collaboration with the community as outlined in our Roadmap for Systems Change.

Key Accomplishments

- Invested over \$27.8 million in direct services for young children and their families
- Served more than 37,000 children, parents, caregivers and providers
- Adjusted supportive resources and services to ensure safety and well-being of children birth to five years of age and their families during the pandemic



A Year of Great Challenge



Fragmented early care and education resources



Competing priorities for social supports



Tenuous public health conditions



Growing inequities in our systems of care

Key Elements for Success

-  Bringing everyone to the table, honoring all voices, especially our families
-  Co-creating our shared vision for an equitable, coordinated system of care
-  Finding gaps in the system and defining solutions
-  Integrating leadership and planning efforts, and aligning resources
-  Joining with key partners in policy advocacy: whole child / whole family

DRAFT ROADMAP



IMPLEMENTATION PLANNING (2021 - 2022)

- Map the system: linkages, gaps and opportunities
 - KNOW the net to KNIT the net
- Identify equity challenges in partnership with partners and families
- Develop a phased approach to coordinate systems of care
 - Build awareness, relationships and trust
 - Align goals
 - Develop policies and practices for integrated systems
- Coordinate with related systems change initiatives

ENGAGEMENT OBJECTIVES

- Engage partners in identifying priorities for the Implementation Roadmap
- Expand the map of our system of care:
 - Programs and Initiatives
 - People
 - Organizations

ENGAGING OUR PARTNERS



ACTIVITIES

- Commission (April 2021, February 2022)
- Ad Hoc Committee (July 2021, March 2022)
- Children & Families Strengthening Network
(Oct. 2021, March 2022)

ENGAGING OUR PARTNERS



DISCUSSIONS

- How do we **define success** from the Strategic Directions?
- How do we **implement** the Strategic Directions to achieve our desired outcomes?
 - What are existing, planned, and potential **initiatives** in the San Diego Region that advance the Strategic Directions?
- What would an **integrated and coordinated system** look like?
 - What are the **capacities and expertise** that are critical to an integrated and coordinated system? What do we have today, and what's missing?

ROADMAP FOR SYSTEMS CHANGE



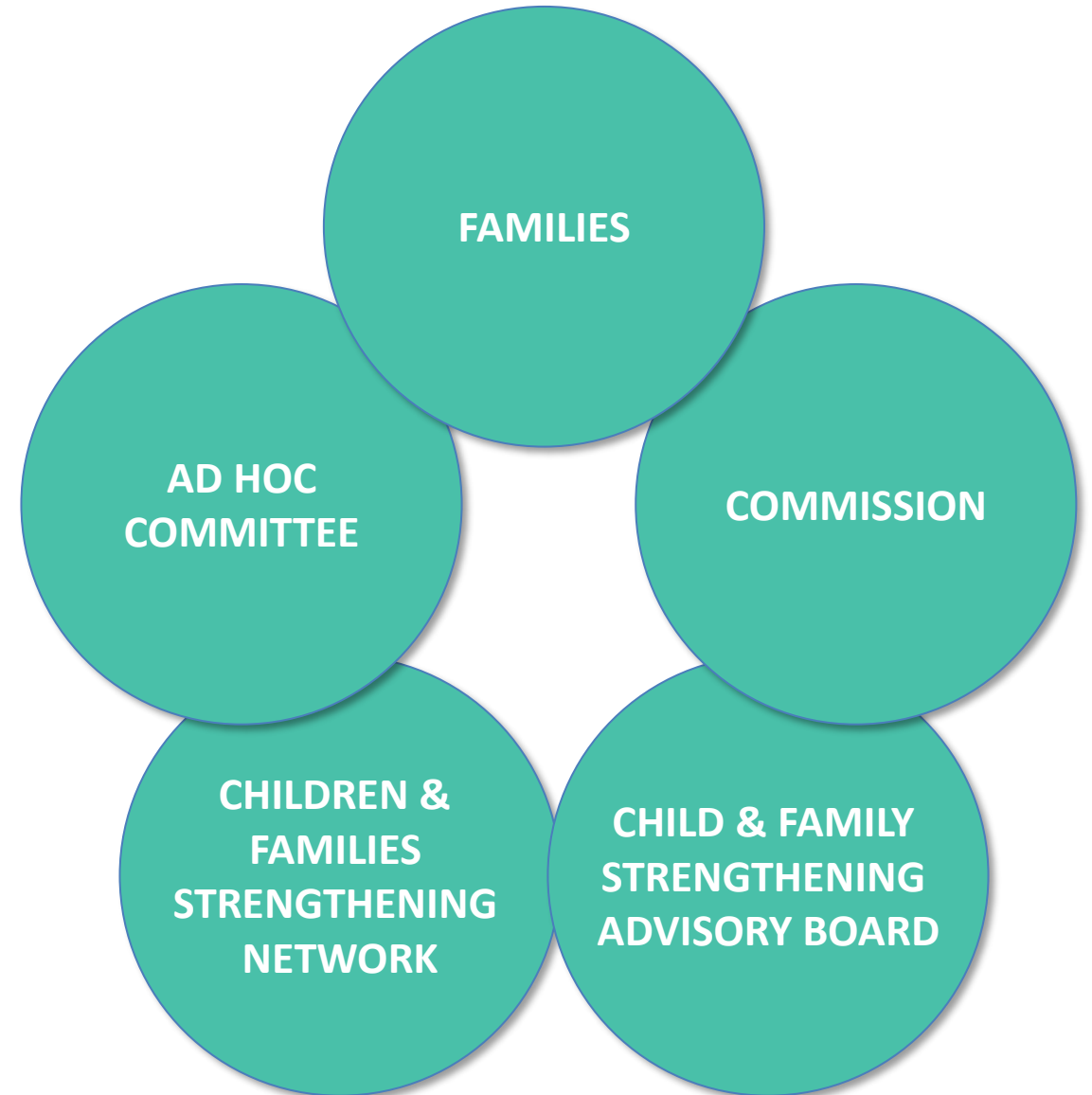
Purpose: Implement our Strategic Directions towards systems change through a collaborative approach

- Facilitate engagement and deep collaboration among families and community partners
- Provide opportunities to identify our collective assets and priorities for systems change
- Organize collaborative efforts to implement our priorities:
 - Equity-Centered & Coordinated Systems of Care
 - Integrated Leadership
 - Policy Advocacy & Sustained Funding

ROADMAP FOR SYSTEMS CHANGE

Collaboration and Implementation Approach:

- Conduct an iterative process
- Define and implement strategies within each Strategic Direction
- Measure and track progress
- Review and update implementation strategies annually

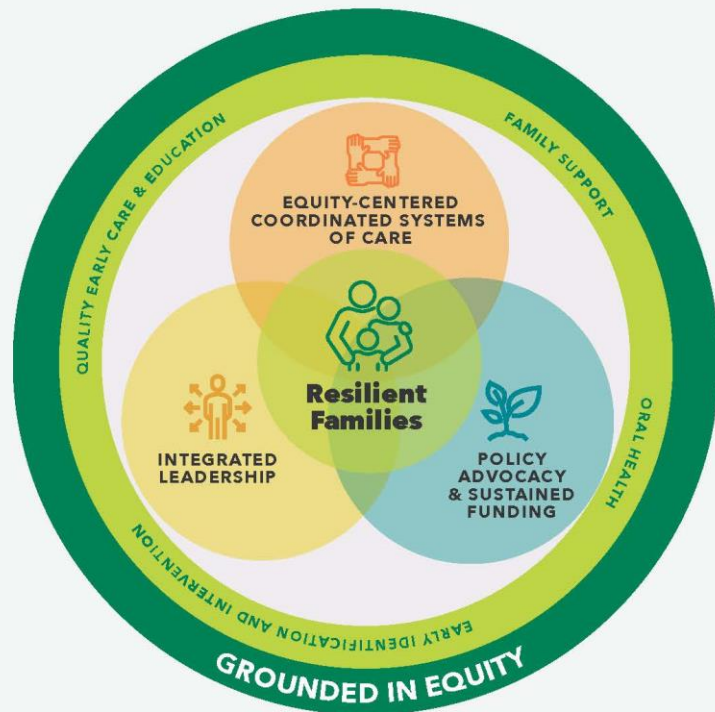


Draft Roadmap for Systems Change



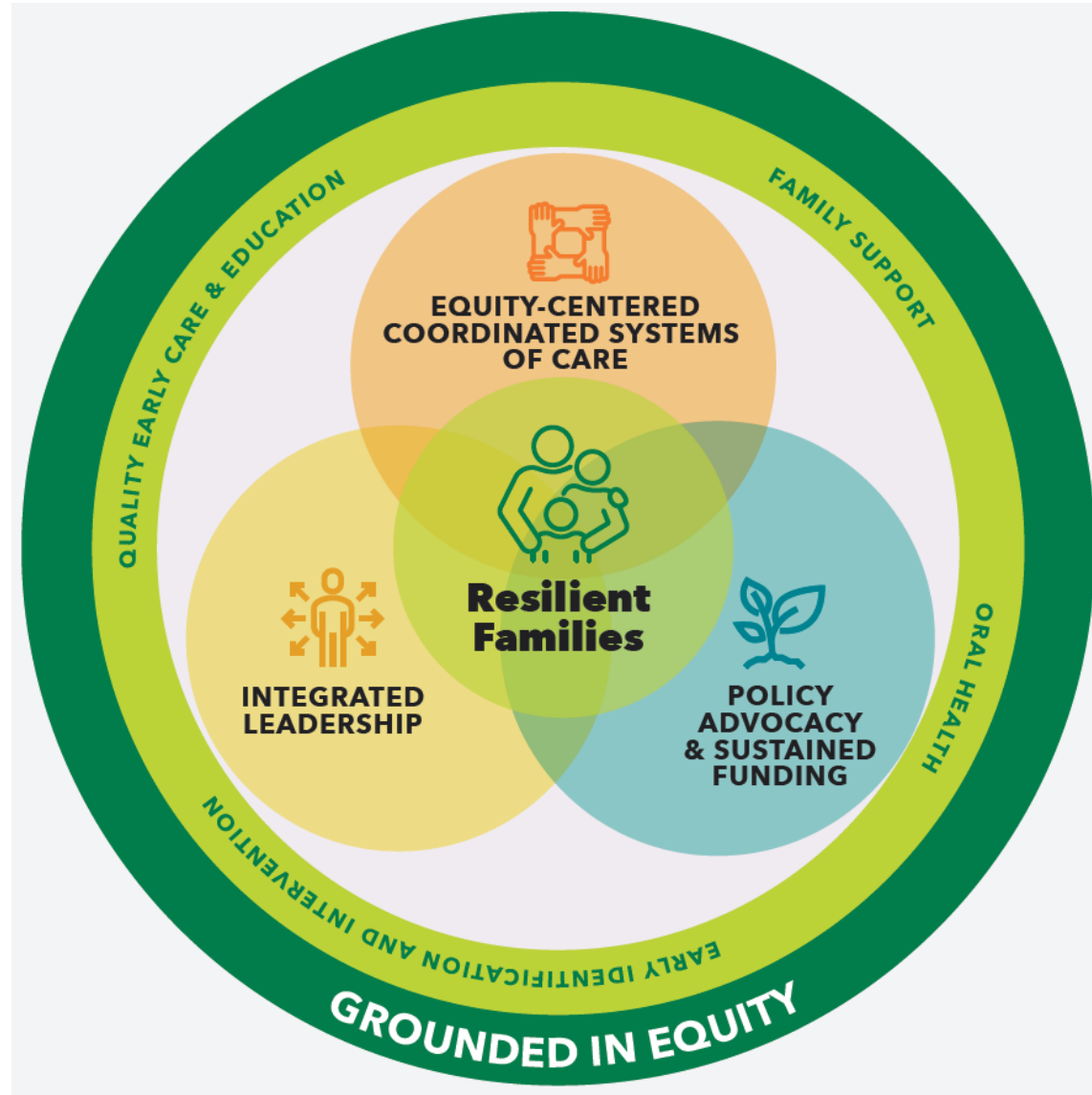
In the coming years, forming and strengthening the partnerships that can create lasting changes to the systems of care and support the resiliency of our youngest children and their families will become a defining role for First 5 San Diego.

This Roadmap for Systems Change outlines how our Strategic Directions will be implemented in deep collaboration with families and community partners.



STRATEGIC DIRECTIONS	IMPLEMENTATION STEPS		
<p>EQUITY-CENTERED COORDINATED SYSTEMS OF CARE: Connect or integrate systems of care to ensure that the youngest children and their families have timely and seamless access to supports and services that best meet their needs.</p>	<p>Convene and engage families and partners to define a vision for the system and assess equity gaps</p>	<p>Identify efforts, partners and funding to fill equity gaps and strengthen the system</p>	<p>Define and implement efforts to coordinate the system, fill gaps, and track measures of success</p>
<p>INTEGRATED LEADERSHIP: Build partnerships across sectors and systems that increase community commitment to supporting the first five years of life.</p>	<p>Support aligning early care and education initiatives in support of integrated efforts</p>	<p>Prioritize and engage cross-sector partners</p>	<p>Launch an integrated, cross-sector leadership initiative</p>
<p>POLICY ADVOCACY & SUSTAINED FUNDING: Integrate new funding sources from across sectors and advocate for policies that establish innovations to the systems of care and expand services to the youngest children and their families.</p>	<p>Advocate and position our region for emerging local and statewide policies, initiatives and funding</p>	<p>Pursue expanded coverage from managed care plans for services to our youngest children and their families</p>	<p>Position our early care and education system for new opportunities</p>

ROADMAP FOR SYSTEMS CHANGE



DRAFT ROADMAP



STRATEGIC DIRECTIONS	IMPLEMENTATION STEPS		
<p>EQUITY-CENTERED COORDINATED SYSTEMS OF CARE: Connect or integrate systems of care to ensure that the youngest children and their families have timely and seamless access to supports and services that best meet their needs.</p>	<p>Convene and engage families and partners to define a vision for the system and assess equity gaps</p>	<p>Identify efforts, partners and funding to fill equity gaps and strengthen the system</p>	<p>Define and implement efforts to coordinate the system, fill gaps, and track measures of success</p>

DRAFT ROADMAP



STRATEGIC DIRECTIONS

INTEGRATED LEADERSHIP: Build partnerships across sectors and systems that increase community commitment to supporting the first five years of life.

IMPLEMENTATION STEPS

Support aligning early care and education initiatives in support of integrated efforts

Prioritize and engage cross-sector partners

Launch an integrated, cross-sector leadership initiative

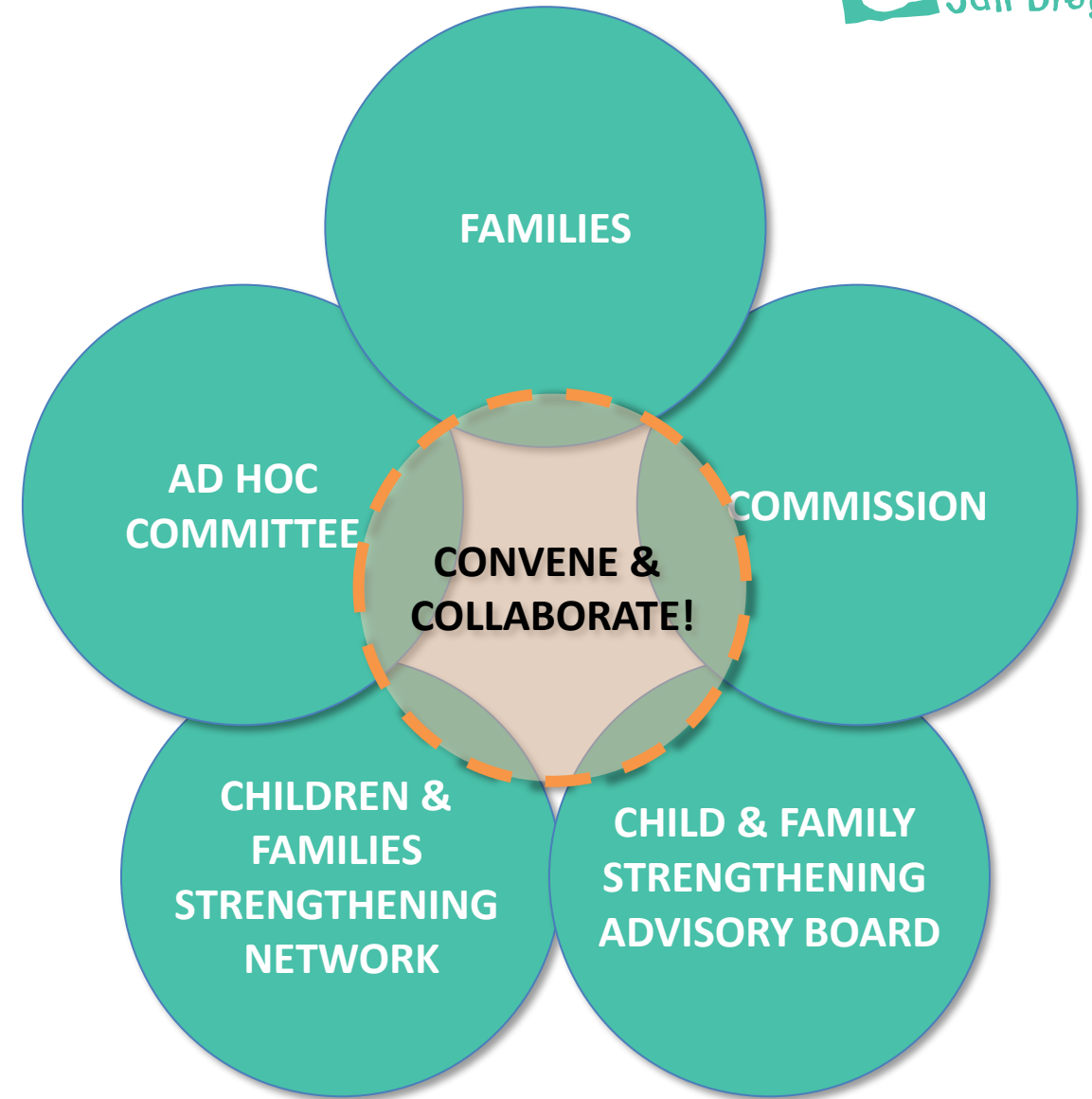
DRAFT ROADMAP



STRATEGIC DIRECTIONS	IMPLEMENTATION STEPS		
<p>POLICY ADVOCACY & SUSTAINED FUNDING: Integrate new funding sources from across sectors and advocate for policies that establish innovations to the systems of care and expand services to the youngest children and their families.</p>	<p>Advocate and position our region for emerging local and statewide policies, initiatives and funding</p>	<p>Pursue expanded coverage from managed care plans for services to our youngest children and their families</p>	<p>Position our early care and education system for new opportunities</p>

SUMMARY & NEXT STEPS

- Begin roadmap implementation (July 2022)
- Future consideration for amending existing Strategic Plan (April 2023)



COMMISSIONER DISCUSSION

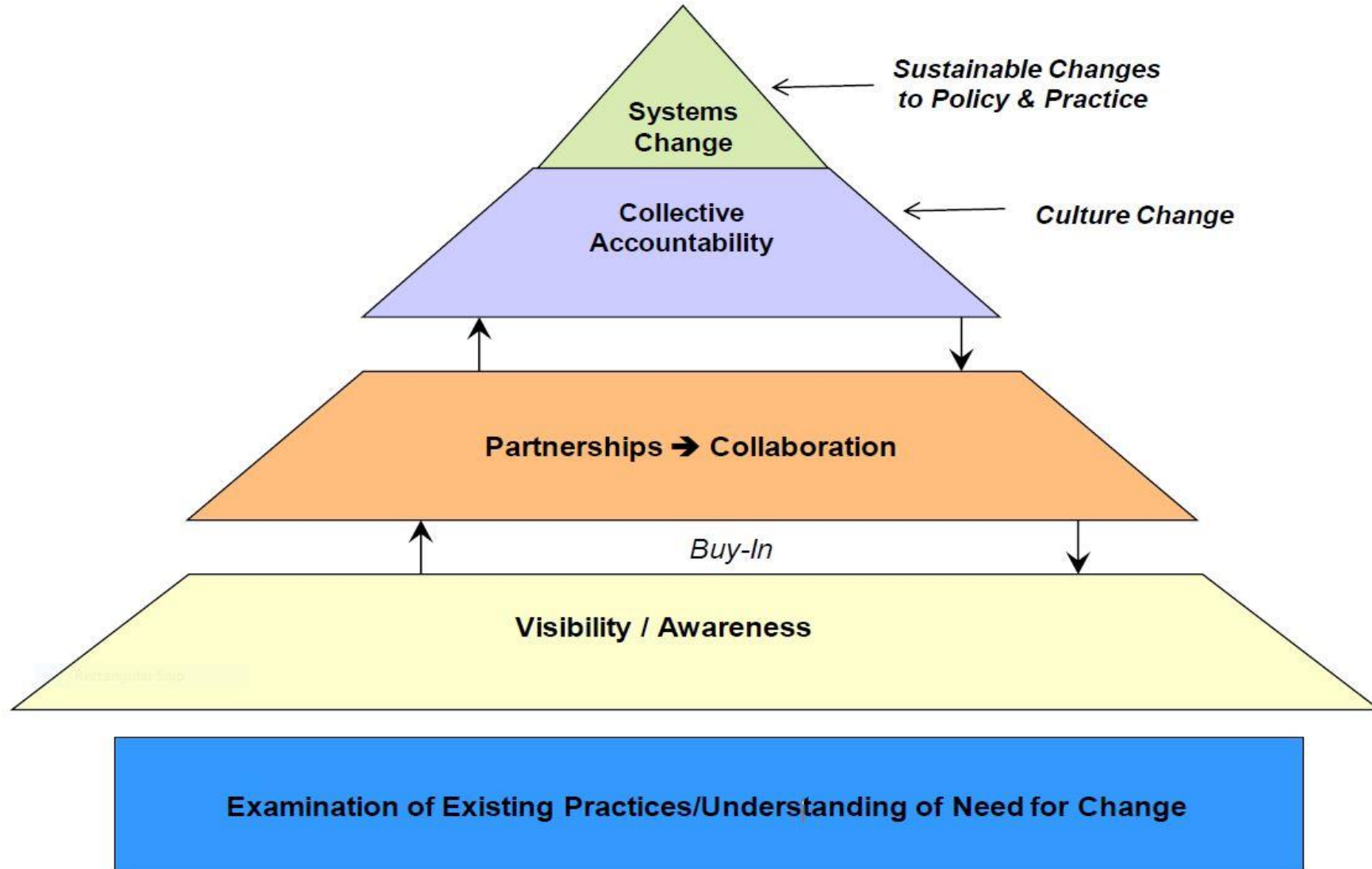


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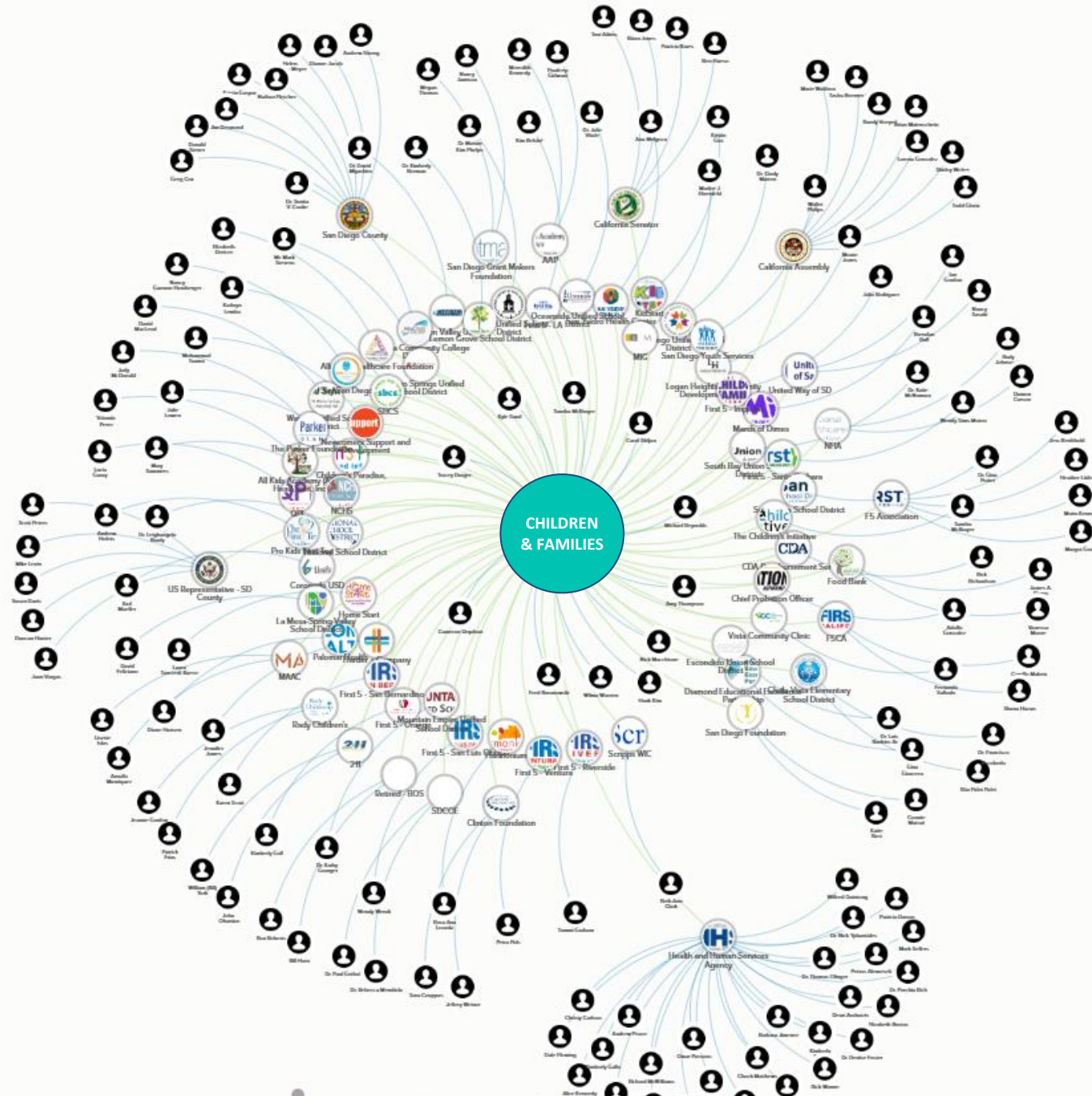
SLIDES IN RESERVE

CHANGE PROCESS

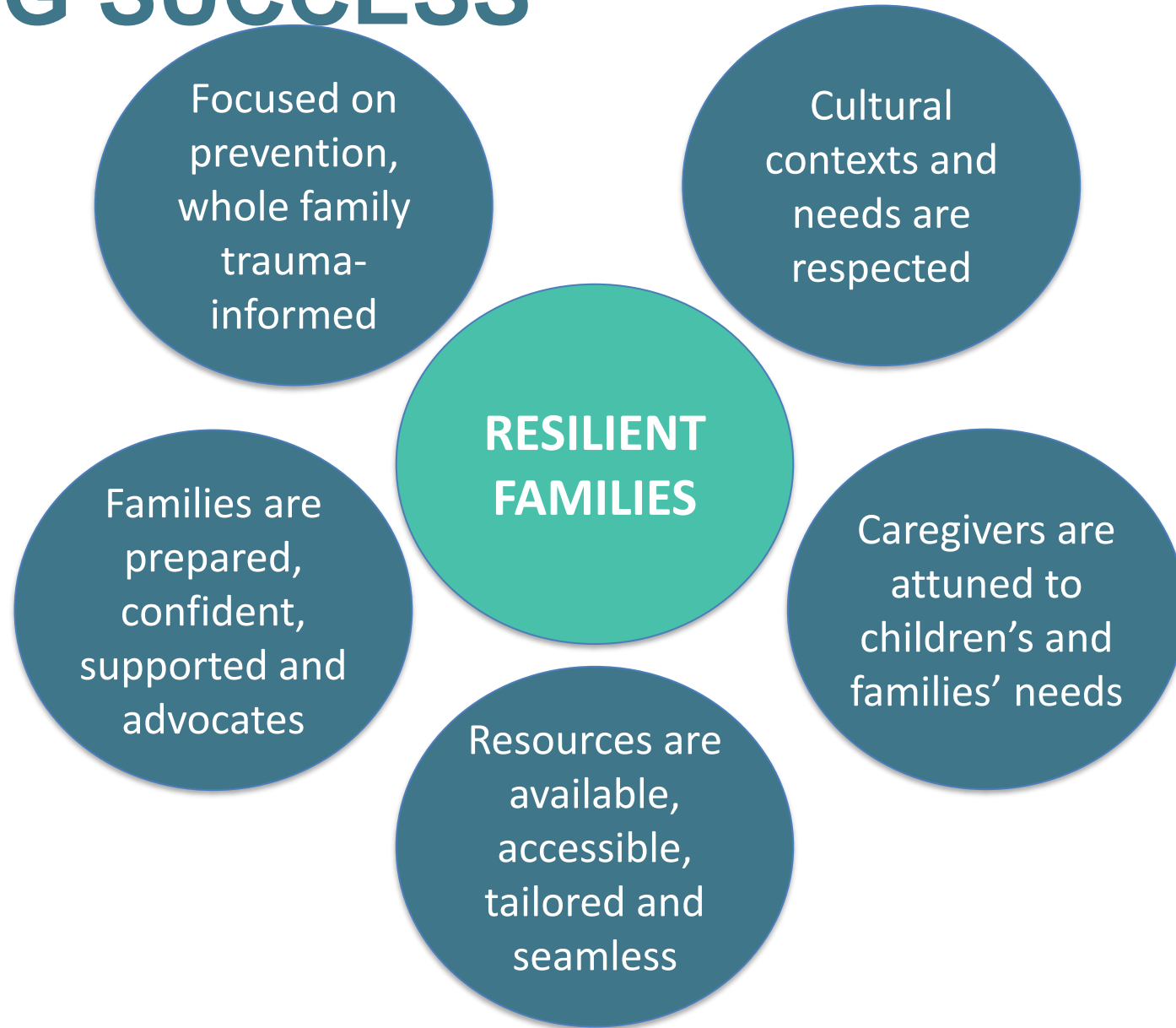


SYSTEMS OF CARE

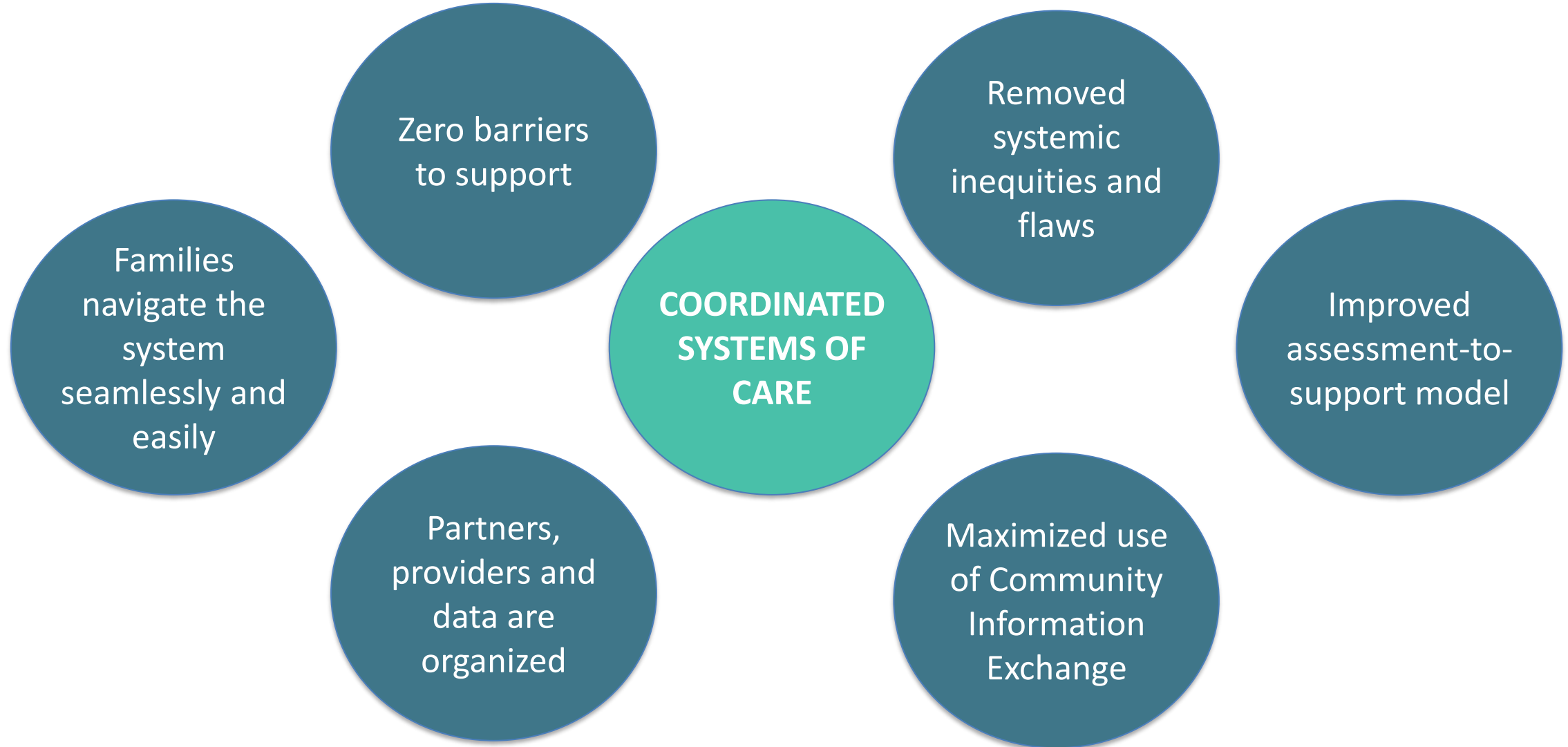
Extend and Deepen Our Network



DEFINING SUCCESS



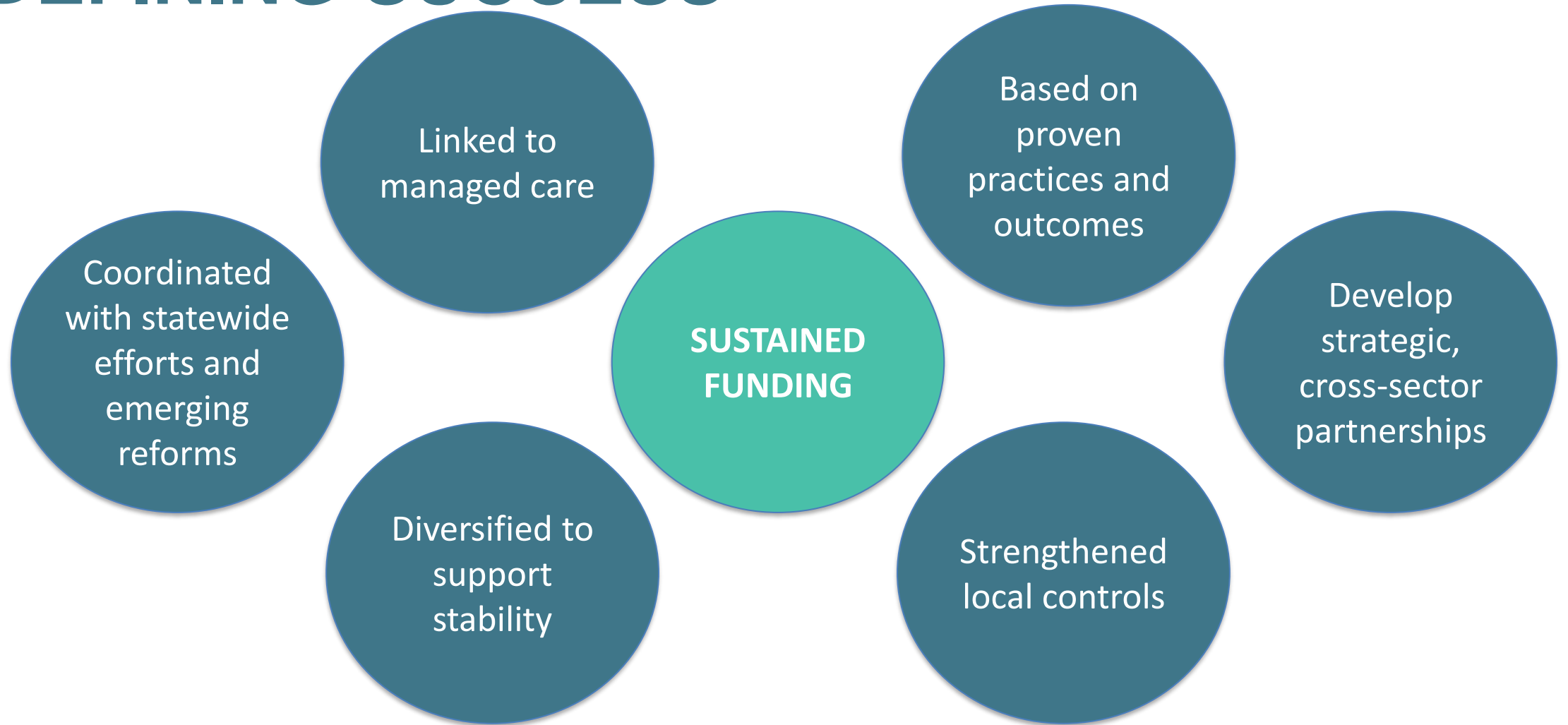
DEFINING SUCCESS



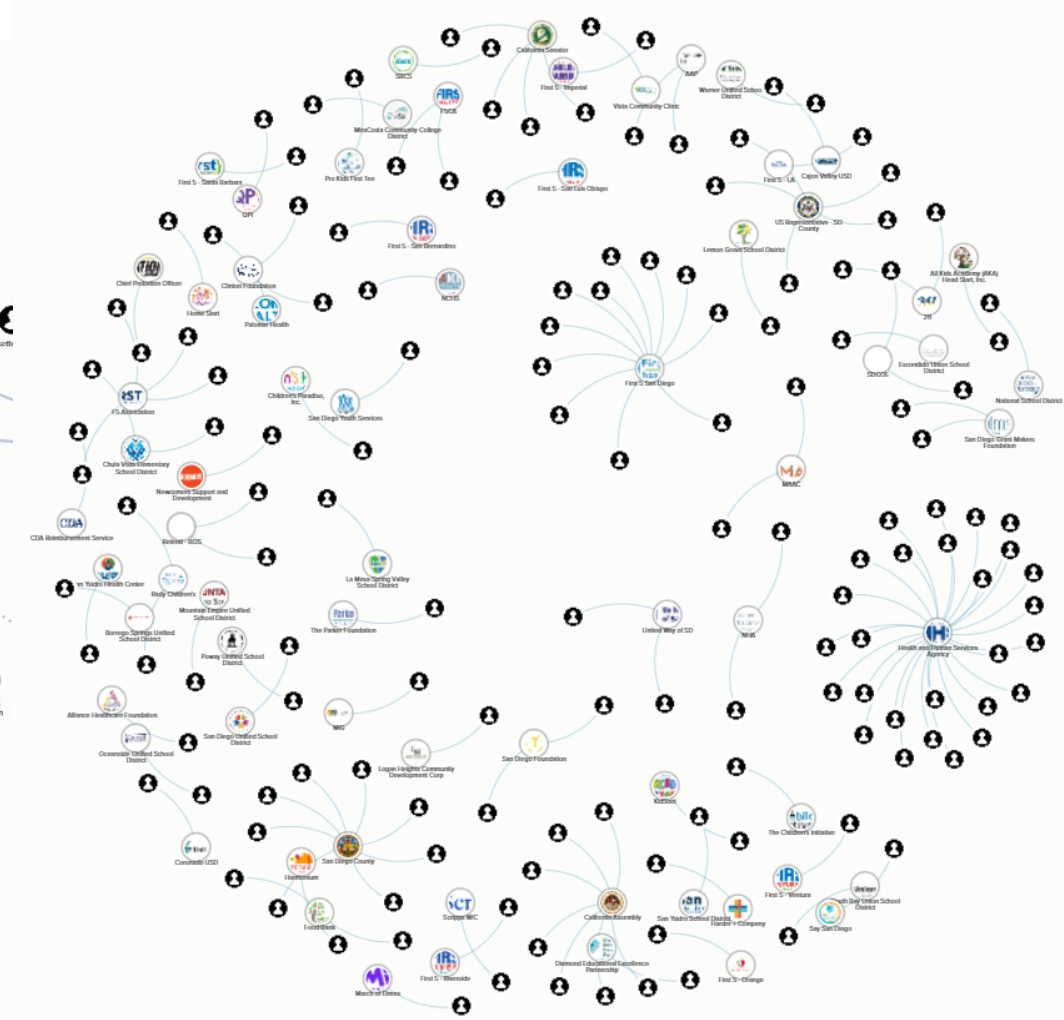
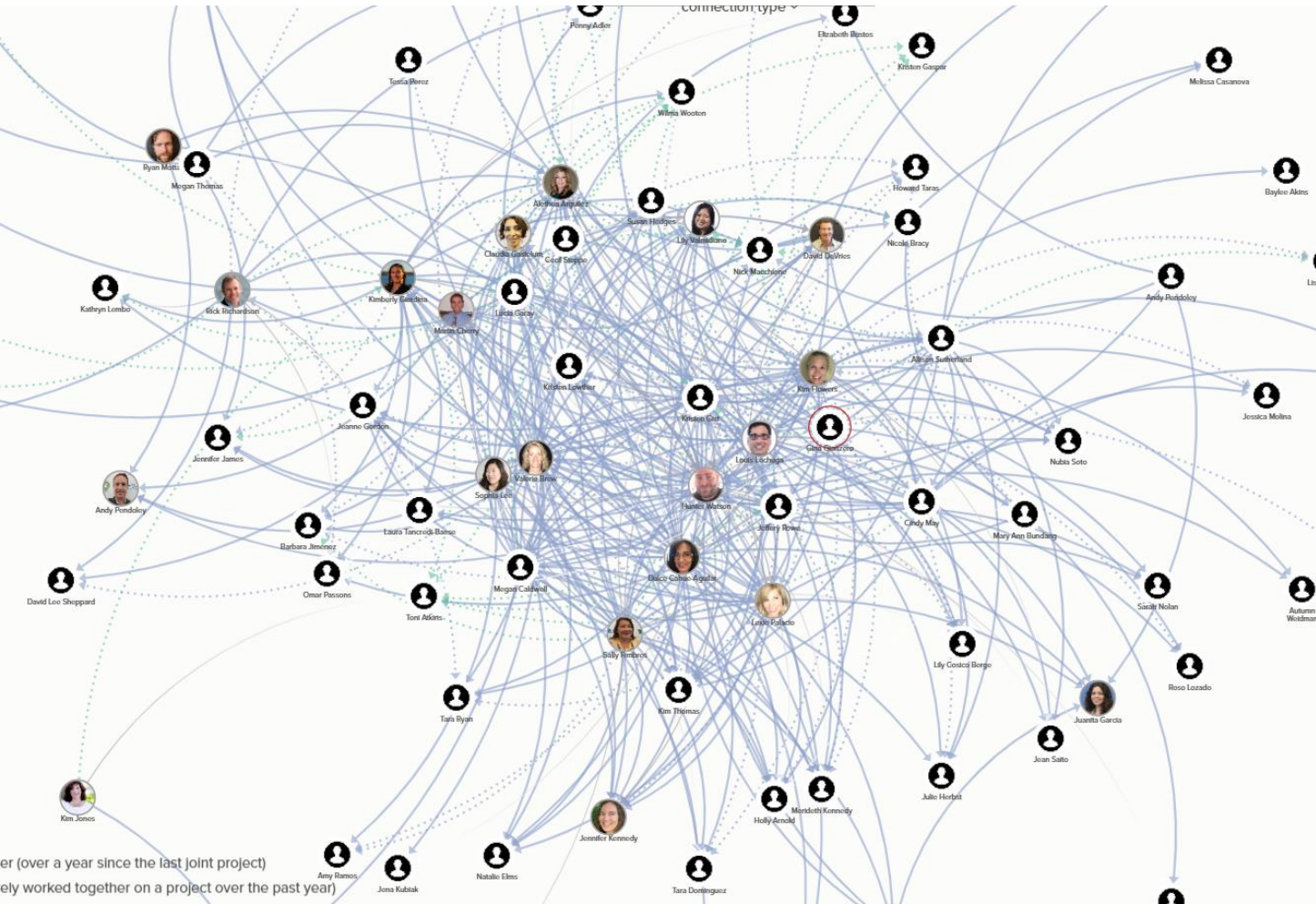
DEFINING SUCCESS



DEFINING SUCCESS



OUR NETWORK TODAY



EXPANDING OUR NETWORK MAP



Mapping Our Initiatives – SYSTEMS CHANGE

- **COORDINATED SYSTEM OF CARE:** Connect or integrate systems of care to ensure that the youngest children and their families have timely and seamless access to supports and services that best meet their needs.
- **INTEGRATED LEADERSHIP:** Build partnerships across sectors and systems that increase community commitment to supporting the first five years of life.
- **SUSTAINED FUNDING:** Identify and integrate existing and new funding sources from public, private and philanthropy sectors that establish innovations to the systems of care and expand services to the youngest children and their families.

LIVE VERSION OF THE MAP

DISCUSSION

What are additional developments—regional, statewide, and national—that may contribute to our systems change efforts?