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MESSAGE FROM THE CEO AND BOARD CHAIRPERSON

It is with great pleasure that the Los Angeles Child Guidance Clinic (LACGC) presents its Strategic Plan for Fiscal Years 2018 – 2020. The Strategic Plan builds on the agency’s distinguished 93-year history of providing behavioral health services to children and families in Los Angeles. With this Plan, we are excited to expand on this legacy and further establish the agency as an invaluable community resource and partner throughout Los Angeles.

It has been an honor to lead an organization so connected to the community and with a strong reputation as a high-quality service provider. Deeply rooted, yet with a readiness for change, the Strategic Plan provides an organizational roadmap for continued organizational excellence.

Given the persistent unmet need in our communities, LACGC has a strong directive to continue to grow our behavioral health services and to expand our scope to include a wider array of evidence-based and community-informed outreach, prevention, and early intervention services for children and young adults ages 0-25 years and their families.

We invite you to join our efforts as we work to implement our Strategic Plan. We recognize and embrace the importance of engaging the entire community in helping us to realize this vision. We welcome your support and partnership as, together, we advance emotional health and wellness.

Thank you.

Charlene Dimas-Peinado, LCSW, EML
President and CEO

Wayne Moore
Chairperson, Board of Directors
Mission

The mission of the Los Angeles Child Guidance Clinic is to provide quality mental health services to a community in great need by ensuring easy access and promoting early intervention.

What we do

The Los Angeles Child Guidance Clinic’s (LACGC) programs empower children, adolescents, and young adults in Los Angeles to lead emotionally healthy and productive lives. Each year, our team of compassionate professionals offer culturally and linguistically responsive behavioral health and supportive services to over 4,000 unduplicated individuals from diverse cultural backgrounds. Our services are provided at three community-based centers, 30 schools-based sites (7 charters), three on-site offices, co-location at an FQHC, and directly to our clients through field-based programming. Our highly-trained staff provides a comprehensive array of services, including nationally recognized, trauma-informed, evidence-based practices. Through our work we support caregivers, children, adolescents, and young adults as they reach their goals in school, build healthy relationships, and enjoy newfound emotional well-being.
EARLY INTERVENTION & COMMUNITY WELLNESS
The Early Intervention and Community Wellness Division provides specialized services to children ages 0–5 years and their families. We focus on building early positive attachments between children and their caregivers, as well as increasing child and family resilience. Our Healthy Families America and Early Intervention Outpatient Services are home-visiting programs that lay the foundation for lifelong, healthy development. At our Family Resource Center, we connect families with community resources and services. Day Treatment Intensive uses art, movement, sensory and music therapy to help children process traumatic events and re-establish their sense of safety. Our Multidisciplinary Assessment Team works with children entering the foster care system to minimize out-of-home placements and link children with behavioral health services. Together, in 2015–2016, these programs served over 1,800 young children and their families.

ACCESS & WELLNESS CENTER
Access and Wellness Services fulfills the Clinic’s mission to ensure access to behavioral health services and promote early intervention. Our no-appointment Access Center serves as an immediate entrée for walk-in clients who may be referred for behavioral health services or connected with other community resources, as needed. The Wellness Program provides targeted prevention and early intervention services to build resiliency in children who have experienced potentially traumatic events, but who have not yet developed mental health symptoms. In 2015–2016, Access and Wellness Services served 1,950 people.

OUTPATIENT SERVICES
The Clinic’s Outpatient Services offer a comprehensive approach to diagnoses, assessment, treatment, and crisis intervention. Staff members utilize a full-range of evidence-based practices and are highly trained in cultural competency, engagement, and rapport building with our community’s at-risk and underserved populations. Services are provided at an LACGC facility, school, or in the client’s home. Our School-Based Services provide students with easy access to quality behavioral health services in a familiar setting. Co-located at the South Central Family Health Center, the Integrated Care Program provides bilingual, holistic care—including mental, medical, and non-traditional services—for family members of all ages, including those who are uninsured. In 2015–2016, Outpatient Services served 1,000 children and youth (5–18 years).

INTENSIVE SERVICES
The Intensive Services Division provides essential services to the highest-needs children and families in South and Metro Los Angeles. Our programs are community-centered, team-based, and ensure 24-hours a day, seven days a week support for children, youth, and young adults—many of whom have experience with the Los Angeles County Departments of Children and Family Services, Probation, or Mental Health. Our primary objective is to stabilize families and prevent the need for a higher level of care. In 2015–2016, Intensive Services supported 1,050 youth and transitional age youth (5–25 years).

THE AVIS & MARK RIDLEY-THOMAS LIFE LEARNING CENTER
LACGC’s Avis & Mark Ridley-Thomas Life Learning Center is designed to support older adolescents and young adults, ages 15–25, who are receiving behavioral health services. This includes assisting them in pursuing higher educational goals or in identifying and securing employment opportunities. Hands-on experience and one-on-one counseling are provided in the areas of vocational assessment, employment seeking, job development, independent living skills, and permanent housing.
Our Approach
Partner with families and the community to build resilience and promote overall wellness.

Holistic, Whole-Person Care
Children and Families as Partners
Community Engagement

Culturally Responsive
“Whatever it Takes” Approach
Evidence-Based Practice
STRATEGIC PLANNING PROCESS

Over the past six months, Los Angeles Child Guidance Clinic has engaged in a rigorous and comprehensive process to develop a strategic plan that articulates its key goals and strategies over the next three years. Leading the effort was a Strategic Planning Task Force, comprised of members from the LACGC Board of Directors, Senior Team, staff representing key programs and functional areas throughout the agency, and external stakeholders from partner organizations. This group met regularly to review and discuss the external trends, internal factors, and general opportunities and challenges that most impact the agency.

The planning process involved the gathering of organizational data to inform the agency’s future strategic direction, including:

- An in-depth review of organizational data and external trends
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis sessions conducted with Divisional Directors and Program Leaders
- Focus Groups with staff members
- A Staff Survey completed by approximately 80% of LACGC staff
- A Board Survey completed by over 70% of members
- Multiple Focus Groups with LACGC staff

LACGC also sought input from key external informants — including leaders from the Los Angeles County Department of Mental Health, Association for Human Services Association (ACHSA), University of Southern California, several elected officials and area funders, among others — to draw out their best thoughts and ideas regarding the intermediate and long-term focus and future of the agency.

We are grateful to the community leaders, board members, staff, and advisors who contributed to the planning process and to the children and families who guide all our efforts.
STRATEGIC PLANNING TASK FORCE

Board of Directors Representatives
Wayne Moore.................. Chairperson
Gail Kennard.................. Secretary
Dan Carrillo.................. Member
Felix Leatherwood............ Member
Edward Munoz............... Member
Carlos Perez................. Member
Robert J. Neary.............. Member
Charlene Dimas-Peinado..... President and CEO

Community Partners
Kathleen Austria............... Office of Supervisor Mark Ridley-Thomas
Dorothy Banks................. SAAC 6
Aquil Basheer................ Maximum Force Enterprises
Dellis Frank.................. Los Angeles Unified School District
Ciriaco Pinedo............... Hope Through Healing
Aurea Montes-Rodriguez..... Community Coalition
Robert Renteria............... LA Trust for Children’s Health
Reverend Richard Reed....... First to Serve
Stephen Wesson............... USC University Village

Staff Representatives
Eileen Akiasen, Program Manager, Access & Wellness
Natasha Bryson, Coordinator of Wraparound
Kambria Caldwell, Clinical Therapist I/Supervisor
Julio Espinoza, Coordinator of Facilities/Transportation
Gerald Franklin, Employment Specialist
Jackie Garcia, Human Resources Generalist
Jessica Garcia, Home Visitation and Family Resource Program Manager
Socorro Gertmenian, Director of QMET
Jose Guerra, Clinical Supervisor
Jenne Haeflinger-Kurtz, Director of Early Intervention and Community Wellness
Melissa King, Evaluation and Training Coordinator and Public Policy Associate
Teresa Leingang, Chief Administrative Officer
Joe Loo, IT Coordinator
Damon McCauley, Lead Custodian
Crystal McNeal, Intern Clinical Therapist I
Betty Mendoza, Program Manager of the Integrated Care Program
Ben Paik, IS Support Clerk
Jon Pease, Assistant Director
Stacy Price, Clinical Supervisor
Paco Retana, Vice President of Programs
Amber Rickert, Director of Outpatient Services
Katherine Ross, IS Support Team Manager
Jessica Sager-Hunt, Clinical Therapist II
Rick Saneda, Assistant Director Outpatient Services
Jeremy Sidell, VP of Advancement and External Affairs
Adam Sternberg, Director of Access & Wellness
Kristie Summerville, Assistant Director Outpatient Services
Steve Talavera, Chief Financial Officer
Evelyn Vega, Director of Intensive Services
Amelia Waite, Clinical Therapist I

Special thanks to NPO Solutions
STRATEGIC GOALS — INTRODUCTION

LACGC was founded in 1924. We have thrived for 90-plus years by embracing change and ensuring that the community’s needs are always at the forefront of our decision-making. This plan was developed in a period marked by shifts in the behavioral health landscape, an increased recognition of the importance of comprehensive, integrated care, and new executive leadership for the agency.

Looking ahead to the next three years, this plan looks to capitalize on the internal and external changes to better serve children and families and to strengthen the continuum of care. Taken together, the five goals further deepen our roots in the community and build upon our strengths to transforms lives and communities.

1. COMMUNITY WELLNESS
   Broaden the scope of diverse and innovative prevention, intervention, and wellness services based on the needs, interests and cultures of children, transition age youth, families, and communities

2. ORGANIZATIONAL EXCELLENCE
   Position LACGC as a great place to work, learn and make a transformational impact

3. COMMUNITY ENGAGEMENT
   Establish LACGC as a visible and integral service provider and community partner of choice

4. INFRASTRUCTURE AND RESOURCES
   Ensure the infrastructure and resources necessary to support programmatic and organizational excellence

5. FINANCIAL SUSTAINABILITY
   Foster a culture of stewardship, philanthropy and fiscal innovation
COMMUNITY WELLNESS

In recent years, there has been growing recognition of the importance and value of whole person care, which accounts for a person’s holistic behavioral health, substance use, and physical health needs. No matter the future of the Affordable Care Act, integrated care will continue to be a priority and the gold standard of care. At the same time, we are keenly aware that community wellness is broader than health alone; our client families come to us with a range of interests and needs. In the coming years, LACGC will actively leverage new funding sources that enable us — via direct service or in partnership — to enhance services for children and families. We will expand substance abuse prevention and treatment programs in schools and community sites. We will enhance services for Transition Age Youth, including linking youth to housing and housing services. We will seek out partnerships with physical health providers to support a more seamless continuum of care. In all our efforts, we will honor the expertise and lived experience of our children and families and keep them at the center of their care.

ORGANIZATIONAL EXCELLENCE

At LACGC, we recognize that our staff are our greatest asset and the primary source of our longevity and success. Staff members’ dedication, skill, and passion are widely cited by children, families and community partners as a defining characteristic of our organization. In the coming years, we will make meaningful investments in our organizational culture and staff capacity to support staff retention and growth. We will increase collaboration across all levels of the organization. We will — through our policies and practices — reinforce LACGC as a great place to work, learn, and make a positive impact.

COMMUNITY ENGAGEMENT

LACGC has been an active member of the Los Angeles community throughout its 90-year history. This steadfast commitment stems from a recognition that to realize our vision of creating healthy, safe, and vibrant communities, we must work in tandem with individuals, institutions, and corporations that are similarly dedicated to these communities and this cause. LACGC is committed to further solidifying our role as a community partner — looking for ways to renew and deepen relationships that better serve the community. We will work to transform LACGC into a community hub, opening our doors to the community and inviting clients, families, partner agencies, and the community at-large to utilize our facilities. LACGC will also invest in our brand to increase visibility and ensure that we are a known resource throughout our service communities.
INFRASTRUCTURE AND RESOURCES
Critical to our success, is the assurance that staff have the technology and physical space required to perform their duties and maximize their role in the community. As we reimagine our workspaces, we must ensure that they are both supportive of staff, but also contribute to a positive community view of wellness and behavioral health care. In support of continuous program improvement, LACGC will further prioritize data utilization and recommit itself to being a learning organization. We also recognize that while this plan represents our best thinking at this time, we must continually utilize data to help confirm our direction or, if necessary, adapt to best meet changing needs.

FINANCIAL SUSTAINABILITY
We recognize that to achieve the goals and strategies outlined in the plan requires significant financial resources. Toward this end, LACGC will identify and pursue new and different funding streams, including new public sector contracts and increased investment from individuals, foundations, and corporations. Beyond the need to bolster fund development efforts externally, LACGC will also further develop an internal culture of philanthropy to sustain the agency into the future. LACGC will be proactive and entrepreneurial in identifying opportunities for partnership and collaboration that advance our mission, impact, and efficiency.

STRATEGIC GOALS — DETAIL
The Strategic goals are statements of what LACGC wishes to achieve over the next three years. The following pages include a breakdown of each of the five goals by strategies and activities and does not reflect the level of effort or intensity.

An annual operating plan will describe the tasks — along with persons responsible and timing — required in a given year to make progress on the plan strategy.

PRINCIPLES GUIDING IMPLEMENTATION
- Streamline and simplify processes, while respecting protocol and necessary operating procedures
- Be transparent about and inclusive in our decision-making process
- Focus in the first year on building the organizational infrastructure
- Reassess the timing of activities, as needed, based on available resources and organizational priorities
- Seek out partners who share our strengths-based approach and who have a track record of success
GOAL: COMMUNITY WELLNESS
Broader the scope of diverse and innovative prevention, intervention, and wellness services based on the needs, interests and cultures of children, transition age youth, families, and communities

STRATEGIES AND ACTIVITIES

1. Continue to grow the scope of innovative, evidence-based services based on a race and community-informed perspective
   - Expand our footprint to include unserved areas
   - Develop our own mixed-use housing resources
   - Expand birth to five years services to include maternal and paternal care
   - Develop expertise and capacity in serving LGBTQ youth to decrease rates of depression, isolation and suicide
   - Increase outreach and engagement to the uninsured
   - Enhance prevention and wellness services

2. Expand the reach and services for transition age youth (TAY)
   - Successfully complete the capital campaign for the Avis & Mark Ridley-Thomas Life Learning Center (see Financial Sustainability)
   - Develop mixed-use housing resources for TAY
   - Enhance the continuum of care for TAY forensic populations
   - Expand workforce development opportunities for TAY
   - Develop expertise and capacity in serving LGBTQ TAY

3. Further integrate behavioral health, physical health, and substance abuse treatment
   - Leverage new funding streams to provide substance abuse prevention and treatment for children, youth and families in school and community-based settings
   - Co-locate with an FQHC for full healthcare integration
   - Stay abreast and responsive to shifts in national healthcare policy

4. Maintain a family-centered approach to service delivery
   - Create formal structures to increase youth, family, and community voice (see Community Engagement)
   - Continue to build organizational capacity to better support client language needs
   - Incorporate Telebehavioral health and Telepsychiatry to support client access and communication
Spotlight on Community Wellness: Housing and Housing Services

Homelessness continues to be a visible and pressing issue in Los Angeles County. In 2016 and 2017, LA City and County voters opted by a significant margin to expand affordable housing and increase investments in supportive services for homeless individuals and families. Among the local homeless population, the Los Angeles Homeless Services Authority estimates that 30% suffer from mental illness. LACGC recognizes that housing — in combination with behavioral health and social services — can break the cycle of homelessness and generational poverty. Over the course of the plan period, LACGC will develop mixed-use housing resources for TAY and families.
GOAL: ORGANIZATIONAL EXCELLENCE

Ensure LACGC is a great place to work, learn, and make a transformational impact

STRATEGIES AND ACTIVITIES

1. Increase staff engagement and retention
   - Develop and establish appropriate levels of Human Resources capacity
   - Streamline and expedite the hiring and onboarding process for new employees
   - Realign compensation and benefits
   - Enhance behavioral health professional self-care practices into the workplace

2. Support staff members’ personal and professional growth
   - Expand staff capacity and knowledge across all functions of the organization
   - Advance leadership development and succession planning
   - Enhance support to staff members in identifying and pursuing career pathways within LACGC

3. Support a culture of collaboration across all systems, where every voice matters
   - Use structured and informal feedback mechanisms to solicit staff input
   - Create opportunities for ongoing dialogue between leadership and staff and between staff across all divisions and functions

“My relationship with LACGC stretches back more than two decades, to my time serving on the Los Angeles City Council in 1991 when I developed an early interest in mental health services. My values are squarely aligned with those of LACGC.”

—The Hon. Mark Ridley-Thomas, Los Angeles County Supervisor 2nd District
GOAL: COMMUNITY ENGAGEMENT

Establish LACGC as a visible and integral service provider and community partner

STRATEGIES AND ACTIVITIES

1. Deepen and broaden partnerships with individuals and organizations to strengthen the system of care
   - Deepen and broaden ties with community organizations, faith-based institutions, institutes of higher education, elected officials, and community leaders
   - Advance law enforcement, first responder, educators, and others’ understanding of behavioral health
   - Develop and engage a core group of volunteers
   - Become a hub for community gatherings and resource sharing to advance community wellness
   - Explore entrepreneurial public-private partnerships
   - Create formal structures for increased youth, family, and community voice

2. Make LACGC the partner of choice at all levels in the community
   - Create a new brand identity for LACGC that reflects our mission, core values and services
   - Utilize social media as a tool for stakeholder engagement
   - Support all stakeholders

3. Increase LACGC’s social and political influence
   - Promote and support policies and practices that benefit local families and advance the field
   - Help bring the latest research evidence and community-informed models into wider practice

“This plan comes at a major inflection point in the life of the clinic. Alongside the restructuring of health services delivery in the County of Los Angeles and changes in healthcare integration nationally, our plan is designed to take advantage of new opportunities to more efficiently and effectively deliver the changes we believe will make a lasting difference in the life of the communities we serve.”

—Wayne Moore, LACGC Board Chairperson
Spotlight on Community Engagement: LACGC as Community Hub

With our deep ties in the community and accessible, well-appointed buildings, we are ideally positioned to serve as a vibrant community hub — both as a host for meetings and events, a co-sponsor for community activities and a conduit for training and resource sharing. The plan calls for investments in capital upgrades to make our facilities even more community and family friendly, and in our marketing and outreach to solidify and strengthen our role as a community convener and partner.
GOAL: INFRASTRUCTURE AND RESOURCES
Ensure the infrastructure and tools necessary to support programmatic and organizational excellence

STRATEGIES AND ACTIVITIES

1. Utilize technology to streamline workflow processes and improve intra-agency communication and coordination
   - Improve access and tools for staff and board members
   - Invest in improved systems for record keeping and reporting

2. Ensure a warm, inviting and engaging ambience across all sites
   - Create a uniform look and feel across LACGC sites, including incorporating more child and family driven artwork
   - Shift workspace design to align with program specific needs and interests
   - Continue to modernize safety protocols and features, as informed by workplace, family, and community needs

3. Improve the use of data for continuous improvement and monitoring
   - Define universal outcome measures as well as program specific outcome measures
   - Utilize business analytics, including the use of staff, CEO and Board dashboards, to inform business decisions and processes
GOAL: FINANCIAL SUSTAINABILITY
Foster a culture of stewardship, philanthropy, and fiscal innovation

STRATEGIES AND ACTIVITIES

1 Maximize existing contracts and secure new public sector contracts
   • Ensure appropriate/full staffing and maximum service level of each provider (see Organizational Excellence)
   • Utilize and regularly review data to track the status of contracts (see Infrastructure and Resources)
   • Stay abreast and responsive to new funding opportunities

2 Increase private fundraising efforts and outcomes
   • Build out the Advancement Department infrastructure, tools, and approach
   • Implement a comprehensive development plan and annual fundraising campaign
   • Strengthen ties with existing philanthropic partners and increase outreach to foundation and corporation prospects
   • Continue to identify, cultivate, and solicit individual donors, with a focus on major gifts and planned giving
   • Successfully complete the capital campaign for the Avis & Mark Ridley-Thomas Life Learning Center (See Community Wellness)

3 Pursue earned income strategies to generate increased unrestricted income
   • Explore managed care and other commercial contracting opportunities
   • Train others — outside of LACGC — in trauma-informed care and other areas of organizational expertise
   • Develop our own mixed-use housing resources for families and TAY (see Community Wellness)

4 Pursue alliances or mergers that build organizational capacity and expand programming
   • Identify and consider organizations with similar and/or complementary services for strategic restructuring
   • Explore public-private partnerships to attract and leverage resources consistent with LACGC’s mission (see Community Engagement)

5 Maximize the energy and dedication of the Board of Directors
   • Enhance board members’ abilities in bringing new resources and opportunities to benefit the organization
   • Enhance board orientation and mentorship programs
   • Further align board structure and policies with nonprofit governance best practices
   • Maintain an active pipeline of prospective board members based on a set of agreed-upon criteria
   • Utilize technology to increase efficiency of board functions (See Infrastructure and Tools)
Spotlight on Financial Sustainability: Campaign for the Avis and Mark Ridley-Thomas Life Learning Center

LACGC’s Avis and Mark Ridley-Thomas Life Learning Center (LLC) was created in 1992 to be a haven for Transition Age Youth (TAY) during the critical period between adolescence and adulthood. The LLC serves as a single point of entry for employment, housing, and other services for youth already receiving behavioral health treatment through LACGC. LACGC is excited to announce the next phase of growth for the LLC. The agency recently purchased a 6,000-square foot building as the new site for the LLC. The early renderings reveal a light-filled, two-story space complete with a large multipurpose room, computer learning center, community kitchen, recreation room, smaller counseling rooms, administrative offices, showers, and laundry facilities. The design dynamically balances the need for client privacy and engagement, individual supports and group programming, and clinical support and creative activities.
HOW WE’LL MEASURE OUR SUCCESS

Performance indicators help measure how well the organization or divisions are performing compared to the organizational goals and strategies. The indicators provide one, objective way to monitor whether the organization is making progress towards its intended goals. They are meant to help drive discussions on aspects of performance, compare performance change over time, and highlight areas that may need additional attention.

Serve 10,000 unduplicated consumers annually.

Increase staff satisfaction and retention by 75%.

Achieve CARF accreditation agency-wide by 2019.

Increase community and volunteer engagement by 50%.

Develop affordable housing ...and secure permanent housing for 80% of our TAY consumers.

Increase use of predictive analytics by 75% to better report on outcomes.

Effectively leverage social media to increase awareness by 50%.

Increase unrestricted fundraising by 400%.
IMPLEMENTATION PLANNING

The Strategic Plan, and the goals, strategies, and activities detailed within it, provide a blueprint to guide LACGC’s strategic development over the next three years. While the organization remains steadfast in its commitment to the goals laid forth in this plan, we cannot account for unforeseeable factors that will no doubt alter the landscape of our work. As such, LACGC’s Board of Directors, Senior Team, and staff members will undertake a number of annual planning activities to update and operationalize the Strategic Plan.

ANNUAL IMPLEMENTATION DELIVERABLES INCLUDE:

- **Operating Plan:** An annual operating plan describes the tasks required in a given year to make progress on the plan goals and strategy. In crafting the operating plan, LACGC will reaffirm or modify activities for the coming year based on an analysis of current and anticipated needs and priorities.

- **Annual Budget:** The budget details the financial resources to implement the annual operating plan.

- **Organization Chart:** The organization chart describes the size and the scope of the human capital within the agency. In its annual planning efforts, LACGC will update the organization chart to reflect any changes necessitated by the operating plan and supported by the budget.

- **Dashboard:** The dashboard serves to track LACGC’s progress against the goals and strategies laid out in the strategic and operating plans. In monitoring and reporting out on its efforts, LACGC will refer to the performance indicators established in the planning documents.
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