



Accelerator

a CHCFC Social Impact Lab

From Improving Service Systems to Transforming Ecosystems:

“The Pomona Approach”

(Simple) Principles of Complex System

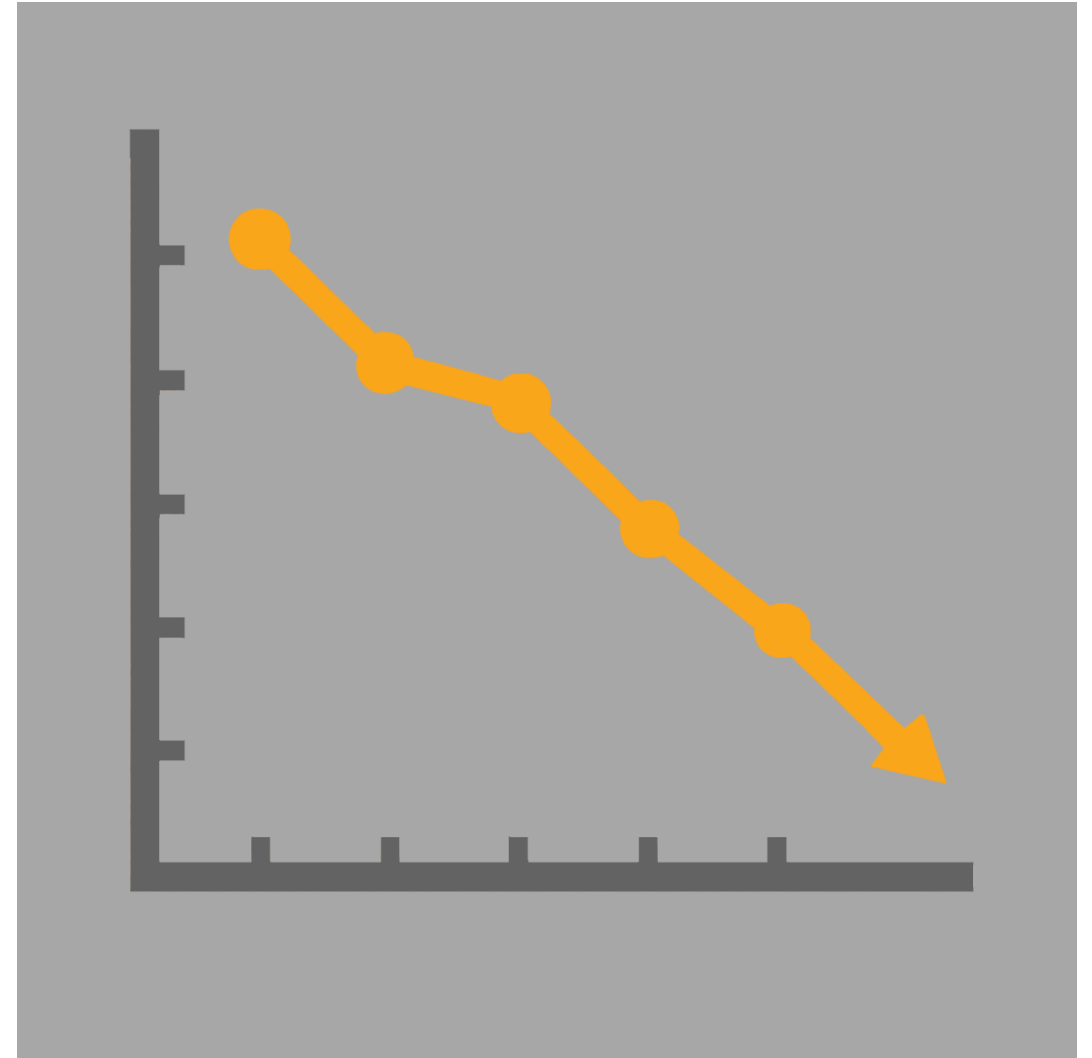
- Every system is perfectly designed to produce the outcomes it produces
- Complex System are hard to fix or patch --- they need to be transformed
- Complex System learn their way forward --- so creating a learning system is key to transformation



Childhood Temporal Trends from 2007 to 2023

Significantly worsened for:

- child mortality;
- chronic physical, developmental, and mental health conditions;
- obesity;
- sleep health;
- early puberty;
- limitations in activity; and
- physical and emotional symptoms.



Why Ecosystem Transformation Matters During a Service Squeeze

The Emerging Reality

Growing Population Need

- More children languishing
- Increasing behavioral concerns
- Rising family stress
- Increasing complexity of needs

Constrained Capacity

- Growing fiscal constraints
- Workforce shortages
- Downsizing pressures
- Service fragmentation
- Limit to scaling services alone

The Ecosystem Opportunity

Communities Possess Significant Assets

- Parents and caregivers
- Neighborhood networks
- Faith Institutions
- CBOs
- Municipal Departments
- Etc.

Cities Can Help Activate and Align These Assets

- Convene partners around shared outcomes
- Connect efforts across sectors
- Create local learning and governance
- Support Community-led solutions



Inside Out vs Outside In

Service System-
Centered
Coordination &
Partnership

Community-Co-
Designed Ecosystem
Transformation



Emerging New Paradigm In Policy and Financing

Direct Service/ Service Integration



The “unit of work” is the individual, family, school, agency client, or grantee.

Large-Scale- Sector-Specific Prevention



Use categorical systems more flexibly to prevent deeper system involvement

- MHSa, Title IV-E Waiver

Full-Spectrum Ecosystem Transformation



Change the conditions around people: place, policy, power, financing, data, housing, health, education, and community infrastructure

- CA BHSA, CA Community Schools Partnership



Lessons Learned from Emerging Promising Practices

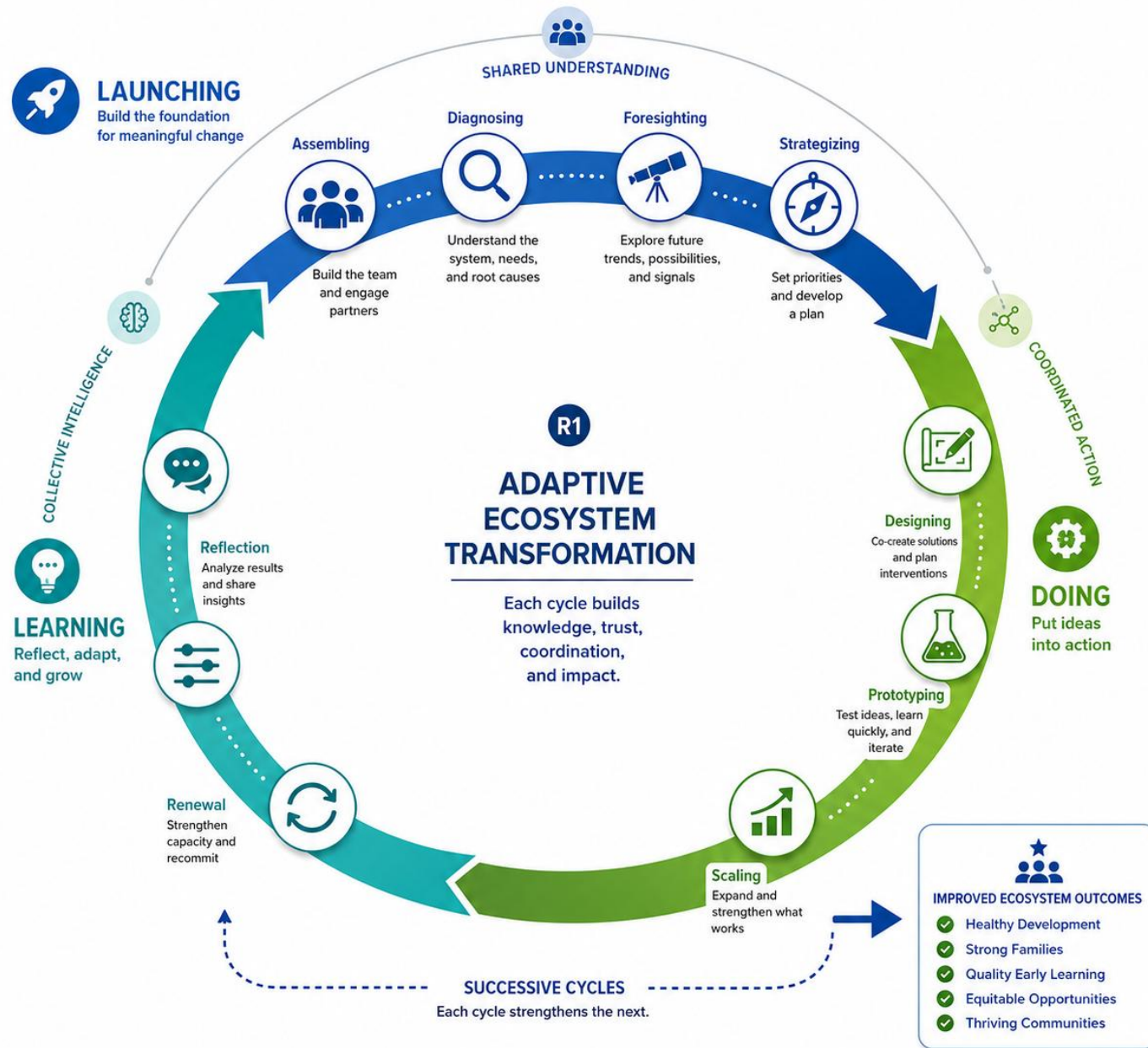
- Neighborhoods are key units of change
- Population Strategies are needed to shift the population curves and trajectories
- Population strategies require valid population measures across the lifecourse
- Using multi-dimensional data reveal organic patterns of resilience
- Equity challenges are not race neutral so the data cannot be race neutral



Before You Can Transform the
Ecosystem...

You Need to Understand the Ecosystem





- EQUITY**
Centering fairness in every step
- INCLUSION**
Engaging diverse voices and lived experience
- TRANSPARENCY**
Building trust through openness and accountability
- LEARNING MINDSET**
Curious, adaptive, and committed to continuous growth
- IMPACT FOCUS**
Results that improve lives and strengthen communities

3 Operating Layers of Ecosystem Transformation



Neighborhood
Transformation



Service /
Institutional
Transformation



Civic /
Ecosystem
Transformation

