



Wellness Phase 2 in LAUSD

Strategic Framework for Implementation

**Los Angeles Unified School District
Student Health and Human Services Division**

&

The Los Angeles Trust for Children's Health

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EXECUTIVE SUMMARY

In the Los Angeles Unified School District, the Student Health and Human Services' Division is leading the work on Wellness. SHHS's mission is to address barriers that prevent students from learning, and to optimize their health and wellness in order to facilitate academic achievement. SHHS actively partners with the Los Angeles Trust for Children's Health, which is the backbone organization for the District's Wellness Centers and Wellness Networks.

Within LAUSD, one in four students are obese and one in thirty will develop Type II Diabetes before they graduate. Due to limited access to resources, certain populations have increased health and wellness needs. Over 20% of LAUSD students are estimated to have a diagnosable mental health issue – many of which are not being treated. All of this leads to students missing school and ultimately missing out on their education.

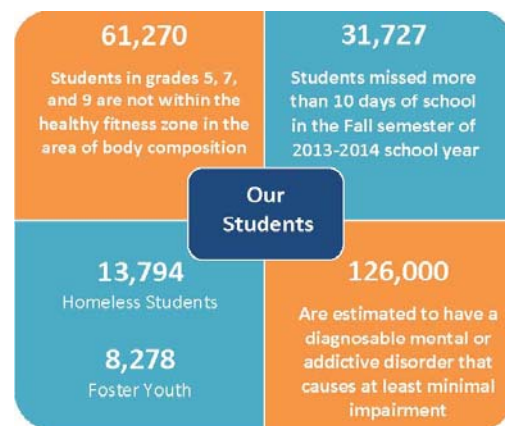
The good news is that research tells us that students and families are more likely to access services when these services are available in their schools and local communities. Our District is committed to ensuring that all youth are healthy and achieving. LAUSD's Wellness Centers and other wellness supports provide these crucial services in high-need communities.

LAUSD is creating a national model of what student and community wellness looks like, and we are gathering the data to demonstrate its value. This work is not new – we have learned much during Wellness Phase 1, which supported the creation of 14 Wellness Centers on campuses with high health and academic needs. These Centers are acting as community hubs, bringing health (including medical, mental health and oral health) services to over 44,000 students, family and community members to date.

In 2014 the Board of Education resolved to invest, at minimum, another \$50 million in funding the second phase of wellness in the District. Wellness Phase 2 is about making the best investments to increase the overall wellness of our students and community. It is our responsibility to leverage these funds for optimal facility improvement and development that will increase both the types of services provided and the number of students that are served.

In order to plan for the greatest impact possible, we approached this as a strategic inquiry summarized by this compelling strategic question: **“Using the available funding, how can we most effectively place services, design facilities, and enhance school-based sites to maximize the accessibility, sustainability, and scalability of wellness services in a timely manner?”** An LAUSD Staff Workgroup, informed by Stakeholder Advisors, developed a strategic framework to answer this question and plan for implementation. LAUSD's Facilities professionals contributed commitment, experience and expertise at each step of the development process.

The first step was to **update the 2009 needs assessment, based on current student need within the District, and the overall healthcare landscape. The analysis also considers existing assets**, including



the current Wellness Networks, made up of the 14 Wellness Centers, over 50 School-Based Health Centers and other similar sites, which are powered by the largest District-based healthcare workforce (made up of Student Health and Human Services staff), in partnership with extensive external provider networks. Student need was evaluated based on nine indicators; this included two new indicators that had not been used in 2009 and incorporated data about student populations defined in the Local Control and Accountability Plan (LCAP). The first new indicator was a composite of populations that are the focus of the Local Control Funding Formula (LCFF), including English Language Learners, Low-Income Students, and Foster Youth. The second new indicator was the Student Need Index (2014), developed by the Advancement Project in collaboration with other community organizations, in response to LCFF. The Student Need Index covered additional indicators, including academic achievement, community violence, and other health outcomes, such as asthma hospitalization and physical activities.

The final list of **nine indicators of needs (including health, economic and neighborhood factors)** are: chlamydia cases in 15-19 year olds, enrollment in free and reduced lunch, aerobic capacity rates, body composition rates, Local Control Funding Formula student populations, Medi-Cal enrollment, teen birth rates in 15-19 year olds, the Urban Hardship Index, and the rate of violent crimes (including criminal homicide, forcible rape, aggravated assault, and robbery). **These indicators were synthesized into composite scores called the LAUSD Wellness Need Index. High School Attendance Areas in the top quartile reveal persistent needs similar to 2009. Recommendations for investments at specific sites within these geographic areas will depend on further analysis of which locations have the greatest potential to maximize wellness centers and services.**

LAUSD Wellness Model: Stages of Development		
School-Based Health Center	Wellness Phase 1	Wellness Phase 2
Primary health care	Population health	<i>High School Attendance Area Population health</i>
Treatment of disease	Prevention and health promotion	<i>Risk assessment, prevention and health promotion through comprehensive and integrated health and social services: medical, mental, oral health; support services; prevention and treatment of substance abuse</i>
Accessed by students	Open to families and communities	<i>Focused on students, but open to families and communities</i>
Grant and health agency funded	Multi-payer, sustainable collaboration	<i>Sustainable multi-payer; health, education and social service sector collaboration and leveraging</i>
Clinic separate from school	Integrated/aligned with school mission	Integrated with school mission, includes student leadership and career pathway programs

Within this current context of increased investment in Wellness Centers and services, **we have combined our understanding of the current need with our learning from Wellness Phase 1 to update the LAUSD Wellness Model.** This Model – summarized in the table above – will guide the development of specific recommendations for investments.

Given widespread and persistent needs, we have developed a three-strategy approach to implement Wellness Phase 2. The strategies - referred to as Wellness 2A, 2B and 2C - pursue three ways to expand Wellness Centers and services throughout the District. Wellness 2A, 2B and 2C have been developed to meet the key criteria established by the compelling strategic question: wellness services that are accessible, sustainable, scalable, and optimized in a timely manner. Each strategy builds on existing work and recent analysis, responding to needs and utilizing assets to optimize the impact of wellness services for our students and community.

The shared objective of these three strategies is to strategically select the sites that hold the greatest potential to optimize wellness services, considering both existing and new centers.

- Through Wellness Strategy 2A, we would renovate and expand select existing school-based health centers toward a comprehensive Wellness Model with integrated physical and mental services. Many of the school-based health centers need improvements to their physical sites. These improvements and expansions to facilities would optimize the potential services delivered by current LAUSD staff, boosting both the quality and quantity of services provided and expands LAUSD’s investment in wellness beyond current Wellness Centers and acknowledging its current investment in school health and student wellness.
- Wellness Strategy 2B focuses on the renovation and expansion of select existing Wellness Centers to match the expanded Wellness Model (comprehensive and integrated services provided for physical, mental and oral health and health education programming). This strategy incorporates lessons learned from Phase 1 with aspirations to be the national exemplar of wellness in public schools.
- Wellness Strategy 2C develops new Wellness Centers in select schools that can support a full-service community clinic with integrated medical, mental and oral health services and where external providers have demonstrated resources and interest. This builds on our existing work and allows us to continue progress in the development of the Wellness Network as a whole.

Overview of Wellness Strategies		
2A	2B	2C
Renovation and expansion of select existing School-Based Health Centers toward a comprehensive Wellness Model with integrated physical and mental health services	Renovation and expansion of select existing Wellness Centers , with the partnership of external providers, in areas of high need where capacity exists	Building of new Wellness Centers on select school sites that can support a full-service community clinic with integrated medical, mental and oral health services, in areas of high need without adequate assets

The next step towards the implementation of Wellness Phase 2 will be a prioritized list of current LAUSD School-Based Health Centers to be revitalized as part of Strategy 2A. The Board of Education will be provided in-depth site assessments conducted by the LAUSD Facilities Services, along with a request for a portion of the allocated funding to support proposed expansion. **The LAUSD Wellness Phase 2 Staff Workgroup – Student Health and Human Services Division and Facilities Services Division, in partnership with The Los Angeles Trust for Children’s Health - will submit recommendations to the Board of Education for the implementation of Strategy 2A this summer.**

Concurrent with the development of recommendations for Wellness 2A, strategies 2B (current Wellness Centers) and 2C (new Wellness Centers) will be pursued by applying a consistent rubric to identify sites for investment that hold the greatest potential to serve LAUSD students and families. A bidding process will be conducted for Strategies 2B and 2C to identify qualified external providers who are available and ready to partner with LAUSD for the delivery of healthcare services that meet our criteria of accessible, sustainable, scalable, and optimized in a timely manner. **Recommendations for Strategies 2B and 2C will be included in future project approval requests to be submitted to the Board later this year.**

In addition to these efforts to invest the funds strategically, we are also identifying strategies to leverage these funds for operations and, if possible, facilities. Options that are currently being cultivated within LAUSD and with stakeholders in government, philanthropy and nonprofits are: grants or matching funding, in-kind contributions, and alignment with existing programs (ranging from place-based initiatives sponsored by philanthropy or government to LAUSD’s projects for major renovations that could be scoped to include the development of a Wellness Center). In leveraging funds for operations, we are exploring ways that internal LAUSD partners can work together more effectively to leverage existing staff and expand services, strategize other sources of funding within the District, identify external providers and funders ready to invest in wellness services, and employ other instruments (such as no interest social impact loans) that could support operational costs.

We stand at a historic moment to improve student achievement by promoting wellness and eliminating barriers to learning through access to integrated healthcare and preventive services. LAUSD’s [Blueprint for Wellness](#) continues to strengthen the District’s position as the national exemplar for an integrated Wellness Model. LAUSD’s Wellness Phase 2 directly supports the [Blueprint for Wellness](#) and has the potential to impact hundreds of thousands of our students, enabling them to achieve and thrive.