THE L.A. TRUST BOARD OF DIRECTORS MEETING

Thursday, September 28, 2017 | 4:00 pm - 7:00 pm
Kaiser Permanente Administrative Offices
4841 Hollywood Blvd.
Agenda

1. Welcome & Introductions
2. Consent Agenda
3. Executive Director Report
   1. Staffing Update
   2. Year in Review
4. Organizational Structure
   BREAK
5. Committee Reports
6. Adjourn
Consent Agenda

☐ Minutes of June 2017 Board Meeting
☐ 2018 Board Calendar
☐ Core Policies
☐ Draft Fixed Asset and Capitalization Policy
☐ Director Agreement
☐ Board Commitment Worksheet
Executive Director Report

- Staffing Update
- Year in Review
### FY 2016-17 Strategic Goal Status through June 2017

#### 1.1 Optimize Wellness Phase 2

<table>
<thead>
<tr>
<th>Phase One (Started)</th>
<th>Phase Two</th>
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<tbody>
<tr>
<td>Drew Middle School LAUSD</td>
<td>Fremont High Expansion WC</td>
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<tr>
<td>Holmes ES LAUSD</td>
<td>Birmingham LAUSD</td>
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<tr>
<td>Telfair LAUSD</td>
<td>MacClay Middle School New WC</td>
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<tr>
<td>Jefferson High Modernization WC</td>
<td>Mendez High New WC</td>
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<td>Manual Arts Expansion WC</td>
<td>Roosevelt High Modernization New WC</td>
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<tr>
<td>Santee High New WC</td>
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<td>Hyde Park ES New WC</td>
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## 1.2 Expand Access

<table>
<thead>
<tr>
<th>Training</th>
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<tr>
<td>• 44 Providers and 60 Respiratory Therapists trained in Asthma prevention and treatment</td>
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<tr>
<td>• 30 CHIPRA mentors and 382 teen leaders trained reaching 4,212 and connecting them to health insurance</td>
<td>• 8 educations sessions and 11 community events reaching 1,550 students on tobacco cessation</td>
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<tr>
<td></td>
<td>• 13 providers, 109 faculty and 56 parents trained on substance abuse brief intervention and referral to treatment at 4 campuses</td>
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</table>
### FY 2016-17 Strategic Goal Status through June 2017

#### 1.2 Expand Access

<table>
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<tr>
<th>Training</th>
<th>Partnerships</th>
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<tr>
<td>• 9 campus campaigns run on HPV prevention</td>
<td>• Healthy Eating Active Living: expanded with 8 new partnerships to promote water, fruit and vegetable consumption and improved physical activities resulting in 66 student wellness Rx</td>
</tr>
<tr>
<td>• Learning Collaborative: 56, 74 and 67 Wellness Network partners respectively attended to advance best practices at their sites</td>
<td>• 45% increase in vigorous activity and 41% increase in walking</td>
</tr>
</tbody>
</table>
FY 2016-17 Strategic Goal Status through June 2017

- **1.2 Expand Access**

<table>
<thead>
<tr>
<th>Training: Oral Health</th>
<th>Training: Healthy Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Over 1000 attendees at the Tooth Fairy Convention</td>
<td>• 94 Families Talking Together workshops held resulting 1,079 parents educated on how to talk to their children about healthy relationships, minor consent, and how to refer to the Wellness Center</td>
</tr>
<tr>
<td>• 190 nurses trained in oral health screening</td>
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<tr>
<td>• 583 parents trained in oral health</td>
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<tr>
<td>• Resulting in 1,273 students screened and 4,319 educated in 11 events this year</td>
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</table>
1.3 Improve Wellness Center Performance

**Program Improvement**

- Referrals to the WC for students failing the Fitnessgram refined at 3 pilot sites
- Referral maps updated on the Orientation Portal on the website
- Wellness Center Best Practices used as guide for program improvement at 14 sites
- Cross referral process established with afterschool programs to WC in TUPE program
- iPad risk screen integrated into clinic workflow, improving birth control prescription rate
- STD screening improved at 13/14 sites
- Student Advisory Board selection and training process refined and tools on the website
- Billing toolkit for all sites created, posted on the orientation portal and contract process for SBHC with Health Net and LA Care revised including point of service payment.
- Minor consent highlighted in new operating agreements
1. 4 Foster a population health focus

Adoption of model public health approach

- Staff trained on population health and refining all programs to address community awareness, primary prevention, early intervention and access to care.

- Universal screening approach being enacted in sexual and oral health, and SBIRT programs.

- Parents, students and faculty being educated on wellness to expand the community safety-net for our students

- Expanded community partnerships in HEAL, oral health, Fremont’s Healthy Kids Zones and Special Populations programs
## 2.1 Advocate for legislative policies

**Policy promotion, adoption and implementation**

- AB 1433 Kindergarten Mandate resolution adopted and working in partnership with LAUSD to enact fully

- Two publications produced: The Journal of Psychiatry providing mental health in schools and The Journal of Public Health Dentistry on the oral health initiative

- Student Advisors presented at 3 legislative hearings on sugar-sweetened beverages and 2 LAUSD Board meetings

- Several letters of support written to support school based health, refining programs, and supporting health care for all
FY 2016-17 Strategic Goal Status through June 2017

2.2 Develop Student Health Advocates

Student Leadership and Advocacy

- 12 Youth Advisory Board members volunteered at the Tooth Fairy Convention
- 61 High School and 165 Middle School students participated in the Oral Health Poster Contest
- 140 students engaged in substance use prevention campaigns
- Student Advisors from Monroe High are advisory board members for the teen pregnancy prevention program
- STD awareness campaigns reached 50,000 students

The L.A. Trust Youth Advisory Board presented at the joint board meeting, the Y2Y conference, the Tooth Fairy Convention, March for Women and the Summer Solstice. They also travelled to North Carolina and presented at the National School Based Health Alliance Conference.
### 3.1 Develop centralized database

**Data xChange**

- Launched Phase 1a effort with 4 Wellness Center providers: T.H.E. at Crenshaw, South Central Family Health Center at Jefferson, Asian Pacific Health Care Venture, Inc. at Belmont, and Valley Community Healthcare at Monroe.

- Establishing agreed-upon data indicators and how to operationalize them.

- Consultants worked with stakeholders from The L.A. Trust, Wellness Center partners, UCLA, and LAUSD to capture reporting and data requirements.

- Microsoft Azure selected and set up as the secure cloud platform; and cloud server and database configuration completed.
### Strategic Plan & Org. Updates

#### 3.2 Develop Marketing and Promotions of Shared Services

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<td>• Communications plan completed.</td>
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<tr>
<td>• Development of a social media campaign is underway. Piloting at one wellness center this fall.</td>
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<tr>
<td>• UCLA Net Impact Fellows advised and presented on marketing plan revisions.</td>
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<tr>
<td>• Creation of an editorial calendar for social media posts specific to Twitter.</td>
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<tr>
<td>• Transitioned into a new E-newsletter platform to better reach the LAUSD audience - now using MailChimp instead of Vertical Response.</td>
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<tr>
<td>• Redesigning of print marketing materials in progress.</td>
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<tr>
<td>• Communications &amp; Marketing WC Workgroup created.</td>
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3.3 Administrative Infrastructure

<table>
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<tr>
<th>BACKBONE ESSENTIALS</th>
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<td>Admin. Infrastructure</td>
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<tr>
<td>• Revised Board Book and updated Administrative Handbook completed and distributed to relevant parties.</td>
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<td>• Fiscal policies strengthened around teamCFO.</td>
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<td>• Hired two Health Educators and Executive Assistant.</td>
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<td>• Established process for staff on Contracts &amp; Grants oversight.</td>
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</table>
### Fund Development

- Raised/maintained a total of $3,203,411 in new and continued support from public contract providers and private donors.
- Highlights include: $880,000 grant from the Los Angeles County Department of Public Health for the Champions for Change Initiative; $83,000 from Cedars Sinai to fund a Billing Assessment across network health providers in an effort to support improve billing practices; $149,000 from LA Care to fund the launch of the Data xChange platform; and a $500,000 investment by Kaiser Permanente to support the Data xChange platform, the Oral Health Initiative, and the Healthy Eating Active Living program.
- Five new funders added a total of $1,057,900.
The L.A. Trust for Children’s Health

Organization Design Project
Board Update

September 28, 2017
Objectives for Board Update

• Summarize progress on project
• Preview deliverables to date
• Inform the Board about next steps
• Answer any questions and receive feedback
Organizational Design Project

Project Purpose
Enhance organizational effectiveness, impact, and sustainability by recommending changes to the organizational structure and staff practices that will meet current and anticipated need.

What We’ve Done So Far
- Conducted 1:1 interviews with all 16 staff members
- Shadowed team meetings/retreat
- Gathered input from Board at Board retreat
- Reviewed and analyzed all data: staff interviews, Board input, job descriptions, strategic plan, grant obligations, organizational chart, and vendor agreements
- **Redrafted theory of change based on findings (next slide)**
- **Developed a map of needed organizational capabilities (in following slides)**
- (In progress) Updating and restructuring organizational chart based on current and anticipated organizational needs (in partnership with Executive Director and Directors)
The L.A. Trust for Children’s Health | Theory of Change 2.0

Healthy, college and career-ready students & Healthy families, schools, and communities

Data systems are aligned throughout Networks and tracking impact

LAUSD grads run community-responsive WCs

Policymakers, policies, & insurance/managed care providers support and invest in Wellness Networks

Wellness Center and Wellness Network operations model is sustainable

WCs are being used by students & communities

WCs are operating using best practices, including responsive care delivery based on evidence, national standards, and a population health approach

School communities champion wellness and WNs

Students, families, and communities have access to physical, mental, and oral care, preventative strategies, and supportive services

Lead and Convene
- Collect and analyze data to link student health & achievement
- Facilitate learning & knowledge sharing
- Conduct research and evaluation to identify best practices
- Mobilize funding and partnerships
- Advocate for policies and resources

Support Wellness Centers and Networks
- Support physical WC sites as centers of integrated care
- Cultivate support for WCs from health insurers, providers, and other funders & stakeholders
- Co-develop and co-implement programs to develop best practices

Engage Communities
- Engage students & local communities to promote & advocate for student & community health & access to care
  - Build public will (communities, policymakers, funders)
  - Co-develop career pathways for LAUSD students
Capabilities Mapping: Defining Terms

What are capabilities? What types are needed by all orgs?

Capabilities

- Think “capacity + abilities”
- Required to fulfill vision/theory of change/strategy
- One leader ultimately responsible for each
- At organizational level: Delivered through people (employee/vendor/in-kind) with individual competencies but describe what organization as an entity is able to do
- Must be mapped before charting structure
- Three types: Strategic, Programmatic, Enabling

Strategic Capabilities

- Needed to chart the course of the organization and secure highest level resources

Programmatic Capabilities

- Needed to deliver specific programs/services/products

Enabling Capabilities

- Needed to provide the infrastructure for other capabilities
### Which Organizational Capabilities Does The L.A. Trust Need?

**Dictated by Strategic Plan & Business Model**

<table>
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<th>Programmatic Capabilities</th>
<th>Enabling Capabilities</th>
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<td>Partnership Cultivation &amp; Management</td>
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<tr>
<td>Collective Impact: Backbone &amp; Coordination</td>
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<td>Data Systems &amp; Analysis</td>
<td>Best Practices: Development and Delivery</td>
<td>Data Systems &amp; Analysis</td>
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<td>Parent &amp; Campus Engagement</td>
<td>Program Research &amp; Evaluation</td>
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<td>Oral Health Prevention Services</td>
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<td>Career Pathway Development</td>
<td>Public Health &amp; Population Health Focus</td>
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<td>Finance, Accounting &amp; Bookkeeping</td>
<td>Talent Management</td>
<td>Enabling Capabilities</td>
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<tr>
<td>Technology Maintenance &amp; Support</td>
<td>Internal Communications</td>
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<tr>
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**Note:**

Once these are finalized, we will outline the detailed core capabilities within each. For example, HR includes: recruiting, compensation & benefits. Talent Management includes onboarding, training, performance management.
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<td>Finance, Accounting &amp; Bookkeeping</td>
<td>Development: Individual &amp; Major Gifts</td>
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Note:
This illustrates who owns what part of what the organization needs to do. Re-mapping the capabilities is a part of considering alternative structures.
### What Is Current Status of Each Capability?

**Solid? Some Gaps? Or Big Gaps Compared to What We Need?**

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**Note:** We assessed status based on an evaluation of organizational capacity & individual competencies required to fulfill current strategic objectives. Solutions to gaps may require changes in structure, FTEs, staffing, training, funding etc.

- **Solid**
- **Some Gaps**
- **Big Gaps**
Next Steps to Complete Project

• Complete outline of detailed capabilities
• Provide written recommendations for more effective and strategic:
  • Mapping of strategic, programmatic, and enabling capabilities to leadership
  • Organizational structure
  • Major organizational processes and practices
• Finalize organizational charts that reflect:
  • Immediate shifts
  • Future shifts
• Provide recommendations for an effective implementation process of new structure and allocation of responsibilities
Committee Reports

1. Finance Committee Report
2. Audit Committee Report
3. Policy Committee Report
4. Nominating Committee Report
Purpose: Ensure that The L.A. Trust abides by best practices in financial management and holds high standards for fiduciary responsibility
Audit Committee

- Approval of appointment of auditor
  - MOTION

**Purpose:** To ensure that The L.A. Trust abides by best practices in financial management and is free from audit exceptions.
Policy Committee Report

- State of the Committee

Purpose: To support the staff with expertise in developing a policy advocacy plan.
Nominating Committee Report

- New Directors’ Commitments
- 2018 Slate
- LAUSD Nominees: Bylaws
- New Potential Candidates
- Board Resignation
  - Ana Lasso
  - Karla Diaz Sayles
  - Nestor Valencia

Purpose: Support the Board in identifying and developing new board members to advance The L.A. Trust’s work
Thank you!

Announcements

- **December 14, 2017**: Elizabeth Learning Center
- **October 30, 2017**: School Health Conference
- **November 16, 2017**: Youth to Youth (Y2Y)
- **December 7, 2017**: Bus Tour
- **February 10, 2018**: The Tooth Fairy Convention