THE L.A. TRUST BOARD OF DIRECTORS MEETING

Thursday, June 28, 2018 | 4:00 pm - 7:00 pm
Kaiser Permanente
Agenda

1. Welcome & Introductions
2. Old Business
3. Consent Agenda
4. Committee Reports
5. Executive Director Report
6. Board President Report
7. Adjourn
Old Business

- Org structure
- Executive coach update
- Governance committee charter
- Finance committee revision of financials
- Big ideas: building a better business case for what we do
Consent Agenda

- Minutes of March 2018 Board Meeting
- Slate of Officers
- Approval of Governance Charter
- Approval of Extension of Vasquez and Associates Auditing Contract

Motion Required:
- Approval of minutes from 3/26/18
Committee Reports

1. Finance Committee Report
2. Audit Committee
3. Operations Committee Report
4. Governance Committee Report
5. Fund Development Committee Report
Finance Committee Report

Purpose: Ensure that The L.A. Trust abides by best practices in financial management and holds high standards for fiduciary responsibility

Budget Overview

- Total Revenue $2.9M (increase of $549K over PY)
- Personnel Costs $1.4M (increase of $145K over PY)
- Program Costs $1M (increase of $40K over PY)

Budget doesn’t include indirect reimbursements – if included program costs would be as follows:

<table>
<thead>
<tr>
<th>Program Expense by Division:</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>45,950</td>
</tr>
<tr>
<td>Data &amp; Research</td>
<td>338,427</td>
</tr>
<tr>
<td>Youth Development</td>
<td>280,078</td>
</tr>
<tr>
<td>Prevention and Education</td>
<td>1,014,742</td>
</tr>
<tr>
<td>Partnerships</td>
<td>976,679</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,655,877</td>
</tr>
</tbody>
</table>

- Surplus if Fundraising Goal of $500K is Met: **$365K**

Motions Required:
- Approval of Q2 Financials
- Approval of Jason Yu (Financial Controller) as signatory

2018 Finance Committee Members & Expertise:
- Keith Pew
  Whittier College, Controller
- Bob Schuchard
  Davis Wright Tremaine, Attorney
- Luis Buendia, LAUSD
  Controller
- Joy Mayor, Asst Controller
  LAUSD
- Nancy Vega, The L.A. Trust
- Jason Yu, The L.A. Trust
- Maryjane Puffer
  The L.A. Trust
Considerations for raises are as follows:

- If the employee was promoted in FY 17-18, the employee would not qualify for an increase in FY 18-19.
  - However, based on Performance Evaluation scores, the promoted individual would qualify for a one-time bonus in January. 5 employees qualified for this bonus.
    - Performance Evaluation Score rubric:
      - 3-3.5: $500
      - 3.5-4: $1,000
      - 4-5-5: $1,500

- For those that did not receive a promotion, and have worked at the Trust for an entire year, a 3-5% increase will be granted effective their anniversary month. 7 qualified for this increase.
Audit Committee

Purpose: Ensure that The L.A. Trust abides by best practices in financial management and is free from audit exceptions.

The Audit Committee determined to retain our current auditors, Vasquez, for the upcoming audit and will send RFPs for the following year.

Key reasons behind this decision:

- Ongoing transition from Team CFO to current staffing
- Timeline between RFP and issuance of financials
- Satisfaction of management and staff with current auditors and fees

2018 Finance Committee Members & Expertise:

- Keith Pew, Whittier College, Controller
- George Chacon, SPACE Center UCLA
- Luis Buendia, LAUSD Controller
- Joy Mayor, Asst Controller LAUSD
- Nancy Vega, The L.A. Trust
- Jason Yu, The L.A. Trust
- Maryjane Puffer, The L.A. Trust
Purpose: Provide oversight and guidance that drives effectiveness and efficiency of The L.A. Trust and Wellness Centers in accordance with The L.A. Trust mission and strategic plan

Focus Areas Discussed

- Wellness Center point of service contracting
- Blueprint for Wellness Center Operations
- Learning collaborative for Wellness Center management and decision-makers
- LA Trust staff WC engagement and interaction policy
- Youth Advisory Board (YAB) model
- Wellness Center Coverage Mapping
- Database Capabilities
- K student oral health program
- Thelatrust.org website

2018 Operations Committee Members & Expertise:

- Idoya Urrutia (Chair) Capital Group; Strategy, Operations and Finance
- Michelle Thatcher Capital Group; Digital Marketing and Innovation, Customer Experience
- Rocio Gracian (for Pia Escudero); LAUSD, School Mental Health & Crisis Counseling
- Dr. Kim Uyeda LAUSD; Medical Leadership
- Rosario Rico The L.A. Trust; Clinical Operations and Programs
- Sang Leng Trieu, The L.A. Trust Program Director
Operations Committee: Proposed Purpose and Guiding Principles

Purpose

- Provide oversight and assistance to drive the effectiveness and efficiency of The L.A. Trust by monitoring best practices and school/partner engagement with the Wellness Network, in alignment with The L.A. Trust mission and strategic plan.

Guiding Principles

- **Simplicity** build realistic focus areas, corresponding initiatives and execution plans
- **Alignment** align focus areas to The L.A. Trust mission and strategic plan
- **Accountability** assign ownership, resources and timelines to achieve goals and initiatives
- **Communication** encourage healthy debate, challenge ideas and assumptions
- **Review** determine progress towards initiatives and provide cadenced updates to Board
All potential focus areas align with LA Trust key priorities. However, although there are limitless opportunities we have limited resources. We will need to score each to determine which ones we narrow our plan to.

<table>
<thead>
<tr>
<th>LA Trust Priority</th>
<th>Focus Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Wellness</td>
<td>Learning Collaborative: CSA and Best Practices</td>
<td>Build a current state assessment of the learning collaborative, highlight and establish best practices for the WCs, denote how we provide value and governance.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>Smart Sheet Adoption (Digital Tools)</td>
<td>Develop governance, assessment, best practices and expectations. Key benefits will be increased usability and minimized risk.</td>
</tr>
<tr>
<td>Policy Advocacy</td>
<td>Youth Advisory Board (YAB) model</td>
<td>Establish youth advisory board model, including YAB principles,, LA Trust staff expectations and responsibilities (including Board connection pts); YAB criteria, roles and responsibilities; optimal communication and meeting cadence plan; governance structure.</td>
</tr>
<tr>
<td>Integrated Wellness</td>
<td>Virtual HC Pilot</td>
<td>Begin determining and building an execution plan to pilot substance or asthma virtual HC capabilities in 2019.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>Database Capabilities</td>
<td>Expand database capabilities to measure WC effectiveness and efficiencies, determine dashboard capabilities, assessment cadence and ownership.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>Student Engagement Model Assessment</td>
<td>Build-out of a dashboard to demonstrate SEM impact to ultimately drive WC sponsorship and engagement.</td>
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<tr>
<td>Backbone Support</td>
<td>TheLatrust.org Website</td>
<td>Assess the current website and capabilities, providing an overview of what’s working/what’s not, highlight potential focus areas and resourcing for improvements. Establish the basis for a potential grant and/or direction for the new Communications FTE.</td>
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</table>
**Focus Areas: Prioritization and Scaling Exercise**

**Qualitative Scaling:** High Opportunity / Low Effort focus areas are ideal quadrant, then high/high, low/low

All values are derived from a 1 to 3 weighted scoring methodology (1=low, 3=high).

*Opportunity score reflects a weighted score of LA Trust Effectiveness (50%), and WC Efficiency, eg allows Trust to be more successful or helps the WC operate more efficiently.

**Level of effort reflects an equal weighting between resourcing and budgeting.
### Operations Committee: Proposed Focus Areas

#### Proposed Focus Areas

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Operations Committee Focus Area</th>
<th>Lead</th>
<th>SMEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Wellness</td>
<td>1.1a Learning Collaborative: CSA and Best Practices</td>
<td>Sang Leng Trieu</td>
<td>Bonnie Mims-Green</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>2.1a Thelatrust.org Website</td>
<td>Krystle Gupilan</td>
<td>Michelle Thatcher</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>3.1a Database Capabilities</td>
<td>Sang Leng Trieu</td>
<td>Michelle Thatcher</td>
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</tbody>
</table>
### Governance Committee Report

**Purpose:** support the board in identifying and developing new board members that would advance the work of The L.A. Trust.

- **Committee Charter – Changes Include**
  - Addition of “continuing Education for Board Members”
  - Addition of “evaluation of board and board member performance”
  - Addition of "Assist Executive Committee in review of board service policy and its implementation”
  - Elimination of “identification of strategic partnerships”

- **Policy Review**
  - To remain mostly as purview of Executive Committee
  - Governance would address Board Member Service policies

- **Board Member Updates**
  - Bob Schuchard will retire 12/18
  - Dennis Diaz of Davis Wright Tremaine interested in coming on Board

- **Baard and Board Member Evaluation and Education**
  - Developing plan for evaluation
  - Identifying topics for Board education

- **Retreat Planning**

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### 2018 Governance Committee Members & Areas of Expertise:

- **Dr. Robert Davies (chair)**
  - Child Psychiatrist
- **Patrice McKenzie**
  - Legislative & Public Policy Deputy Chief of Staff for George McKenna, LAUSD School Board Member
- **Will Grice**
  - Kaiser Permanente LA Medical Center Operations
- **Robert Schuchard**
  - Davis Wright Tremaine Employment Attorney
- **Alison Holdorff**
  - Senior Advisor and Director of Community Engagement for Nick Melvoin, LAUSD School Baard Member

**Motions Required:**
- Approval of committee charter
- Approval of Patrice McKenzie as Secretary and Keith Pew as Treasurer
Fund Development Committee Report

- 2nd Annual Summer Solstice Garden Party – June 21, 2018 at the historic, mission-style grounds of the Los Angeles River Center & Gardens
- Draft Report Results
- Fund Development Plan

2018 Fund Development Committee Members & Expertise:

- Brandon Burriss
  Financial Advisor, Merrill Lynch
- Randi Grifka
  Henry Schein
- Paul Freese
  Attorney
- Michele Broadnax
  Consultant on Fund Development
- Jan Kern
  Non-profit consultant and emeritus board member
Executive Director Report

- Year End Report in Program versus Strategic Plan Model
- SHHS change in leadership
- Staff update
- 2018-19 Goals
We advocate for policies that improve community health by removing barriers, improving healthcare access, and funding services in high-needs communities.

- Active member of the LA Access to Health Coverage Coalition and advocates through teachers and students to protect health care access for all, locally and statewide

- Staff presented at National and State School-based Health Alliance Conferences on best practices for substance use prevention. Working with Youth Forward to inform on how state and local Prop 64 funds are addressed and distributed

- Held 17 legislative visits with LAUSD, staff and students at State Capitol in May

- Partnered with Children Now, The Children’s Partnership, Latino Health Access, Black Women for Wellness, Adolescent Sexual Health Work Group, and CPEHN for child and family health equity and access
Data & Research

We leverage student data to identify service needs, gaps, and trends and conduct research with our partners to gain new insights and improve health outcomes.

- Patient Centered Research Institute (PCORI) with UCSF recruited 1,484 Latina teens to test the Health E-You App in Wellness Centers. (an education tool for reproductive health and birth-control promotion) Publishing pending

- Data Xchange is our centralized cloud based database. Now has a “Data Extraction Helper” application that works with different EMR systems within the Wellness Network clinic partners Currently holds, 1-2 years of data from 12 WCs

- Oral Health: Currently collecting data through LAUSD's Welligent and S3 systems to evaluate program efficacy in schools complying with the Kindergarten Oral Health Assessment mandate and connecting participating students to a dental home. Issue brief developed in partnership with UCLA

- Substance use prevention and treatment: WC staff has screened 1,670 students and have referred 33 students to substance use treatment services. Staff engaged 131 parents and 697 students through substance use prevention education presentations at our 4 project campuses. Issue brief highlighting the progress developed and distributed
We help students become health advocates by empowering them to create and implement health programs and giving them opportunities to explore public health careers.

- **Y2Y:** The L.A. Trust hosted its 8th Youth to Youth Conference at The California Endowment with over 100 participants from LAUSD schools where they developed taglines for their WC. Workshops addressed financial literacy, mental health, and sexual health.

- **Career Pathways:** A unique Mental Health, Peer to Peer Internship Model with students from The Community Advocates school at August Hawkins High School is currently being run at Tessie Cleveland Clinic and LA Child Guidance Center for the 2nd year.

- **Youth Advisory Board:** Currently in its 4th year, the Youth Board participated in 7 trainings and major events throughout the year, including presenting to The L.A. Trust Board of Directors. The 2018-19 Youth Advisory Board has been recruited.

- **Student Advisory Boards:** The L.A. Trust supported over 160 student advisory board members across 15 campuses. The L.A. Trust provided over $20,000 to SABs to conduct peer-to-peer education and promote wellness on their campus. Members reached collectively over 40,000 students during their health campaigns covering topics of nutrition, tobacco, substance use, Human Papilloma Virus and sexual transmitted diseases.

- **CHIPRA:** Over 1,000 students completed the CHIPRA Teen Leader Project and reached over 12,000 adults. This program taught students to deliver health care access information to family and community
We provide preventative health education to students and their families to influence behavioral changes and increase access to services through a public health framework.

- **Asthma Prevention:** Staff provided parent workshops, provider trainings and in-home support services for students with asthma on how to manage the condition and reduce asthma triggers. Partnership established with USC Breathmobile and District Nursing to connect kids to care.

- **STD Prevention:** All 14 Wellness Center sites participated in STD awareness campaigns. Target (9600) of students reached surpassed within first quarter. Total in year over 50,000. Current CT data show increase in screening rate for most sites, except Fremont (13% decrease from baseline). In 2017-2018, ~300 parents participated in total ~20 FTT workshops.

- **Pregnancy prevention:** Families Talking to Together curriculum is taught by promotora partners from Vision Y Compromiso and Planned Parenthood to be spread across LAUSD middle schools and to Compton Unified School District. The Monroe SAB students served as an advisory board to inform the communications plan for spreading knowledge of Keeping it Real Together.
Prevention & Education

We provide preventative health education to students and their families to influence behavioral changes and increase access to services through a public health framework.

- Substance Use/Smoking Prevention: Expanded TUPE/LIFESAVER to 11 WC campuses. All sites have actively organized and produced Lifesaver (smoking cessation) education student campaigns reaching over 3000 students.

- Oral Health Education/Tooth Fairy Convention: The 3rd annual Tooth Fairy Convention was held in February. More than 600 community members came out to be educated and to gain access to oral health care. Oral Health education events held through our universal screening & fluoride varnish program have reached 9,231 students and 979 parents.

- Nutrition and Fitness Education: Staff provided nutrition education and physical activity promotion, reaching 6500 students and community members through school events, workshops, trainings, and physical education classes. This year we have started food demonstration classes and are partnering with UMMA Community Clinic to address food insecurity issues in clinical visits.
Partnerships

We engage a broad network of stakeholders to provide comprehensive care, reduce redundancies, and improve our collective impact on student health and academic outcomes.

- LAUSD Student Health and Human Services, Health Education, Facilities, and Beyond the Bell Programs – are the key District Partners that we coordinate with regularly

- Wellness Network Learning Collaborative: 3 meetings were held this year focused on best practice recommendations: awareness and engagement, referrals, and training for Wellness Network partners; attendance ranged from 65-75 for each meeting. The system reached OVER 475,000 WC encounters since the inception of the network in 2012.

- Oral Health Advisory Board (OHAB) : meeting quarterly since 2012 to inform oral health program strategy and practice. This year, intensive time to focused specifically on more effectively meeting the KOHA mandate. The OHAB is consistently attended by approximately 35 members. Dental Transformation and Prop 56 (Tobacco tax) dollars are being lobbied for through OHAB.

- Exec Director serves as DentaQuest’s OH2020 Western Regional Lead and on LA County’s Community Prevention and Population Health Task Force
Strategic Plan Structure

1. Integrated Wellness
   Facilitate access and delivery of physical, oral, and behavior wellness services

   - 1.1 Optimize Wellness Phase 2
   - 1.2 Expand Access
   - 1.3 Improve WC performance
   - 1.4 Foster a population health focus

2. Policy Advocacy
   Advocate for policy & legislation that broadens access, reimbursement, and delivery of services within LAUSD, the county, and the state

   - 2.1 Advocate for legislative policies
   - 2.2 Develop student health advocates

3. Backbone Support
   Develop shared services that create scale and benefits across all Wellness Networks and community partnerships that support integrated wellness

   - 3.1 Develop centralized database
   - 3.2 Develop marketing & promotions as shared services across WCs
   - 3.3 Administrative infrastructure

Supporting Initiatives

1.1.a Drive Expansion
1.1.b Include architectural model elements for all sites
1.2.a Promote oral health
1.2.b Oral health integrated into all primary care systems
1.3.a Establish WC standards, Continuous Quality Improvement & metrics
1.4.a Create WC health reports

2.1.a 50% of Kindergarten students receiving oral health screenings
2.1.b Establish expanded point of service payment
2.2.a Develop WC Student Advisory Board members to be health and policy advocates

3.1.a ‘Dash to Wellness’ solution
3.2.a Develop and implement communications strategy
3.3.a Increase productivity, reduce cost, and improve quality of products and services
## 1.1 Optimize Wellness Phase 2

### Phase One
- Drew Middle School LAUSD
- Holmes ES LAUSD
- Telfair LAUSD
- Jefferson High Modernization WC
- Manual Arts Expansion WC
  - Santee High New WC
  - Hyde Park ES New WC

### Phase Two
- Fremont High Expansion WC
  - Birmingham LAUSD
- MacClay Middle School New WC
  - Mendez High New WC
- Roosevelt High Modernization New WC
## 1.2 Expand Access

<table>
<thead>
<tr>
<th>Training</th>
<th>Training</th>
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</thead>
<tbody>
<tr>
<td>20 providers trained in Asthma prevention and treatment</td>
<td>11 Wellness Center Student Advisory Boards were trained to conduct tobacco/substance use prevention education, reaching over 3,333 students</td>
</tr>
<tr>
<td>34 CHIPRA mentors and over 1000 teen leaders trained reaching 12,000 adults and connecting them to health insurance</td>
<td></td>
</tr>
</tbody>
</table>
## 1.2 Expand Access

<table>
<thead>
<tr>
<th>Education</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 campus campaigns conducted HPV prevention education</td>
<td>Champions for Change project trained teachers to implement the SPARK Curriculum across 10 schools; reaching over 3,000 student in the last school year.</td>
</tr>
<tr>
<td>Three Learning Collaborative meetings were held with attendance ranges from 65-75 members that focused on central theme: increasing student visits to Wellness Centers.</td>
<td>Champions for Change team delivered nutrition education through tabling and workshops at schools and community events; reaching over 3,000 people.</td>
</tr>
</tbody>
</table>
## 1.2 Expand Access

<table>
<thead>
<tr>
<th>Training</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 32 Healthy Start staff trained in oral health education</td>
<td>~300 parents participated in 20 <em>Families Talking Together</em> workshops</td>
</tr>
<tr>
<td>• 979 parents trained in oral health, resulting in 3,643 students screened and educated 9,231 across 37 events this year</td>
<td></td>
</tr>
</tbody>
</table>
1.2 Improve Wellness Center Performance

Program Improvement

- Wellness Center Best Practices used as guide for program improvement at 14 sites, specifically on partnership development, student access, and universal consent.

- Three Wellness Network Learning Collaborative meetings were held this year focusing on awareness and engagement, referrals and training for Wellness Network partners. This year the Wellness Network celebrated a milestone of 400,000 encounters since the inception of the network in 2012.

- iPAd risk screen integrated into clinic work flow to improve birth control access at 14 Wellness Center sites and 4 school-based health centers; project resulted in the recruitment of 1,484 Latina students for a pregnancy prevention research study.

- Chlamydia screening rates improved at 13/14 Wellness Center sites.

- Over 160 Student Advisory Board members recruited across the Wellness Network, delivering health campaigns to an audience of more than 40,000 students.
2.1 Advocate for Legislative Policies

Policy promotion, adoption and implementation

Since the adoption of the Kinder Mandate, the Oral Health Initiative is collecting data through LAUSD’s Welligent and S3 systems to evaluate program efficacy in schools, complying with the Kinder Mandate and connecting participating students to a dental home as a result.

The Oral Health Initiative produced a brief, “Building on Momentum,” highlighting an approach to building a system of oral health care in LAUSD.

The SBIRT team developed an issue brief, “Integrating SBIRT into School-based Wellness Centers” to demonstrate the impact of substance use screening at 4 Wellness Center sites.

L.A. Trust staff and SHHS staff participated in School-Based Health Care Advocacy Day at the Capitol this spring, visiting 17 legislative offices.

Letters of support written in favor of: Routine screenings for EPTSD, enhancing California Youth Act, suicide prevention hotlines on school ID cards.
2.2 Develop Student Health Advocates

Student Leadership and Advocacy

- Over 30,000 students were reached through Student Advisory Board health awareness campaigns covering topics such as STDs, substance use/tobacco, healthy eating and active living.
- The L.A. Trust supported over 160 Student Advisory Board members across 15 campuses through funding and training opportunities.
- Over 1,000 students completed the CHIPRA Teen Leader Project and reached over 12,000 adults.
Data xChange

- Designed and built a centralized cloud based database
- Developed standardized and automated de-identification protocol that Wellness Centers follow so that The L.A. Trust only receives de-identified data and there is no risk of HIPPA and FERPA violations
- Developed a “Data Extraction Helper” app that works with all the different EMR systems so Wellness Centers do not have to have coding skills to extract and send the data securely to the Data xChange in automated way
- Collected data from clinics and put it into database in a standard format so data across all clinics can be compared in an apples-to-apples way
- Populated the database with two schools years data
- Wrote a data dictionary so the information in each table of the database can be identified and understood by lay person
- Designed and tested 3 basic reports
- Reports will be available to at least 7 Wellness Centers by June 30, 2018
Communications and Marketing

- Communications workgroup convened and are working with Organization Facilitators to establish Wellness Center poster contest to promote services amongst students on campus.
- Efforts focused on website redesign to increase user engagement.
- Piloted new social media campaign to bring awareness of the Belmont Wellness Center; this effort demonstrated a need for a better strategy and execution in order to be successful.
- Communications Manager position remains unfilled.
3.3 Administrative Infrastructure

**Infrastructure Development**

- The L.A. Trust hired a consulting firm to assess the organization infrastructure and to complete the restructuring process; a new organizational chart was developed.
- As part of the restructuring process, 3 new positions were created: Finance Manager, Controller and Associate Director. In addition, one new program staff was hired and 4 promotions occurred within program staff.
- Employee handbook was revised with clearer protocols, including office and finance protocols.
- Fund development team (consultant and grant writer) was hired to support organizational funding efforts; the team facilitated the development of a new program model.
- A change management consultant was brought on board to support restructuring efforts and leadership development.
- The L.A. Trust ended our partnership with TeamCFO, PayrollCentric, Essential Access and York Holmes Consulting and started transitioning to a new human resource and payroll firm, Insperity for July 1st.
- The L.A. Trust secured additional work space: Program staff transitioned to new office space at Roybal Learning Center; we received two additional cubicles at Beaudry.
Executive Director Goals 2018-19

Integrated Wellness 50%

1.1 Optimize Wellness Phase 2
• Shepherd strategic partnerships to support Wellness Phase 2 implementation through 2018-9

1.2 and 1.3 Expand Access and Improve WC performance
• Refine Learning Collaborative process to include best practices and outcome metrics by November 2018
• Refine Student Engagement Model to include uniform expectations across all sites and a career pathway plan for at least one site by May 2019
• Establish a replication plan for 100% Kinder mandate beginning in at least one Local District by June 2019

1.4 Foster a population health focus
• Train all staff on population health models and how to develop a public health framework for our program model by January 2019
Executive Director Goals 2018-19

Policy Advocacy  

2.1 Advocate for legislative policies
Adopt a policy agenda with the Board by October 2018
Execute wellness advocacy visits based on policy agenda with all Local Superintendents, LAUSD Superintendent, County board members and city officials by June 2018

2.2 Develop student health advocates
Create/adopt curricula for Student Advisors including an advocacy component by March 2019
Executive Director Goals 2018-19

Backbone Support 30%

3.1 Finalize Data Xchange
- Secure funding for phase 1 database completion by December 2018
- Finalize the dental database plan by June 2019
- Secure funding for dental database and student academics by June 2019

3.2 Develop marketing & promotions as shared services across WCs
- Adopt a communications strategy by September 2018

3.3 Administrative infrastructure
- Revise Human Resources and Payroll processes to align with Insperity by August 2018
- Establish communication standards with Executive Director and all staff by December 2018
Board President Report

- Update on the Data Xchange
- 2018-19 Board Goals
- New Business
- Executive Director Review (Closed Session)
Executive Director Report: Theory of Change

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 Wellness Centers and Networks
- Policymakers, policies, & insurance/managed care providers support and invest in Wellness Networks
- Wellness Center and Wellness Network operations model is sustainable
- Wellness Centers and Networks are being used by students & communities
- Wellness Centers and Networks are operating using best practices, including responsive care delivery based on evidence, national standards, and a population health approach
- School communities champion wellness and Wellness Networks
- Students, families, and communities in areas of highest need 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 that address systemic barriers to health

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

Engage, Educate, and Collaborate with Communities in Areas of Highest Need
- Engage students & local communities to promote & advocate for student health, community health & access to care, provide education, & collect feedback
- Build public will (communities, policymakers, funders)
- Co-develop career pathways for LAUSD students
Thank you