THE L.A. TRUST BOARD OF DIRECTORS MEETING

Thursday, September 27, 2018 | 4:00 pm - 7:00 pm
Kaiser Permanente
Agenda

1. Welcome & Introductions
2. NPO Presentation
3. Vasquez and Associates Presentation
4. Consent Agenda
5. Old Business
6. Executive Director Report
7. Committee Reports
8. New Business
9. Open discussion
10. Adjourn
Executive Coaching Final Report
presented to
The L.A. Trust for Children’s Health
Board of Directors
Executive Coaching Report Outline

<table>
<thead>
<tr>
<th>Overview</th>
<th>What did we accomplish at the broadest level?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Observations</td>
<td>How did the leadership and staff initially operate?</td>
</tr>
<tr>
<td>Leadership &amp; Staff Development</td>
<td>How did we build capacity?</td>
</tr>
<tr>
<td>Final Observations &amp; Recommendations</td>
<td>What improved and what should we keep an eye on?</td>
</tr>
</tbody>
</table>
What Did We Accomplish?

- Improved leadership’s ability to effectively communicate and foster a positive organizational culture

  in order to

- Set clearer expectations within the organization and give staff greater capacity to express and meet their own collective needs.
Initial Executive Director Observations

- A default **instinct to take work back from staff** when expectations were not being met.
- A **desire to always say yes** that made it difficult to prioritize the organization’s work.
- Lack of understanding regarding how staff viewed the Executive Director due to **power/status differential**.
- **Inconsistent sharing of context, strategy, and greater purpose** when discussing aspects of the organization’s work.
- An **indirect communications style** that would sometimes leave room for misinterpretation.
Initial Organizational Observations

- Obvious need for clearer expectations within the organization.
- Desire for structure and guidance coming from the staff.
- Atmosphere of concern and uncertainty.
- Unwillingness to directly assert concerns to leadership.
- Impression that leadership was out of touch with frontline realities.

Examples:

- Staff’s unwillingness to publicly correct leadership during meetings.
- Case of not sharing a project opportunity due to fear of being overburdened.
- Withdrawal during staff meeting when leadership mentioned mistakes.
- Staff’s lack of understanding of funder motivations affecting their ability to write quality reports.
Leadership Development Efforts

Directors Trainings

• The expectations and limitations that accompany authority.
• How to effectively provide context for disparate stakeholders.
• Communications self-diagnosis.
• Promoting conditions of safety to facilitate open communication.
• How to recognize and correct one’s own internal narrative.
• Frameworks for decision-making and delegating work.

See & Hear
• Notice the facts of what is going on

Tell a Story
• Create a story from those facts, sometimes unconsciously

Feel
• Emotions become triggered based on that story

Act
• Start engaging in silence or violence
Capacity Development Efforts

**Organization-wide Trainings**

*Leadership and Communication*
- Adaptive vs Technical problems
- The need for open communication to solve complex problems
- How to repair relationships between colleagues
- Methods for soliciting others perspectives

**Stress Management**
- Challenges of modern work
- The physiological stress response
- Emotional self-awareness and regulation
Observed Improvements

Executive Director Improvements

- Promoting a **safe and positive atmosphere** within the organization.
- Being more **direct** in her communication style.
- Providing increased **context and strategic vision** when explaining topics to staff.
- Directly signaling the often unseen ways The L.A. Trust leadership **supports and cares for its staff**.
- Connecting work and requests with **higher level purposes and goals**.
- Creating a culture where staff can **admit to mistakes and receive assistance** without undue stress or anxiety.
Observed Improvements

Staff Observations

- Far more **open and positive attitudes** during meetings.
- **Lack of fear** of discussing mistakes and forthright **mutual support** correcting them.
- Better connections of requests to greater **purpose/strategies**.
- Formal **protocols and structures are not smoothly in place yet (in process)**, but staff holding each other accountable with mutual goodwill.
- **All** staff now speak up and ask questions at the meetings.
- Directors are more aware of the tone they set for the organization.
Areas for Continued Attention

- Helping younger staff **overcome the barriers** they may feel when expressing dissenting opinions or problems to The L.A. Trust leadership.
- Promoting **clear and consistent messages** from The L.A. Trust’s leadership team.
- **Soliciting the right degree of staff input** and setting clear expectations regarding how that feedback will be used.
- Recognizing the limited subset of information held by each of The L.A. Trust’s varied stakeholders and **providing appropriate context and background** for them at each meeting.
- Helping staff set **realistic goals** and effectively **manage priorities**.
Questions?
Succession Planning Offerings
presented to
The L.A. Trust for Children’s Health
Board of Directors
Why Invest in Succession Planning?

- Reduce the **time** required to fill vacancies
- Ensure **responsibilities** are covered during the transition
- Capture the **subtleties** essential for success in the position
- **Accelerate** new personnel into their roles
- **Develop leadership capacity within** the organization
Succession Planning Misconceptions

Common succession planning misconceptions include:

- *Succession planning is just for the CEO.*
- *CEOs who conduct succession plans are signaling their exit.*
- *Succession planning management costs are an additional financial burden.*
- *Human Resources is in charge of the whole succession planning process.*
- *Succession planning is a one-time, discrete event.*
Key positions which require succession plans are identified.

A Succession Planning Task Force made of staff, organizational leaders, and board members is assembled to oversee the succession planning process.

Subsets of the Succession Planning Task Force work with each identified position on a four-phased process to create a succession plan for that role, along with the accompanying supporting documentation.
Succession Planning Overview

**Capturing Institutional Knowledge**
- Identify members in key leadership positions
- Consolidate the knowledge of key leadership positions
- Annotate a set of strategic plans, org charts, budgeting processes, stakeholder maps, etc. with nuanced information

**Defining the Role**
- Revisit and update the formal descriptions of key roles
- Additionally, capture the less tangible aspects required of the role: cultural fit, stakeholder relationship needs, etc.

**Planning the Transition**
- Plan who will temporarily cover which responsibilities
- Develop a streamlined process for evaluating and hiring new leadership to fill the missing role

**Onboarding New Leadership**
- Set out prioritized steps for relationship building
- Create a plan for key staff and board members to share important contextual and captured institutional knowledge
## Aligning Succession Planning with Leadership Development

### Nine-box Leadership Development Grid

<table>
<thead>
<tr>
<th>Performance</th>
<th>Potential</th>
<th>Mastery in Role</th>
<th>Focus on Current Position</th>
<th>Focus on Growth in Future</th>
<th>Immediate Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
<td></td>
<td>3A. Exceptional Performance/ Focus on Current Position</td>
<td>Dev. Focus: Continue developing in current position; tap for coaching, special assignment or task force</td>
<td>3C. Exceptional Performance/ Immediate Potential for Higher Level</td>
</tr>
<tr>
<td>Med</td>
<td></td>
<td></td>
<td>2A. Full Performance/ Growth to Bigger Position</td>
<td>Dev. Focus: Prepare for one-level promotion in functional area of expertise or for broader responsibility in current position</td>
<td>2C. Full Performance/ Immediate Potential for Higher Level</td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
<td>1A. Not Yet Full Performance/ Potential for Higher Level</td>
<td>Dev. Focus: Target key areas for improvement or re-assign to lower level of organization</td>
<td>1C. Not Yet Full Performance/ Potential for Higher Level in Future</td>
</tr>
</tbody>
</table>

### Nine-box Leadership Development Grid Example

- **3A. Exceptional Performance/ Focus on Current Position**
  - Dev. Focus: Continue developing in current position; tap for coaching, special assignment or task force

- **3B. Exceptional Performance/ Growth to Bigger Position**
  - Dev. Focus: Ready for one-level promotion in functional area of expertise with broader responsibility.

- **3C. Exceptional Performance/ Immediate Potential for Higher Level**
  - Dev. Focus: Ready for two-level promotion within next 36 months.

- **2A. Full Performance/ Focus on Current Position**
  - Dev. Focus: Target ways to achieve greater results and improve competencies for growth position; consider lateral move.

- **2B. Full Performance/ Growth to Bigger Position**
  - Dev. Focus: Preparing for potential one-level promotion in functional area of expertise or for broader responsibility in current position.

- **2C. Full Performance/ Immediate Potential for Higher Level**
  - Dev. Focus: Ready for potential one-level promotion in functional area of expertise, or with broader/new areas of responsibility.

- **1A. Not Yet Full Performance/ Focus on Current Position**
  - Dev. Focus: Target key areas for improvement or re-assign to lower level of organization.

- **1B. Not Yet Full Performance/ Potential for Growth in Future**
  - Dev. Focus: Check for appropriate job match or other problems; may be new to position.

- **1C. Not Yet Full Performance/ Potential for Higher Level in Future**
  - Dev. Focus: Target key areas for improvement and reinforce strengths; may be new to position.
Questions?
Thank You

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(818) 766-8448

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Presentation of 2018 Audit Results
AGENDA

- The Audit Team
- Scope of Engagement
- Audit Strategy
- Auditors’ Professional Responsibilities
- Summary of Audit Results
- AU 380 Auditors’ Required Communication to those Charged with Governance
- Recently Issued Accounting Standards
SCOPE OF ENGAGEMENT

• Financial Statements Audit of Student Health Support SVCs Fund dba The Los Angeles Trust for Children’s Health (L.A. Trust)

• Audit performed in accordance with auditing standards generally accepted in the United States of America
AUDIT STRATEGY

Phase I
- Familiarize ourselves with the operating environment
- Perform risk assessment procedures
- Perform preliminary analytical review
- Develop audit plan
- Discuss and agree on financial statement format
- Evaluate the progress of the audit and make any changes to audit approach and procedures (if necessary)

Phase II
- Internal Control Evaluation and Testing
  - Assess internal control environment
  - Perform SAS 99 (fraud evaluation procedures)
  - Identify internal control strengths and weaknesses
  - Evaluate design and implementation of selected controls
  - Test controls over financial reporting
  - Understand accounting and reporting activities
  - Draft internal control management letter comments

Phase III
- Substantive Testing
  - Plan and perform substantive audit procedures
  - Conduct final analytical review
  - Consider audit evidence sufficiency
  - Conclude on critical accounting matters
  - Discuss issues with management as they arise

Phase IV
- Completion
  - Perform completion procedures
  - Draft audit report. Evaluate the financial statements and disclosures
  - Draft management letter
  - Conduct exit conference, including discussion of proposed audit adjustments, internal control and compliance findings and management letter
  - Issue auditors' reports and management letter
Our responsibilities under auditing standards generally accepted in the United States of America have been described in our arrangement letter dated August 16, 2018.

Our responsibilities, as stated in our auditors’ report, are summarized as follows:

- Our audits were conducted in accordance with standards generally accepted in the United States of America.

- Our audits were designed to obtain reasonable, rather than absolute, assurance about whether the financial statements are free from material misstatement.

- An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected and performed are dependent upon our professional judgment based on our assessment of the risks of material misstatement and our consideration of internal control over financial reporting.

- Audits also included assessing the accounting principles used and significant accounting estimates made by management, as well as evaluating the overall financial statement presentation.
UNMODIFIED OPINION

- Audit performed in accordance with auditing standards generally accepted in the United States of America
- The financial statements as of and for the year ended June 30, 2018 fairly present, in all material respects, The L.A. Trust’s:
  - Financial position
  - Results of operations
  - Changes in net assets
  - Cash flows
- Vasquez & Company LLP assisted in the preparation and word processing of the financial statements; The L.A. Trust management reviews, approves, and accepts responsibility for those financial statements
### AUDIT AREAS OF EMPHASIS

<table>
<thead>
<tr>
<th>Audit Focus Area</th>
<th>Risk/Concerns</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>▪ Misappropriation of assets.</td>
<td>We confirmed material bank balances as of June 30, 2018. We performed test of bank reconciliation statements as of June 30, 2018. We performed test of controls over cash receipts and disbursements. No material exceptions were noted.</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>▪ Receivables/revenue are recorded in the proper period.</td>
<td>We confirmed selected grants receivable as of June 30, 2018. For non-replies, we examined the supporting invoices performed tests of subsequent receipts, as applicable. We proposed an adjustment to recognize grant receivable of $75,000.</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>▪ Material unrecorded liabilities</td>
<td>We selected disbursements after June 30, 2018 to test whether expenses pertaining to FY 2018 were properly accrued. We proposed an adjustment to recognize unrecorded liabilities of $39,541.</td>
</tr>
<tr>
<td>Audit Focus Area</td>
<td>Risk/Concerns</td>
<td>Findings</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Net assets</td>
<td>▪ Improper classification of the net assets as to restrictions.</td>
<td>On a test basis, we obtained and reviewed contributions and grant agreements for proper revenue recognition. No material exceptions were noted.</td>
</tr>
<tr>
<td>Expense allocation</td>
<td>▪ Improper method to allocate costs.</td>
<td>We reviewed the schedule of functional expense’s allocation and determined that the method for allocating costs to programs were reasonable and appropriate for its size and operations. No audit adjustment was recorded to The L.A. Trust general ledger as of June 30, 2018.</td>
</tr>
</tbody>
</table>
## STATEMENTS OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th></th>
<th>June 30 2018</th>
<th>June 30 2017</th>
<th>VarianceAmount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$771,597</td>
<td>$882,060</td>
<td>$(110,463)</td>
<td>-13%</td>
</tr>
<tr>
<td>Short-term cash investments</td>
<td>251,742</td>
<td>203,025</td>
<td>48,717</td>
<td>24%</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>481,478</td>
<td>840,589</td>
<td>(359,111)</td>
<td>-43%</td>
</tr>
<tr>
<td>Other current assets</td>
<td>2,600</td>
<td>873</td>
<td>1,727</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,507,417</td>
<td>$1,926,547</td>
<td>$(419,130)</td>
<td>-22%</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** |              |              |                |        |
| **Current liabilities**       |              |              |                |        |
| Accounts payable and accrued expenses | $268,491    | $229,264     | 39,227         | 17%    |
| Deferred revenue              |              | 31,084       | (31,084)       | 0%     |
| **Total liabilities**         | $268,491     | $260,348     | 8,143          | 3%     |

| **Net assets**                |              |              |                |        |
| Unrestricted                  | 711,117      | 644,618      | 66,499         | 10%    |
| Temporarily restricted         | 527,809      | 1,021,581    | (493,772)      | -48%   |
| **Total net assets**          | 1,238,926    | 1,666,199    | (427,273)      | -26%   |

| **Total liabilities and net assets** | $1,507,417 | $1,926,547 | $(419,130) | -22% |
### STATEMENTS OF ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily restricted</th>
<th>Total</th>
<th>Unrestricted</th>
<th>Temporarily restricted</th>
<th>Total</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues and support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>1,726,526</td>
<td>921,068</td>
<td>2,647,594</td>
<td>1,513,429</td>
<td>1,425,397</td>
<td>2,938,826</td>
<td>(291,232)</td>
<td>-10%</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>10,060</td>
<td>-</td>
<td>10,060</td>
<td>6,122</td>
<td>-</td>
<td>6,122</td>
<td>3,938</td>
<td>64%</td>
</tr>
<tr>
<td>Special event</td>
<td>32,318</td>
<td>-</td>
<td>32,318</td>
<td>13,178</td>
<td>-</td>
<td>13,178</td>
<td>19,140</td>
<td>145%</td>
</tr>
<tr>
<td>Release from restriction</td>
<td>1,414,840</td>
<td>(1,414,840)</td>
<td>-</td>
<td>1,356,261</td>
<td>(1,356,261)</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total revenues and support</strong></td>
<td>3,183,744</td>
<td>(493,772)</td>
<td>2,689,972</td>
<td>2,888,990</td>
<td>69,136</td>
<td>2,958,126</td>
<td>(268,154)</td>
<td>-9%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>2,615,961</td>
<td>-</td>
<td>2,615,961</td>
<td>2,458,501</td>
<td>-</td>
<td>2,458,501</td>
<td>157,460</td>
<td>6%</td>
</tr>
<tr>
<td>General and administrative</td>
<td>461,530</td>
<td>-</td>
<td>461,530</td>
<td>280,753</td>
<td>-</td>
<td>280,753</td>
<td>180,777</td>
<td>64%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>39,754</td>
<td>-</td>
<td>39,754</td>
<td>27,244</td>
<td>-</td>
<td>27,244</td>
<td>12,510</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>3,117,245</td>
<td>-</td>
<td>3,117,245</td>
<td>2,766,498</td>
<td>-</td>
<td>2,766,498</td>
<td>350,747</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>66,499</td>
<td>(493,772)</td>
<td>(427,273)</td>
<td>122,492</td>
<td>69,136</td>
<td>191,628</td>
<td>(618,901)</td>
<td>-323%</td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>644,618</td>
<td>1,021,581</td>
<td>1,666,199</td>
<td>522,126</td>
<td>952,445</td>
<td>1,474,571</td>
<td>191,628</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td>711,117</td>
<td>527,809</td>
<td>1,238,926</td>
<td>644,618</td>
<td>1,021,581</td>
<td>1,666,199</td>
<td>(427,273)</td>
<td>-26%</td>
</tr>
</tbody>
</table>
AU 380 – AUDITORS’ REQUIRED COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE
REQUIRED COMMUNICATIONS

- **Auditors’ responsibilities** – Our responsibilities have been described to you in our engagement letter dated August 16, 2018.

- **Overview of planned scope and timing of financial statement audit** – We have issued a separate communication regarding scope and timing of our audit.

- **Accounting principles** – Management has primary responsibility for the accounting principles used, including their consistency, application, clarity and completeness.

- **Accounting policies and practices** – We find that The L.A. Trust’s significant accounting policies and practices are appropriate and management has applied its policies and practices consistently with prior periods in all material respects.

- **Unusual Transactions** – We noted no transactions entered into for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

- **Estimates** – Receivable is the only account subject estimate of realizability. We found management’s estimates to be reasonable and based on knowledge and experience about past and current events.

- **Audit adjustments** – Proposed audit adjustments were accepted and recorded in the books.
REQUIRED COMMUNICATIONS

- Disagreements or difficulties with management – None
- Consultations with other accounting firms – Management has advised us that there were none.
- Significant issues addressed with management prior to retention – None
- Significant difficulties encountered in performing the audit – None
- Irregularities, fraud or illegal acts – No irregularities, fraud or illegal acts involving senior management, or that would cause a material misstatement of the financial statements, came to our attention as a result of our audit procedures.
- Independence – We confirm that we are independent of The L.A. Trust within the meaning of the independence, integrity and objectivity rules, regulations, interpretations, and rulings of the AICPA, the State of California Board of Accountancy, the Government Auditing Standards, and other regulatory agencies.
- Management’s Representations – Management will provide us with a signed copy of the management representation letter.
# Recently Issued Accounting Standards

<table>
<thead>
<tr>
<th>ASU No.</th>
<th>Title</th>
<th>Effective Date for Non-Public Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-11</td>
<td>Leases: Targeted improvements</td>
<td>Fiscal years beginning after December 15, 2019</td>
</tr>
<tr>
<td>2018-08</td>
<td>Not-for-Profit Entities: Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made</td>
<td>Fiscal years beginning after December 15, 2020</td>
</tr>
<tr>
<td>2018-02</td>
<td>Income Statement – Reporting Comprehensive Income: Reclassification of Certain Tax Effects from Accumulated Other Comprehensive Income</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2018-01</td>
<td>Leases (Topic 842): Land Easement Practical Expedient for Transition to Topic 842</td>
<td>Fiscal years beginning after December 15, 2019</td>
</tr>
</tbody>
</table>
## RECENTLY ISSUED ACCOUNTING STANDARDS

<table>
<thead>
<tr>
<th>ASU NO.</th>
<th>TITLE</th>
<th>EFFECTIVE DATE FOR NON-PUBLIC ENTITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-04</td>
<td>Intangibles – Goodwill and Other – Simplifying the Test for Goodwill</td>
<td>Fiscal years beginning after December 15, 2021</td>
</tr>
<tr>
<td>2017-02</td>
<td>Not-for-Profit Entities – Consolidation: Clarifying When a Not-for-Profit That Is a General Partner or a Limited Partner Should Consolidate a For-Profit Limited Partnership or Similar Entity</td>
<td>Fiscal years beginning after December 15, 2016</td>
</tr>
<tr>
<td>2017-01</td>
<td>Business Combinations: Clarifying the Definition of a Business</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-18</td>
<td>Statement of Cash Flows: Restricted Cash</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-17</td>
<td>Consolidation: Interests Held Through Related Parties That Are under Common Control</td>
<td>Fiscal years beginning after December 15, 2016</td>
</tr>
<tr>
<td>ASU NO.</td>
<td>TITLE</td>
<td>EFFECTIVE DATE FOR NON-PUBLIC ENTITIES</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>2016-16</td>
<td>Income Taxes: Intra-Entity Transfers of Assets Other Than Inventory</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-15</td>
<td>Statement of Cash Flows: Classification of Certain Cash Receipts and Cash Payments</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-14</td>
<td>Not-for-Profit Entities: Presentation of Financial Statements of Not-for-Profit Entities</td>
<td>Fiscal years beginning after December 15, 2017</td>
</tr>
<tr>
<td>2016-12</td>
<td>Revenue from Contracts with Customers: Narrow-Scope Improvements and Practical Expedients</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-10</td>
<td>Revenue from Contracts with Customers: Identifying Performance Obligations and Licensing</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
<tr>
<td>2016-08</td>
<td>Revenue from Contracts with Customers: Principal versus Agent Considerations (Reporting Revenue Gross versus Net)</td>
<td>Fiscal years beginning after December 15, 2018</td>
</tr>
</tbody>
</table>
CONTACT INFORMATION

Linda Narciso, Audit Partner

Email : lnarciso@vasquezcpa.com
Telephone : (213) 873-1700 ext. 243

Jonathan Agot, Audit Manager

Email : jagot@vasquezcpa.com
Telephone : (213) 873-1700 ext. 248
QUESTIONS?
THANK YOU FOR YOUR TIME AND ATTENTION
Board President Report

- Old Business
- Update on Data Xchange Consulting
Old Business

- Finance Committee:
  - Develop reserve policy
  - Establish salary increase projections and protocol
- Fund Development Committee
  - Align funding in program model
Consent Agenda

- Minutes of June 2018 Board Meeting
- Q4 Financials

Motion Required:
- Approval of minutes from 3/26/18
Executive Director Report

- Organization Chart/ Staffing Update
- Year End Report in Program versus Strategic Plan Model
- SHHS update: Pia Escudero Executive Director of SHHS!
- 2018-19 Goal Update
- 2018 Policy Priorities
## Strategic Plan Structure

<table>
<thead>
<tr>
<th>Goal Categories</th>
<th>Strategic Goals</th>
<th>Supporting Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Integrated Wellness</strong></td>
<td>Facilitate access and delivery of physical, oral, and behavior wellness services</td>
<td>1.1 Optimize Wellness Phase 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2 Expand Access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.3 Improve WC performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.4 Foster a population health focus</td>
</tr>
<tr>
<td><strong>2. Policy Advocacy</strong></td>
<td>Advocate for policy &amp; legislation that broadens access, reimbursement, and delivery of services within LAUSD, the county, and the state</td>
<td>2.1 Advocate for legislative policies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2 Develop student health advocates</td>
</tr>
<tr>
<td><strong>3. Backbone Support</strong></td>
<td>Develop shared services that create scale and benefits across all Wellness Networks and community partnerships that support integrated wellness</td>
<td>3.1 Develop centralized database</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.2 Develop marketing &amp; promotions as shared services across WCs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3 Administrative infrastructure</td>
</tr>
</tbody>
</table>
## 1.1 Optimize Wellness Phase 2

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

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 providers trained in Asthma prevention and treatment</td>
</tr>
<tr>
<td>34 CHIPRA mentors and over 1000 teen leaders trained reaching 12,000 adults and connecting them to health insurance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 Wellness Center Student Advisory Boards were trained to conduct tobacco/substance use prevention education, reaching over 3,333 students</td>
</tr>
</tbody>
</table>
## 1.2 Expand Access

<table>
<thead>
<tr>
<th>Education</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4 campus campaigns conducted HPV prevention education</strong></td>
<td>Champions for Change project trained teachers to implement the SPARK</td>
</tr>
<tr>
<td>Three Learning Collaborative meetings were held with attendance ranges</td>
<td>Curriculum across 10 schools; reaching over 3,000 student in the last</td>
</tr>
<tr>
<td>from 65-75 members that focused on central theme: increasing student</td>
<td>school year.</td>
</tr>
<tr>
<td>visits to Wellness Centers.</td>
<td>Champions for Change team delivered nutrition education through tabling</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>• 1,198 parents trained in oral health, resulting in 4,285 students screened and educated 10,181 across 33 events this year</td>
<td></td>
</tr>
</tbody>
</table>

---

*The L.A. Trust*

STUDENT HEALTH = STUDENT SUCCESS
1.3 Improve Wellness Center Performance

**Program Improvement**

- Wellness Center Best Practices used as guide for program improvement at 15 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.
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 Advisory Board met on May 22, 2018 to identify potential priorities of 2018-19.

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.
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.
3.1 Develop Central Database

<table>
<thead>
<tr>
<th>Data xChange</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Designed and built a centralized cloud based database</td>
</tr>
<tr>
<td>• 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</td>
</tr>
<tr>
<td>• 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</td>
</tr>
<tr>
<td>• 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</td>
</tr>
<tr>
<td>• Populated the database with two schools years data</td>
</tr>
<tr>
<td>• Wrote a data dictionary so the information in each table of the database can be identified and understood by lay person</td>
</tr>
<tr>
<td>• Designed and tested 3 basic reports</td>
</tr>
<tr>
<td>• Reports will be available to at least 7 Wellness Centers are on hold until security details are solidified</td>
</tr>
</tbody>
</table>
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: Contracts and Grants 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.
New Student Health and Human Services Executive Director!

Pia Escudero
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 On Target

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 On Target
• Refine Student Engagement Model to include uniform expectations across all sites and a career pathway plan for at least one site by May 2019 On Target
• Establish a replication plan for 100% Kinder mandate beginning in at least one Local District by June 2019 Pending DPH Surveillance project

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 Completed
Executive Director Goals 2018-19

Policy Advocacy 20%

2.1 Advocate for legislative policies
Adopt a policy agenda with the Board by October 2018 Pending CA Alliance Policy Agenda approval

Execute wellness advocacy visits based on policy agenda with all Local Superintendents, LAUSD Superintendent, County board members and city officials by June 2018 On Target.. 4 Congressional legislative visits held over the summer to advocate for support for Title X and Adolescent repro rights

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

Backbone Support 30%

3.1 Finalize Data Xchange
• Secure funding for phase 1 database completion by December 2018 Pending 2 grants for 250K and 125K
• Finalize the dental database plan by June 2019 On Target
• Secure funding for dental database and student academics by June 2019 Pending 2 grants for 250K and 125K, funders forum and Sorenson Impact grant

3.2 Develop marketing & promotions as shared services across WCs
• Adopt a communications strategy by September 2018 Pending Comm Manager hire

3.3 Administrative infrastructure
• Revise Human Resources and Payroll processes to align with Insperity by August 2018 Completed
• Establish communication standards with Executive Director and all staff by December 2018 Completed and continuing
2018 Policy Priorities

- Protect health care funding sources that are integral to school-based health sustainability and increase access to care.

- Advocate for school communities and health care settings that protect immigrant students and families.

- Institutionalize support for school health within state agencies, specifically within the California Department of Public Health (CDPH), Department of Health Care Services (DHCS), and California Department of Education (CDE).

- Increase resources for school-based mental and behavioral health.

- Advance school-based oral health through implementing promising practices and increasing resources.
Committee Reports

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

Highlights of Budget and Financial Results

- Total Revenue of $2.9M vs. Budget of $2.3M
- Total expenses of $3.3M vs. Budget of $2.3M
- Largest variances in budget to actual are Contract Services of $1.2M actual vs. $747K budget, and $410K of Private Donors vs. $50K of budget.
- Largest variances over prior year are decrease in Foundation revenues of $444K (no Kaiser grant of $500K in current year) and increase of Private Donors, revenues and expenses, of $410K due to “in-kind donations.”
- Indirect Costs now included in budget as separate line item.
- “Deficit” of $427K does not include release of restrictions of $454K. Unrestricted surplus at year-end is $27K.
Operations Committee Report

**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

- Operations Committee met on September 12th to understand and assess:
  - Learning Collaborative for Wellness Centers
  - Thelatrust.org Website

- Productive discussion providing an overview of Thelatrust.org Website – current state assessment and recommendations – and the Learning Collaborative - history, agenda topics and participation

- Current focus areas
  - Thelatrust.org Website – finalize Communications Lead hire, determine now/soon/later plan and resourcing for website
  - Database Capabilities – RFP committee, process and selection
  - Learning Collaborative – determine key challenges, gaps and needs for greater success

- Next Operations Committee Meeting primary topics: Website and Learning Collaborative planning

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**2018 Focus Areas**

- Learning collaborative for Wellness Center management and decision-makers
- The L.A. Trust Database Capabilities
- Thelatrust.org Website

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**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
Methodology

- Heuristic analysis based on best practices for website design and user experience
- Inventory content that is visible to users and accessible through navigation
  (Note: Content behind sign-in was not included in this assessment but should be considered in future rounds of work)

Key Findings

- **Strengths**
  - Photos of people add visual appeal and bring abstract concepts to life
  - Thorough, well-organized resources sections
  - Contact information is easy to find

- **Opportunities**
  - Clarify audiences and determine intent for each page
  - More explicitly tie each program to the L.A. Trust mission
  - Clean up navigation
  - Make dense text content more web-friendly
  - More consistent use of type styles to create a clear information hierarchy

Other Key Considerations

- **Secure Areas:** For whom is the content behind login intended, and does it meet their needs?
- **Format:** A substantial amount of current site content consists of PDFs. Is this the best format for this information and/or the L.A. Trust audiences?
- **Analytics:** What site sections are drawing the most traffic? What types of devices users are using to access the site?
- **SEO:** Is the site structured for Search Engine Optimization?
- **Governance:** How will we ensure site content remains organized and up-to-date?
The latrust.org Website:
Current State Assessment and Recommendations Overview

Recommendations

small
Existing staff and web team can implement
- Correct obvious errors
- Navigation fixes to align with best practices:
  - Make full navigation available on mobile
  - Consistent implementation across site sections
- Establish temporary governance / ownership for site sections

Medium
Will require outside resources for content strategy, writing, and (possibly) design
- Correct obvious errors
- Navigation fixes to align with best practices
- Establish temporary governance / ownership for site sections
- Workshops with staff and board members to establish goals for the website and build ad-hoc user personas
- Heavy edit/rewrite to existing content to align with best practices for web content
- (Possibly) Re-theme site for a more modern look and feel

LARGE
Will require outside resources for research, content strategy, writing, and design
- Conduct ethnographic research with stakeholders - including students and Wellness Center staff – to establish true personas and identify any unmet needs
- Establish content strategy, reorganizing the site around personas and their needs
  - Informed by website role in overall communications strategy
- Rewrite or write new content to align with content strategy and web best practices
- Redesign full site for a more modern look and feel, ensuring new design functions on desktop and mobile
- Establish long-term governance model to ensure site is kept up to date
Learning Collaborative Overview

Next Learning Collaborative Meeting: October 8, 2018

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception Date</td>
<td>8/1/2012 (22 held since inception)</td>
</tr>
<tr>
<td>Purpose / Objective</td>
<td>Bring together Wellness Network, The L.A. Trust, District Leadership and Community Organizations in a collaborative environment to: To improve wellness center performance using a learning collaborative model where members are active participants, share strategies, and engage in collective problem solving.</td>
</tr>
<tr>
<td>Key Stakeholders</td>
<td>District (Student Health and Wellness), The L.A. Trust program</td>
</tr>
<tr>
<td>Owners</td>
<td>Sang, Rosario, Student Health and Wellness</td>
</tr>
<tr>
<td>Audience</td>
<td>Wellness Network Administrators, Nurses, Staff</td>
</tr>
<tr>
<td></td>
<td>LA Trust Program Leadership and Staff</td>
</tr>
<tr>
<td></td>
<td>Community Orgs such as grant providers</td>
</tr>
<tr>
<td>Format and Cadence</td>
<td>2x year in Spring and Fall</td>
</tr>
<tr>
<td></td>
<td>4 hours</td>
</tr>
<tr>
<td></td>
<td>Up to 70 people invited but last event or typically have 30 people?</td>
</tr>
<tr>
<td>Average Cost and Funding</td>
<td>Lunch catering ~$500 + Parking Fees ~$100 = $600?</td>
</tr>
<tr>
<td></td>
<td>85% of historical funding for these events has come from California Foundation grant but Fall funding is TBD</td>
</tr>
<tr>
<td>Planning Approach and Team</td>
<td>Sang kicks off discussion and begins cadenced meetings with Rosario, District, other to develop agenda. Agenda development largely based on survey results and feedback from X, Y, Z and MJ.</td>
</tr>
</tbody>
</table>
Governance Committee Report – met 8/28/18

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

- **Nominations**
  - Currently we have 16 members of the Board, 4 will be leaving, including Patty Anton, Paul Freese, Rene Gonzalez, Robert Schuchard
  - As of 1/2019, with bylaws changes includes 15 total board members, so we will have 3 vacancies
  - Currently considering Dennis Diaz, Karla Fletcher, Toyomi Igus
  - For Board Emeritus Membership – Rene Gonzalez and Hal Slavkin

- **Identifying New Chair**
  - Robert Davies will serve interim
  - Will Grice has agreed to serve as next Chair

- **Board and Board Member Evaluation and Education**
  - Survey for self-eval sent out last week
  - Education – 10 minute education piece at each Board Meeting

- **Retreat Review and Planning**
  - Review of 8/23/18 Retreat
  - Planning for Board Retreat at State Conference, Redondo Beach 5/19

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**Action Suggested:**
- Establish Retreat Planning Subcommittee aiming for Board Retreat at State Conference in May

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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 Board Member
Fund Development Committee Report

- **Upcoming Activities**
  - Tooth Fairy Convention – Now in November @ Dodgers Stadium!
  - Board Participation
    - Volunteer and/or Help Fundraise
  - Corporate Sponsorship
    - Update from Randi

- **Progress Towards 2018/2019 FY Goal:**

<table>
<thead>
<tr>
<th>Funding Source/Category</th>
<th>2018/2019 Budget Goal</th>
<th>YTD</th>
<th>% Of Goal Attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Foundations</td>
<td>$365,000.00</td>
<td>$85,000.00</td>
<td>23.29%</td>
</tr>
<tr>
<td>Gov’t Support</td>
<td>$10,000.00</td>
<td>$9,000.00</td>
<td>90.00%</td>
</tr>
<tr>
<td>Individual Donors &amp; L.A. Trust Board Members</td>
<td>$25,000.00</td>
<td>$734.00</td>
<td>2.94%</td>
</tr>
<tr>
<td>Corporations</td>
<td>$100,000.00</td>
<td>$12,500.00</td>
<td>12.50%</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>$500,000.00</strong></td>
<td><strong>$107,234.00</strong></td>
<td><strong>21.45%</strong></td>
</tr>
<tr>
<td>Other Donors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$29,000</td>
<td></td>
</tr>
</tbody>
</table>

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
Pending Grants (Funds Awarded, not yet received):
- May 2018 - YES! Mini-grant renewal-$3k
- August 2018 – Insperity- $5K
- August 2018 - Dignity Health California Medical Center-$60K
- September 2018- California Community Foundation/CHLA - $360K, over four years

Recent Grants Submitted (Not yet Awarded)
- California Dialogue on Cancer-$61K
- Oral Health America-$10k
- Blue Shield-$250k
- Communities Thrive-1m (Zuckerberg Initiative made it to second round!)
- Dignity Health Northridge-$50k

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
New Business

☐ Retreat Planning
☐ Board Schedule
Open Discussion
Recognition Ms. Anton

Patty has business in mind
She's contributed soooo much in kind
Patty's our hero
100% and not zero
Her efforts left no child behind
Thank you

Next Board Meeting: December 13, 2018
Kaiser Hospital
Advocacy

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
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: Planning efforts have taken place for the Y2Y 2019 convening.

- Career Pathways: Four students from the Community Advocates School from Augustin Hawkins High School completed their summer internships at Tessie Cleveland Clinic.

- Youth Advisory Board: Currently in its 4th year, the Youth Board participated in 10 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 and have participated in a multi-day orientation and have began planning for the Oral Health 2020 Convention in Denver. The YAB are also members of the Oral Health 2020 National Youth Response Team and have participated in video conferences to inform the youth track and general agenda and preparation for conference participants as well as the Youth Empowered Solutions conference calls.

- 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, Human Papilloma Virus and sexual transmitted diseases.
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. New partnership with LAUSD District Nursing and LAUSD Pupil Services and Attendance has been established to deliver asthma mitigation project at George De La Torre Elementary School and Gulf Elementary School.

- **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: Oral Health education events held through our universal screening & fluoride varnish program have reached 10,181 students and 1,198 parents. We have screened a total of 4,285 at 33 schools.

- 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. OHAB has selected six winners of the Oral Health Poster Contest who will receive their awards.

- Exec Director serves as DentaQuest’s OH2020 Western Regional Lead and on LA County’s Community Prevention and Population Health Task Force.
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
THE L.A. TRUST PROGRAM MODEL

STRATEGIC PLAN GOALS

1. Integrated Wellness - Facilitate access and delivery of physical, oral, and behavior wellness services
2. Policy Advocacy - Advocate for policy & legislation that broadens access, reimbursement, and delivery of services within LAUSD, the county, and the state
3. Backbone Support - Develop shared services that create scale and benefits across all Wellness Networks and community partnerships that support integrated wellness

ADVOCACY
We advocate for policies that improve community health by removing barriers, improving health access, and funding services in high-needs communities.

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.

YOUTH DEVELOPMENT
We support students in becoming health advocates by empowering them to create and implement health programs and expose them to opportunities to explore health careers.

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.

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.
Values

- **Compassion**
  - At the basis of our work are compassion and a belief in the inherent value and dignity of every child.

- **Diversity**
  - We are committed to inclusiveness and full representation of our communities.

- **Excellence**
  - We are results-oriented and focused on excellence.

- **Health Equity**
  - We develop support systems and programs that allow each member of the community equal access to a healthier future.

- **Innovation**
  - We promote and embrace new cutting-edge practices to improve health outcomes for our students and community.

- **Integrity**
  - We practice transparent and honest communication and fulfill commitments in a climate of mutual respect.

- **Partnerships**
  - We build community partnerships furthering the rights of LAUSD children (and their family) to be healthy and succeed in school.

- **Youth Empowerment**
  - We actively create opportunities for youth to be change agents and reach their full potential through health advocacy and leadership.