THE L.A. TRUST BOARD OF DIRECTORS MEETING

Thursday, March 29, 2018 | 4:00 pm - 7:00 pm
333 S. Beaudry, Los Angeles, CA 90017 (2nd floor room 131)
Agenda

1. Welcome & Introductions
2. Youth Advisory Board Presentations
3. Consent Agenda
4. Executive Director Report
5. Committee Reports
6. Additional Information: Context for Our Work
7. Adjourn
Welcome & Introductions

A future board member...

Congratulations to board member Mimi Choi on her healthy baby!
Welcome & Introductions

New Board Members:

1. Brandon Burris – Financial Advisor
   Merrill Lynch

2. Keith Pew – Controller
   Whittier College

3. Michelle Thatcher – Customer Experience Strategist
   Capital Group

4. Idoya Urrutia -- Vice President, Senior Sales Operations Business Manager
   Capital Group
Youth Advisory Board Presentations
Since there are several new board members we will forego the consent agenda at this meeting and will vote on each motion.

At future meetings we will resume the use of the consent agenda which will be sent via email prior to the meeting.

You will be responsible for reading the consent agenda prior to the meeting. If you do not respond with a request for clarifications or discussion by the date provided in the email, it will be assumed that you approve the consent agenda items.

Motion Required:
- Approval of minutes from 12/17/17
Executive Director Report: Overview

- Overall Strategic Plan Update
- Organizational Structure Update
- Database Update
- Grants & Programs
Executive Director Report: Strategic Plan Update

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<thead>
<tr>
<th>Strategic Goal</th>
<th>Status</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.1 Optimize Wellness Phase 2</td>
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<td>Board approved construction underway for Balboa Boulevard Mental Health Center Project and the Charles Maclay Middle School Wellness Center Project. Wellness phase 3 discussions and mapping underway.</td>
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<tr>
<td>1.2 Expand Access</td>
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<td>Maywood Wellness Center now open. Kinder mandate screenings in 9 schools for 279 kinder students. Jefferson High received 2 dental chairs to expand to four chairs for the clinic.</td>
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<tr>
<td>1.3 Improve WC Performance</td>
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<td>Wellness Center adopting best practice priorities for 2017-2018. 126 total participants in substance use prevention presentations for parent/community groups (8 actual presentations) to promote WCs.</td>
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<td>1.4 Foster a population health focus</td>
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<td>Asthma coalition seminars educated 30 families. We had 31 mentors, 451 Teen Leaders and 5185 adults who were reached in the Fall 2017 CHIPRA Teen Leader Project</td>
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<td>2.1 Advocate for legislative policies</td>
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<td>Board Policy Committee on hiatus. Youth Advisory Board selected for the L.A. Trust</td>
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<td>2.2 Develop student health advocates</td>
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<td>For the project's FY (Jan-Dec '17) target numbers for student contacts through STD awareness campaigns were surpassed. Total 44,280 outreach contacts.</td>
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<td>3.1 Develop centralized database</td>
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<td>Data xChange phase 1B. Launched  See next slide</td>
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<td>3.2 Develop marketing &amp; promotions as shared services across WCs</td>
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<td>Creations of Wellness Center advocacy profiles Website revision is being finalized</td>
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<td>3.3 Administrative Infrastructure</td>
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<td>Pending hire for Finance Controller to transition to teamCFO Plan to transition Student Engagement Director 1/31 and adopt new org chart</td>
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Executive Director Report: Database Update – Phase 1 Complete on 5/18/18

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<tr>
<td>To Help Everyone (T.H.E) - Crenshaw High</td>
<td>Complete</td>
<td>Will complete by 4/30/18</td>
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<td>South Central Family Health (SCFHC) - Jefferson High &amp; Eliz Learning Center</td>
<td>Complete</td>
<td>Will complete by 4/30/18</td>
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<td>Asian Pacific Health Care Venture (APHCV) - Belmont High</td>
<td>Complete</td>
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<td>Valley Community Healthcare (VCH) - Monroe High School</td>
<td>Complete</td>
<td>Will complete by 4/30/18</td>
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<td>St. John’s Well Child &amp; Family Center - Manual Arts &amp; Washington HS</td>
<td>Complete</td>
<td>Complete</td>
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<td>Watts Health Center - Locke Early Ed Center &amp; David Starr Jordan HS</td>
<td>Waiting for clinic to set up report server – deferred indefinitely</td>
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<td>Planned Parenthood Los Angeles (PPLA) - Hollywood HS (For Planned Parenthood)</td>
<td>Complete</td>
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<td>UMMA Community Clinic - Fremont HS</td>
<td>Will complete by 4/30/18</td>
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<td>South Bay Family Health Care Clinic - Carson HS</td>
<td>Waiting for clinic to change EMR system – deferred indefinitely</td>
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<td>Via Care Health Center - Garfield HS</td>
<td>Will complete by 4/30/18</td>
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<td>Northeast Community Clinic - Gage MS</td>
<td>Awaiting BAA review &amp; approval with Dr. Lau – expect to complete by 5/18/18</td>
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<tr>
<td>Mission City Community Network - Maywood Center for Enriched Studies (MaCES)</td>
<td>New clinic added (not in original scope) Will complete by 4/30/18</td>
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LEGEND:
- ASTERISK = AHEAD OF SCHEDULE
- GREEN = WILL FINISH ON TIME
- YELLOW = WILL FINISH A LITTLE LATE
- RED = CLINIC IMPEDING COMPLETION & FINISH DATE IS UNKNOWN

- Report testing will be complete by 4/7/18
- Reports link will be made available to clinics between 4/7/18 – 4/30/18
- Three reports will be available:
  - Type of Service (UDS)
  - SBHC Performance Measures
  - Encounter Explorer
### Programs Under Management: List of Funders and Programs*

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*Does not include database funders
Committee Reports

1. Fund Development Committee Report
2. Finance Committee Report
3. Operations Committee Report
4. Governance Committee Report
5. Audit Committee
2nd Annual Summer Solstice Garden Party – June 21, 2018 at the historic, mission-style grounds of the Los Angeles River Center & Gardens

Cost is estimated at $50,000

Goal is to raise $150,000 (tickets are $150 per person) and have 100% board attendance at the event

Board Member Actions:

• Ask your company to be a corporate sponsor (range of sponsorship levels from $2500 to $10,000)
• Ask local businesses (banks, grocery stores, real estate agencies, etc) to sponsor or buy tickets
• Invite 10 influential and/or high net worth people to attend and offer to buy their tickets
• Buy a table of tickets as part of your give/get
• Attend the event and participate in the silent auction

2018 Fund Development Committee Members & Expertise:

- Hal Slavkin
  Former Dean of USC Dental School
- 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
- Amanda Yang
Purpose: Ensure that The L.A. Trust abides by best practices in financial management and holds high standards for fiduciary responsibility

- Total expenses for the 6 months ended Dec. 31, 2017 vs Dec. 31, 2016 increased from $1,203K to $1,265K or 5%

- Expenses for 6 months ended Dec. 31, 2017 exceed revenue by $406K.
  - Of this, $191K results in reduction to restricted fund balance and $225K is due to unbilled cost based contracts.
  - 3rd quarter grant awards total over $900K

- Suggest that future financials include:
  - Tabulation of IBNR for cost based reimbursement contracts
  - Separate restricted and unrestricted reporting
  - A list of anticipated grant renewals and awards

2018 Finance Committee Members & Expertise:

- Will Grice (Interim Chair)
  Kaiser Permanente; Los Angeles Medical Center Operations
- Keith Pew
  Whittier College, Controller
- Bob Schuchard
  Davis Wright Tremaine, Attorney
- Joy Mayor
- Nancy Vega
- Rose Chalakian
- Kelly Bui
  The L.A. Trust

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

- Met on March 6th to reassess:
  - Purpose of the Operations Committee
  - Confirm our guiding principles
  - Discuss the strengths and expertise of our potential core members, roles and responsibilities
  - Practical needs of the Trust and Wellness Centers

- Discussed key focus areas the Committee should take on in alignment with the Trust’s vision, priorities and strategic objectives

- Current development areas
  - Core members
  - Effectiveness & efficiency scaling of proposed focus areas
  - Level of effort and resourcing by staff and committee members

- Focus areas, individual scope, ownership and timeline to be confirmed at next meeting in June

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**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

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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
- Will Grice
  Kaiser Permanente; Los Angeles Medical Center Operations
- 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
- Krystle Gupilan
  The L.A. Trust; Clinical Social Media and Programs
Governance Committee Report

- Board Member Updates
  - Hal Slavkin resignation
  - Board “appointees” (Dr. Davies & Patrice McKenzie) to become “members at large”

- Bylaws Revisions
  - Increase number of board members to 15

- Productive discussion on meaning of a governing board
  - Fiduciary, strategic, and generative responsibilities
  - To be continued in follow-up meeting Sat, April 28

- Specific actions and goals being considered – to be confirmed at next committee meeting
  - Communications/ input
  - Operating Model of Trust
  - Board policies
  - Board performance
  - Measurable goals

Motions Required:
- Approval of bylaws amendment
- Approval of Ms. McKenzie and Dr. Davies as board members at large

2018 Governance Committee Members & Areas of Expertise:
- Dr. Robert Davies (chair)
  Child Psychologist
- Brandon Burris
  Merrill Lynch
  Financial Advisor
- Patrice McKenzie
  Legislative & Public Policy
- Will Grice
  Kaiser Permanente
  LA Medical Center Operations
- Robert Schuchard
  Davis Wright Tremaine
  Employment Attorney
- Alison Holdorff
Audit Committee

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

- Audit Committee’s responsibilities include:
  - Ensure regulatory compliance
  - Monitor internal controls
  - Maintain meeting minutes and corporate documents
  - Facilitate annual financial audit and tax reporting process
  - Review – at least annually – policies that manage risk such as Conflict of Interest, Records Retention, Risk Management and Whistleblower Protections

- Need to assign Audit Committee Chair and up to 4 committee members
Article Summary: Social Determinants of Health
(Sanne Magnan, MD, PhD HealthPartners Institute October 9, 2017)

- Social Determinants of Health (SDoH) are the conditions in which people are born, grow, live, work, and age

- 80 – 90% of health outcomes are accounted for by SDoH – while only 10-20% of healthy outcomes are accounted for by actual medical care

- Social Determinants of Health (SDoH) are greatly influenced by policies and programs
  - For example: reducing tobacco use is more influenced by the price of cigarettes and smoke-free community environments than cessation clinics)

- SDoHs are greatly influenced by community partnerships
  - For example: a doctor sees asthma patients and asks about their living situation. He learns they all live in the same poorly ventilated buildings owned by the same landlord. Patients are referred to a Legal Aid Society with whom the hospital partners. The legal Aid Society finds out the landlord is bankruptcy and forms a tenant association that wins grants to renovate the ventilation systems and asthma reduces in the community.

- Data about SDoHs should be collected and integrated with clinical data
  - Institute of Medicine recommends that Electronic Health Records (EHR) include the capture of SDoH data

Examples of SDoHs that Impact Student Health

- Homelessness
- Foster youth
- Food-insecure environments
- Lead exposure
- Language limitations
Appendix
Executive Director Report: Database Update – Phase Overview

**Phase 1:**
- **Medical Data from All Wellness Centers**

**Phase 2:**
- **Medical Data from All Wellness Centers**
- **LAUSD Data Academic & Attendance**

- Cost = $450,000
- Data is de-identified
- Data is standardized across clinics
- Data is very detailed (individual encounter and unique patient level and at CPT/ICD service codes)
- Data is robust – almost all data elements are collected by all clinics
- Data extraction from clinics is automated

Currently working on:
- Pricing & scope
- Data use agreement signatures
- Request for LAUSD data elements

May 18, 2018
Approximately Dec 30, 2018
Executive Director Report: Database Update – Phase Overview

Phase 1:
Medical Data from All Wellness Centers

Phase 2:
Medical Data from All Wellness Centers + LAUSD Data Academic & Attendance

Currently working on:
- Pricing & scope
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Phase 3
(can be concurrent with Phase 2 if funds allow):
- Mental Health Data?
- Dental Health Data?
- Insurance Claims Data?

May 18, 2018
Approximately Dec 30, 2018
Consider exploring revenue generation ideas while Phase 2 is underway.
Phase 1: Three Basic Medical Reports

1. **Type of service** (UDS: Uniform Data System based on CPT & ICD codes)
   - Infection disease: STDs, Hepatitis, HIV, Tuberculosis, etc
   - Respiratory: Asthma, COPD
   - Other medical: Diabetes, Hypertension, Obesity, etc
   - Tests: pregnancy, BMI, HIV, immunizations, eye exams, etc
   - Substance abuse: alcohol, smoking, ADHD, depression, etc

2. **SBHC Performance Measures**
   - Chlamydia
   - Well Child
   - Depression
   - Annual Risk Assessment

3. **Encounter Explorer**
   - Ad-hoc inquiries on medical visits

*Note: in Phase 2 these reports will become more advanced: based on different user segments (eg Board-level dashboard); made available via a reporting portal; and levels of access will be granted based on authorizations*
## Executive Director Report:
**LAUSD Wellness Network Projects 2018 – 2019**

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** Additional schools: Roosevelt, Mendez and Roybal
*** Non-wellness center schools: Hawkins, Roosevelt

^ Add’l schools: West Adams Prep, John Muir, Bethune, Mira Monte, Edison
^ Add’l schools: Marshall, San Fernando, Dorsey, Roosevelt
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