FIRST 5 LA

SUBJECT:
1. Establish a Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc., fiscal sponsor for Los Angeles County Department of Health Services, for an amount not to exceed $310,500 to support the expansion of pediatric and mental health services for the Strong, Healthy and Resilient Kids (SHARK) Program for a period of three (3) years and
2. Authorize staff to Execute an Agreement with Olive View-UCLA Education and Research Institute, Inc. for an amount not to exceed $94,875 with an anticipated contract period of August 1, 2020 to June 30, 2021 (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo is provided as information for the Board’s consideration at the June 11, 2020 Board of Commissioners Meeting. At the July 9, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. ("ERI") fiscal sponsor for Los Angeles County Department of Health Services (DHS) research and educational activities based out of Olive View-UCLA Medical Center and affiliated DHS sites, for an amount not to exceed $310,500 for the period of three years and authorize staff to execute a contract with the ERI starting August 1, 2020 to June 30, 2021 for $94,875. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent. Funds for Year 1 have been included in the FY 2020-2021 Programmatic Budget under Health Systems -Trauma Informed Approaches, which is to be approved by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose. This Strategic Partnership is contingent upon Board approval of the FY 20-21 budget on July 9, 2020.

BACKGROUND:
First 5 LA proposes to support expansion of pediatric and mental health services at Rancho Los Amigos National Rehabilitation Center (Rancho) to better serve young children and their families through the Strong, Healthy and Resilient Kids (SHARK) Program.

First 5 LA proposes to fund a Data Management position with the Los Angeles County Department of Health Services (DHS) to support data collection and referral pathways. This program addresses the needs of children and youth who are affected by developmental and behavioral delays as well as toxic stress. This program will serve as a resource offered to children and youth served by DHS who screen positive on validated screens for developmental delays (via the Ages and Stages Questionnaire) and who have increased exposure to stress (via identification of Adverse Childhood Experiences [ACEs]) and who would benefit from early intervention services.

This Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. highlights the relationship between developmental delays and trauma and represents a significant milestone for both Health Systems Department strategies of trauma-informed approaches and early identification and intervention. Historically First 5 LA has collaborated minimally with DHS. This partnership opens an opportunity to further strengthen County system partnerships through DHS’ interest in pediatric expansion and reach as the second largest municipal health system in the nation. This program provides the added benefit of being able to further learn about the relationship between trauma and development. The expansion of services at Rancho will also provide an opportunity to test referral pathways based on screening results to pediatric and mental health services both internally at DHS and externally to local resources and services within the families’ communities. These learnings and testing, specifically on what
makes a quality referral, will inform other First 5 LA investments, such as Help Me Grow Los Angeles (HMG LA) – in particular, the Centralized Access Point that the Los Angeles County Department of Public Health is developing and the start of HMG LA Pathways in which community collaboratives will identify, test and refine approaches to strengthen and expand referral pathways.

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Currently the SHARK Program has begun utilizing an existing DHS e-consult system and existing staff provide consultation and some coordination needs. Additional support is needed to fund a staff position to support data management systems and the build out of referral pathways. First 5 LA proposes to fund a Data Management Specialist to establish and roll out data collection workflow and management and to develop referral pathways and make community connections; these two categories of work are detailed below.

- **Data Collection Workflow and Management:**
  - Support SHARK clinicians in establishing data collection workflows
  - Participate in planning meetings related to training and implementation of SHARK Program services
  - Interface with DHS Information Technologies (IT) and other technology supports to manage data
  - Prepare data for submission to DHS and funders
  - Prepare quarterly reports for DHS and funders

- **Referral Pathways Development / Community Connection:**
  - Assist in development of linkages to regional programs for those SHARK patients who need referrals – health plan resources, One Degree (online portal for community resources), regional center referrals, etc.
  - Interface with the DHS ACEs implementation team to ensure bi-directional communication pathway is established
  - Interface with First 5 LA and local health plans to ensure synergy with HMG LA and other existing and related programs
  - Facilitate SHARK team community outreach efforts

First 5 LA funding will be used to meet the following four key objectives:

- **Practice Change:** Support families in optimizing their child’s development by adopting a multi-screening approach that screens for developmental delays using the Ages and Stages Questionnaire (ASQ-3) and trauma using the the Pediatric ACEs Screening and Related Life-events Screener (PEARLS).¹ Both screening tools are reimbursable through the California

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¹ A developmental delay means a child does not meet age-appropriate developmental milestones regarding physical, cognitive, communication, social-emotional and adaptive areas, that most children can do at an age. The literature shows that approximately 1 in 4 children ages 0-6 are at risk for developmental delays with 12-16% of children having at least one delay. ACEs reflect childhood abuse, neglect and other adverse experiences, including: physical, sexual, or emotional abuse; physical or emotional neglect; a family member who is: depressed or diagnosed with other mental illness, addicted to alcohol or another substance, or in
Department of Health Care Services (DHCS). DHS is unique in that few programs have this multi-screening approach embedded in their systems, and DHS has been intentional in their approach from the onset given the comorbidity between developmental challenges, mental health challenges, and ACEs.

- **System Change**: Support the DHS public system to strengthen and expand their referral pathways. In addition to providing direct services, the SHARK Program will: 1) develop linkages to regional programs for those SHARK patients who need referrals; 2) interface with the DHS ACEs implementation team to establish bi-directional communication pathway; 3) interface with First 5 LA and local health plans to ensure synergy with HMG LA and other existing and related programs; and 4) facilitate SHARK team community outreach efforts.

- **System Change**: Strengthen prevention efforts in the DHS public system by expanding services and referral pathways for children identified with mild to moderate delays, sometimes referenced as in the “gray zone”\(^2\) range, who may not meet eligibility requirements for Regional Center or School Districts but would still benefit from supports to ensure that they will enter kindergarten ready to succeed in school and life, First 5 LA’s north star. HMG LA is committed to cross-sector collaboration among key partners to improve access to services and supports, including prevention supports for children who are considered at-risk and fall in the gray zone. Evidence indicates there is a dearth of prevention supports available for children at risk for developmental and behavioral delays. The SHARK Program provides an opportunity to test an innovative approach to address this need.

- **Will Building**: Foster evidence and innovation to demonstrate program effectiveness and continuous quality improvement. The funding will be used to demonstrate the effectiveness of an integrated screening, consultation, and referral process for the possibility of further expansion of the program and continuation of the position by DHS. In addition to supporting SHARK clinicians in establishing data collection workflows and coordinating with DHS IT and other technology supports to manage data, data and quarterly reports will be submitted to DHS and funders. This investment will generate learnings on integrated screening and referral to inform HMG LA and Medi-Cal provider engagement, and inform partnerships with Medi-Cal Managed Care Plans.

Pursuant to the Procurement Policy, Strategic Partnerships of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to establish a Strategic Partnership for an amount not to exceed $310,500 over three years to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of August 1, 2020 to June 30, 2021 for $94,875.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**

**Sustainability:**

- A trauma and resiliency informed L.A. County needs to have service delivery systems providing care that recognize the impact and signs of trauma and help clients access needed services across county agencies and across public and private sectors. First 5 LA’s support of the SHARK Program contributes to building countywide cross-sector and systems partnerships that ensure successful referral pathways to services and supports for children and families, which is essential to long-term sustainability of a trauma and resiliency informed L.A. County.

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\(^2\)“Gray zone” refers to children whose screening result for a developmental or behavioral delay falls within the “at-risk” or middle scoring range suggesting the child may be at greater risk of experiencing delays in one or more developmental categories.
The vision of HMG LA is to improve the early identification and intervention systems through the support of broad countywide cross-sector and system partnerships across county agencies and across public and private sectors as part of long-term sustainability. Through referral pathways development and outreach, DHS will contribute to the improvement of early identification and intervention systems.

As part of the Scope of Work, DHS will be responsible for developing a sustainability plan to identify ongoing sources of funding to support the Data Management Specialist position that supports data collection and referral pathways beyond the 3-year period. The workflows and referral pathways established through this Strategic Partnership will be integrated into the SHARK Program, and thus will be sustainable after funding concludes.

DHS will explore how, supported by the data collected from this investment, existing funding streams and funded efforts and services can be leveraged to ensure the sustainability of the program. This includes the new 2020 Medi-Cal reimbursement for trauma and developmental screenings now available to providers. Note that approximately 90% of DHS patients are on Medi-Cal.

Leveraged Resources:

- This Strategic Partnership will build upon the investments and resources DHS has already dedicated to this program, including a full-time nurse practitioner, part-time pediatrician, and rehabilitation staff at Rancho. By leveraging the existing infrastructure for rehabilitating adults, DHS will build out services for young children at the SHARK Program to provide family-centered assessment services, diagnosis, service linkage, short-term intervention and case management to children and families in need for formal assessment for suspected or actual developmental delay or behavioral concerns.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or

- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or

- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

- The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

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The Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. will build upon the investments, infrastructure and momentum already underway within DHS. Any DHS provider in the County will have the ability to refer patients to the SHARK Program. The infrastructure and countywide reach

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3 The Governor’s May Revise proposes shifting Proposition 56 funding reserved for screenings. First 5 LA will continue to monitor State budget decisions, and explore how to leverage other billing options and funding.
available via the SHARK program would be challenging for First 5 LA to attain elsewhere at this cost. This scale ensures that the program will have a large reach to vulnerable populations that would otherwise fall through service gaps. This aligns to the mission of First 5 LA’s investment in HMG LA to support all families. For instance, the SHARK Program targets those children in the gray zone that are not eligible for Regional Center or school district services but are at-risk and would greatly benefit from support and linkages to community resources this program will offer. Currently the families of these children have difficulty accessing needed services and supports for their children.

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation
DHS is dedicating resources to building out and supporting the SHARK Program that includes leveraging infrastructure and expertise that already exists at Rancho for adult patients to expand to pediatric patients. DHS has already established much of the infrastructure for the SHARK Program, to implement the program more expeditiously. For instance, DHS is currently hiring for the program, already using the ASQ-3 and PEARLS screening tools, and are in the process of establishing protocols including embedding tools in their electronic health record (EHR) to ensure Medi-Cal reimbursement. Thus, DHS has much of the capacity, infrastructure and expertise in place at Rancho to implement this multi-level developmental delay and trauma screening approach at a large scale.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan
The proposed Strategic Partnership also aligns to Strategic Priority #1 to Strengthen Public and Community Systems of the 2020-2028 Strategic Plan. It has the potential to contribute to two of four Results: Families optimizing their child’s development; and Children are safe from abuse, neglect, and other trauma through its screening of and linkages to resources for developmental concerns and trauma.

In addition, this project supports two Strategic Plan implementation planning areas: 1.2 and 1.6. Objective 1.6 focuses on supporting the adoption of trauma-informed approaches in systems serving children and families. This project supports innovation and early adopters of trauma informed approaches. Objective 1.2 includes advocating for transformative practices to ensure public systems provide early identification and intervention services. This project will screen for developmental delays and will use these findings to link to appropriate early identification and intervention services. The Health Systems Team has an interest in the implementation of several screenings, including screenings for trauma, developmental delays, maternal health, and behavioral health. The SHARK Program is an early adopter of this multi-screening approach and helps bridge families to connect to services in their community.

Lastly, this investment meets several of our investment guidelines. This project has a foundation for sustainability. There is a heavy focus and funding for the implementation of trauma screening as demonstrated by the rollout of the ACEs Aware initiative in California by the Office of the California Surgeon General. In alignment with this focus, California Department of Health Care Services (DHCS) will provide Medi-Cal providers reimbursement for trauma screening. Similarly, DHCS will also provide Medi-Cal providers reimbursement for developmental screenings. Also, the data collected for this innovative project will be used to advocate for permanent DHS funding by demonstrating the positive impact on patients. As outlined above, project objectives reflect the investment guidelines of Prevention, Systems Change, and Evidence and Innovation.

NEXT STEPS:
First 5 LA staff recommends that at the July 9, 2020 Board of Commissioners Meeting, the Board approve the establishment of a three-year Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. to support data collection and referral pathways at the DHS SHARK Program and authorize staff to execute a contract with Olive View-UCLA Education & Research Institute, Inc. starting August 1, 2020. The FY 20-21 contract and subsequent contracts for this Strategic Partnership, will be brought to the Board for approval as a consent item. The funds to support this Strategic Partnership will come from First 5 LA’s Programmatic Budget under Health-Trauma Informed Approaches. The proposed work of the Strategic Partnership will serve to advance the demonstration and scaling of systems change efforts as it relates to Trauma Informed Care and will also inform our countywide efforts in Early Identification and Intervention.