

# Wellness Phase 3 in LAUSD Request for Letters of Intent from Healthcare Providers



## FOR WELLNESS PHASE 3, STRATEGY B and C

Dear Healthcare Providers in Los Angeles County:

LAUSD is pleased to announce the request for Letters of Intent regarding Wellness Phase 3. In 2021 the Board of Education approved the Measure RR Implementation Plan, which allocated a portion of the facilities funding to construct, upgrade, and improve school Wellness Centers. The prioritization of projects will be based on areas of high need as determined by health, economic and neighborhood factors, in addition to areas not currently served by a Wellness Center. Similar to previous phases, three strategies were developed to provide services that are accessible, sustainable, scalable, and optimized in a timely manner. Investment strategies include renovation/expansion of select existing Wellness Centers (3B) and building of new Wellness Centers (3C).

You are invited to propose renovation or expansion projects under strategy 3B if you are already operating a Wellness Center. You are invited to propose how you could help in the development of a new Wellness Center on a school campus under strategy 3C. Please note highest consideration will be given to projects in underserved areas that have been identified in the *Wellness Center Phase 3: Framework for Implementation* ([link](#)). Please ensure you are addressing the required elements for Strategy 3B and 3C as described in this Request.

### Important Dates regarding Letters of Intent for Wellness Phase 3

- Monday, January 9, 2023- Release of Request for Letter of Intent, Strategy 3B/3C
- Monday, January 16, 2023- Questions due to Ron Tanimura ([rht0055@lausd.net](mailto:rht0055@lausd.net))
- Friday, January 20, 2023- Questions and Answers added to FAQ, posted on the SMS Website (<https://achieve.lausd.net/domain/716>)
- Friday, February 10, 2023 5:00 p.m.- LOI due to Ron Tanimura ([rht0055@lausd.net](mailto:rht0055@lausd.net))
- End of February, 2023- Notification of intent to proceed with partnerships

**Background:** The Los Angeles Unified School District has made multiple strategic investments in student health and wellness. In 2009, the District embarked upon an initiative that built more than a dozen Wellness Centers at schools, and partnered with entities to bring holistic physical, mental, and oral health to students and families in the highest need areas. After a second phase of dedicated facility funding in 2014 resulted in 11 more wellness projects, the Board of Education approved the Measure RR Implementation Plan in 2021, allocating more funding to construct, upgrade, and improve school Wellness Centers.

**Prioritization/Strategic Question:** The prioritization of projects will be based on areas of high need as determined by health, economic and neighborhood factors, in addition to areas not currently served by Wellness Centers. Previous phases of Wellness Center funding had been successfully guided by the following strategic question: *“Using the available funding, how can we most effectively place services, design facilities, and enhance school-based sites to maximize the accessibility, sustainability, and scalability of wellness services in a timely manner?”*

Schools have been ranked using an index score created by averaging updated data from 12 health, economic and social indicators. Existing school-based healthcare resources have been mapped on the “hot spots” to determine schools where need has not been addressed through school-based healthcare resources.

**Three Strategy Approach:** Guided by the Board prioritization, the strategic question, and feedback from school and community stakeholders, a multi-pronged strategy for implementation will be used:

- 3A) Renovation/expansion of select existing school-based health centers (operated by LAUSD)
- 3B) Renovation/expansion of select existing Wellness Centers (operated by outside providers, including mobile healthcare)
- 3C) Building of new Wellness Centers

Each strategy will prioritize “hot spots” as well as projects that seek to meaningfully expand access, increase sustainability and scalability, and decrease time-to-service. Timeliness is an important consideration given the time required to build new or complete major renovations. Therefore, projects that can bring expanded wellness services to students through facility upgrades, including mobile clinic hook-ups, will be considered under Strategy 3B.

## Request for Letters of Intent

LAUSD is now looking for external providers who are interested in being partners for Strategy 3B and 3C.

**For Strategy 3B**, Letters of Intent are welcome from current operators of LAUSD Wellness Centers. Eligible entities must already operate a Wellness Center and be able to demonstrate how renovation and/or expansion will help them further meet the needs of students and the community by addressing the components of Wellness (as listed in the Program section of the required elements of the Letter). Mobile healthcare providers will be considered under strategy 3B, to expand services to additional schools. The existing provider must have a successful track record of being able to operate and demonstrate capacity to expand their services to enhance wellness services.

**For Strategy 3C**, Letters of Intent are welcome from Federally Qualified Health Centers (FQHC) to serve as the primary clinic operator of a new Wellness Center. Eligible entities must be able to: serve both the student and community population (i.e., practitioners able to deliver pediatric, adolescent and adult primary care); provide services for uninsured clients with limited fees and a sliding fee schedule; collect third party reimbursements for Medi-Cal and other insured patients; and demonstrate a capacity to work in collaboration with existing service providers at the school with the intent of maximizing health and wellness in the local community. Selected providers for a site will be able to occupy the space rent-free; however, there is a nominal utility fee that is calculated using an annual charge (current Wellness Center operators are charged ~\$9.50/sq. ft./year, but this is subject to adjustment based on actual utility and maintenance costs).

All interested parties must follow the Partnership Development Process listed below.

## Partnership Development Process

### Step 1: Submission of Letter of Intent that Addresses Requirements

**Letters of Intent due by Friday, February 10, by 5:00 pm** to Ron Tanimura, LAUSD Director of Student Medical Services & Medi-Cal Programs at [rht0055@lausd.net](mailto:rht0055@lausd.net). Please submit Letter (maximum five pages) and appendix as one PDF document attachment to email. Several required and optional elements should be placed in an appendix to the five-page Letter in the same single document; see specific requests below.

#### 1. Strategy Proposed (Choose One)

- 3B- Renovation/expansion of select existing Wellness Center (operated by outside providers, including mobile healthcare)
- 3C- Development of new Wellness Center

#### 2. Site of Interest

- a) Identify the school site you serve or propose to serve (mobile healthcare providers may propose multiple school sites of interest)

#### 3. Background Information

- a) Provide mission and summary of current organizational strategic plan (strategic plan can be in an appendix to the Letter and does not count toward maximum five pages).
- b) Briefly describe history of the organization, including history of FQHC status, Family PACT and CHDP provider status, and history of providing comprehensive school-based health services.
- c) (If applicable) Describe previous experience operating a School-Based Health Center, Mobile Clinic, or Wellness Center in LAUSD, with specific examples of ability to sustain services and implementation of services on time.
- d) Describe examples of effective collaborations with school personnel and other service providers, including any current community coalition planning that is already underway towards school service development or expansion.
- e) If you are a current Wellness Center, Mobile Clinic or SBHC operator:
  - i. What are your current operating days/hours on a school campus?
  - ii. How many patient visits were provided between July 1, 2021-June 30, 2022, at your school-based site(s)?
  - iii. Were patient visits reported to the LA Trust Data xChange?

#### 4. Program

- a) Services and Needs
  - i. What services do you propose to offer or expand?
  - ii. How would these services meet unmet needs in the school and community?
  - iii. What demonstrates that your organization has the appropriate experience and resources (staffing, financial, and other) to undertake a project of this size and complexity?
  - iv. What linkages/agreements with agencies located in the selected site area do you have? Please be specific.
  - v. How do you collaborate with partners to provide services?
  - vi. What would the timeline be for delivery of these new or expanded services (after facility upgrade or completion)?
  - vii. What is your anticipated number of encounters (visit load) for this site (after facility upgrade or completion)?
  - viii. How will you fund and maintain services until anticipated visit load is reached?
  
- b) Providing Comprehensive Services
  - i. In your Letter, please replicate the table below; identify how services are/would be provided in a new or expanded Wellness Center by placing an "X" in the appropriate column for each type of service.
  - ii. In addition, provide a narrative description of how you will provide each type of service, if you have not already described when addressing questions in 4a.
  - iii. *Mobile healthcare providers may skip this section if they do not provide comprehensive services and have adequately described services in 4a.*

<b>Plan to Provide Comprehensive Services</b> (Copy table and put an "X" in the appropriate column for each type of service)				
Type of Service	Already provide the service in our clinics/Wellness Center (WC)	Already contract third party to provide services in our clinics/WC	Have a plan to provide service in WC	Will arrange for third party to provide services in WC
Physical Health				
Family Planning & Sexual Health				
Behavioral Health				
Oral Health				
Health Education				
Youth Development				

**5. Leverage Funding**

Funding available to LAUSD for Wellness Phase 3 is for facilities only. In this partnership, providers are expected to find sources to augment funding for operations and facilities (including equipment, furniture, and supplies).

- a) Provide description of other non-LAUSD program funding and sources that would be contributed to the project.
- b) Describe outside capital funding you intend to apply to the project.

**6. School Site and Administration Support**

- a) Report any previous history with LAUSD regarding the proposed partnership and site.
- b) Describe current collaboration with or support from school site administration, teachers or parent groups.
- c) Describe how you will work with current school partner providers.

**Step 2: Evaluation of Letter of Intent**

Submissions that meet the requirements above will be reviewed by appropriate LAUSD departments according to the evaluation rubric below. This review will occur within approximately 2 to 4 weeks after the submission deadline.

**Evaluation Rubric**

The Proposer will be evaluated on qualifications and experience according to the following criteria. Does the Proposer:

1. Have a mission and strategic plan that is aligned with the mission of Wellness Centers in LAUSD?
2. Demonstrate successful experience in serving the target population, especially pediatric and adolescent patients?
3. Demonstrate financial fitness to align with LAUSD's commitment to provide continuity of care, a medical home, sustainable operations and long-term partnership?
4. Have the appropriate experience and resources to undertake a project of this size and complexity? If a current Wellness Center Provider, do they demonstrate successful experience in the operation of a Wellness Center?
5. Demonstrate linkages/agreements with agencies located in the selected site area?
6. Demonstrate a history of collaborating effectively with school and other partners?
7. Have provider certifications and necessary contracts for provision of services within the selected site area?
8. Have the capacity to provide physical, reproductive, behavioral, and oral health services, as well as health education and youth services? If a current Wellness Center Provider, do they demonstrate capacity to expand services?
9. Participate in the Wellness Center Learning Collaborative and Coordinating Councils or other planning groups in the community health arena?
10. If they are a current Wellness Center Provider, do they submit requested data to the LA Trust Data xChange in a timely and accurate manner?
11. Demonstrate the capacity to leverage additional funding for capital development and operations?

### **Step 3: Meeting with Proposer- by Invitation Only**

These meetings will occur within approximately 2 weeks after the evaluation of the proposal.

1. Following internal review, LAUSD and site stakeholder staff will meet with Proposer to discuss the Letter of Intent and determine potential viability.
2. LAUSD staff, along with representatives of the Proposer will conduct site visit(s) to proposed site, as appropriate.

### **Step 4: Request for Additional Elements/Supplemental Application**

Proposers may be asked to provide additional information, such as the following:

1. List of appropriate managed care contracts and other sources of revenue.
2. Copies of appropriate licenses.
3. Expected supplemental funding sources for financial viability of project.
4. Possible additional sources of capital funding.
5. Most recent audited financial statements.
6. Business plan for Wellness Center, including annual budget to deliver services and means to fund and maintain services until anticipated visit load is reached.
7. Letters of support from school and community stakeholders.

### **Step 5: Operating Agreement (OA) to Expand Wellness Services**

The timing of this step is dependent upon the LAUSD approval process for facilities projects. In the case of a successful Letter of Intent and subsequent steps, LAUSD will contact the Proposer with next steps and terms of a new, or update to the current agreement (OA), which will reflect the mutual agreement to develop or expand a Wellness Center site.

# Wellness Phase 3 in LAUSD Request for Letters of Intent from Healthcare Providers

---



## FAQ

### **Q: What can be proposed under Wellness Phase 3?**

**A:** Wellness Phase 3 is a program funded through Measure RR, a \$7 billion school bond approved by voters in November 2020. The facility funding supports continued efforts to upgrade, modernize, and replace aging and deteriorating school facilities, update technology, and address facilities inequities. Bond proceeds may only be used for “the construction, reconstruction, rehabilitation, or replacement of school facilities, including the furnishing and equipping of school facilities...” It does not allow for salaries and other operating expenses. Proposals will be reviewed by LAUSD Facilities Division to determine if requests meet the bond funding guidelines.

### **Q: Who is eligible to submit a letter of intent?**

**A:** All Wellness Center operators are eligible to submit a letter of intent for expansion or improvement of the site they currently operate (Strategy 3B). Any healthcare provider in LA County is eligible to submit a letter of intent for Strategy 3C. We do not encourage providers operating outside of LA County to apply since it would pose a barrier to patients to access care at the provider’s non-school based clinic site. Federally qualified health centers (FQHCs) have been found to be the most qualified applicants to operate a Wellness Center. FQHCs can operate Wellness Centers in partnership with other organizations.

### **Q: Does the agency submitting the LOI need to be an FQHC, or can non-FQHCs also submit?**

**A:** We highly encourage applicants to be FQHC providers since this model generally supports seeing all patients and sustainability plans that are aligned with the Affordable Care Act. We will accept LOIs from non-FQHCs, but will review any such letters as less competitive compared to FQHC proposers.

### **Q: Can a wellness center be on a campus other than a high school?**

**A:** Yes. The “Community of Schools” (CoS) was the unit of analysis for determining need and includes high school(s) and the feeder middle and elementary schools. Any of the schools in the CoS with high need would be considered potential sites. However, high schools tend to be where we have the most students, including adolescents seeking reproductive and confidential services. As such, we look at the high school in a community as the preferred potential site.



**Q: Can mobile clinics apply under Wellness Phase 3?**

**A:** Yes. LAUSD has installed several mobile “hook-ups” (electric, data, and concrete parking areas) at numerous schools. A mobile healthcare provider may propose hook-ups to be installed at new sites, or renovation/improvement of existing mobile hook-ups. A list of schools with existing hook-ups is available.

**Q: What is the timeline for developing the Wellness Centers?**

**A:** The timeline will depend on several issues, including, but not limited to, Board of Education approval, funding, State Architect review, other campus improvement projects. We are looking for providers who want to work with us over months and years to expand and develop new Centers. Upon completion of the project, it is expected that the provider will enter into an Operating Agreement and provide healthcare services to students, families and community at the Wellness Center.

**Q: How much input will successful proposers have in the Wellness Center’s design?**

**A:** Successful proposers will work with the District to design a facility that meets the school/community need and supports an effective and sustainable Wellness Center program. However, if any Measure RR funding is utilized, the Facilities Division in LAUSD will ultimately be responsible for the design, approval, construction, and timely completion of the Wellness Center.

**Q: How will LAUSD prioritize requests for projects under Wellness Phase 3?**

**A:** The Board of Education approved \$50 million for Wellness Phase 3 in the Measure RR Implementation Plan. The plan states prioritization will be based on “existing healthcare resources in relation to areas of highest need determined by health, economic and neighborhood factors.” LAUSD has updated assessments of school health, economic and neighborhood factors and has created a “heat map” of highest need areas. Schools in the highest need areas will be prioritized, as well as projects that expand healthcare resources in areas where there are none. The [Wellness Center Phase 3: Framework for Implementation](#) has a detailed description of the prioritization for this phase of wellness.