

**Agenda Item 8  
September 2, 2015**

DATE: August 24, 2015

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director

SUBJECT: Catalytic Status Report

ACTION: Receive Catalytic Status Report

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**SUMMARY:**

This item provides a summary status report on the catalytic funding awards approved at the February and March 2012 Commission meetings and subsequent related actions. Regular updates are provided each quarter. The Children and Families Commission approved two rounds of allocations for catalytic investments for a total investment of \$54,950,000. The catalytic investments are intended to sustain and grow major Commission initiatives despite declining revenues, reduce ongoing demand on the Commission budget, and make system impacts with one-time funding. This agenda item includes an update on each catalytic project. In sum, over 81 percent of the funding allocated by the Commission has been executed in agreements, 10 percent is allocated for specific purposes but does not have an executed agreement, and nine percent is unallocated.

**DISCUSSION:**

Since 2008, the Commission has been investing in catalytic agreements building on the Bridgespan recommendations from the strategic assessment of the Commission. This strategy was significantly accelerated following the resolution of the AB 99 lawsuit resulting in over \$54 million in catalytic investments. Catalytic projects are intended to be one-time funding that sustains Commission funding for multiple years, in most cases at least 10 years, and make a “system” level impact on services for young children. This report provides a status update on the catalytic funding allocations made in February and March 2012 and May 2013.

**Round 1 Catalytic Funding**

The Round 1 catalytic investments totaled \$45 million split among six projects including: Children’s Dental Health, Early Literacy and Math, Early Developmental Services/Autism Program, VISTA (Volunteers in Service to America), Healthy Child Development Resources for Children/Pretend City, and a Year Round Emergency Shelter. To date, four projects have executed agreements totaling \$39 million of the \$45 million allocation for Round 1 catalytic funding. Attachment 1 provides a status of catalytic projects since awarded by the Commission in February 2012.

As reported in Attachment 2, projects are proceeding as plan, with significant movement on two of the projects:

- Pretend City has selected and identified their permanent location within the Great Park in Irvine. The Great Park board approved Pretend City location within the Cultural Terrace and will be approving the development plan at their September 22 meeting that includes

specific location and land allocations. Pretend City will launch their capital campaign at their October 3, 2015 gala.

- HomeAid Orange County has moved forward on the development of five emergency shelter projects that were identified in their Request for Application process in 2013. Two projects originally identified are no longer feasible which releases \$3 million for reallocation to other emergency shelter projects. HomeAid will be conducting an application process in September 2015 to identify projects for the remaining available funding. HomeAid anticipates the Commission will consider funding recommendations on newly identified projects in the spring 2016.

### **Round 2 Catalytic Funding**

The Round 2 catalytic projects were approved in March 2012, totaling \$8.75 million, with the expectation that additional planning would be necessary to realize longer-term revenue savings, identify new revenue sources, and/or reduce reliance on Commission funding. These investments include: Partnership for Children's Health, Community Based Prevention Programs, Capacity Building funding cycle, and Nutrition and Fitness. Also included in the update is the Commission's catalytic investment in the Pediatric Vision Program, which received funding in May 2013. Attachment 2 provides a summary of the Round 2 Catalytic Funding status.

### **STRATEGIC PLAN & FISCAL SUMMARY:**

This agenda item is consistent with all Strategic Plan goals. The Funding Allocation Plan reallocates the AB 99 payment in the adopted FY 2011/12 Budget and is reflected in the annual budget as appropriate.

### **PRIOR COMMISSION ACTIONS:**

- May 2015 – Catalytic Emergency Shelter funding approved
- April 2015 – Release of Request for Response for Prevention Early Intervention Program
- September 2014 – Funding Allocation to Pay for Success (partnership for Children's Health Round 2)
- May 2014 – Funding Allocation for Emergency Shelters
- May 2013 – Approved funding for Pediatric Vision Program
- January 2013 – Approved Partnership for Children's Health Phase II scope of work and funding
- March 2012 – Approved implementing actions for Round 2 Catalytic Investments
- February 2012 – Authorized funding allocation for Round 1 Catalytic Investments
- January 2012 – Approved Funding Allocation Plan including funding level of \$45 million for Catalytic Investments

**RECOMMENDED ACTION:**

Receive catalytic status report and provide direction to staff.

**ATTACHMENTS:**

1. Catalytic Funding Summary
2. Status Report on Round 1 Catalytic Funding
3. Status Report on Round 2 Catalytic Funding
4. Center for Autism and Neurodevelopmental Disorders Brochure

**Contact:** Kim Goll

**Children and Families Commission of Orange County  
Catalytic Funding Summary**

	Catalytic Funding	Total Program Allocations	Executed / In-Process Agreement	Reserved Funding	Remaining Balance
<b>Round 1 (Feb. 2012)</b>	Children's Dental	20,000,000	20,000,000		
	Early Developmental Services/Autism	7,000,000	7,000,000		
	Year Round Emergency Shelter	7,000,000	7,000,000		
	Early Learning and Math	5,000,000	5,000,000		
	Healthy Child Development/Pretend City	5,500,000	500,000	5,000,000	
	VISTA/AmeriCorps <sup>1</sup>	25,000	25,000		
	<b>Round 1 Total</b>	44,525,000	39,525,000	5,000,000	-
<b>Round 2 (Mar. 2012)</b>	Capacity Building Grant Program	3,250,000	3,140,000	110,000	
	Partnership for Children's Health <sup>2</sup>	3,000,000	322,260		2,677,740
	Prevention Services	500,000	40,000	460,000	
	Nutrition and Fitness	500,000	375,000		125,000
	Vision	1,500,000	1,500,000		
	<b>Round 2 Total</b>	8,750,000	5,377,260	570,000	2,802,740
<b>Unallocated</b>	Unallocated Catalytic Funding <sup>3</sup>	1,675,000			1,675,000
	FY 14/15 additional revenue <sup>4</sup>	700,000			700,000
	Unspent Pediatric Health Services catalytic allocation	100,000			100,000
	<b>Total Unallocated</b>	2,475,000	-	-	2,475,000

## Notes:

- \$475,000 of funding originally allocated for VISTA/AmeriCorps has been transferred to Unallocated Catalytic Funding approved October 2014.
- Partnership for Children's Health Reserved Funding includes \$990,000 as match for the Social Innovation Fund grant application that has now been released to Remaining Funding available for allocation.
- Unallocated Catalytic Funding includes the additional allocation of \$200,000 FY 2013/14 revenue surplus approved December 2014.
- Proposed \$700,000 of additional FY 14/15 revenue pending October approval of amended budget.

## Status Report on Round 1 Catalytic Funding

### Early Developmental Services/Autism Programs (The Center for Autism and Neurodevelopmental Disorders)

**Total Dollars Allocated: \$7,000,000 (matched by The Thompson Foundation)**

**Overall Status: On Target**

In September 2012, the Commission authorized \$7 million in catalytic funding for the For OC Kids program based on the recommendation of the Pediatric Health Services Committee. The Thompson Family Foundation, a local family foundation headquartered in Orange County, committed to providing the \$7 million required match. In addition to providing funding, The Thompson Family Foundation's leadership in autism services has been instrumental in providing direction for the Autism Center's growth in Orange County. The Commission's project term sheet included a commitment \$1.47 million in continued annual operating funds for 10 years beginning in FY 2012/13. The Catalytic investment has been foundational for both clinic operations and policy advocacy.

*Infographic Case Statement* – A case statement was recently developed highlighting the Autism Center's mission, accomplishments, and need for sustainable support (Attachment 4). The infographic information is developed around the Center's core service components of Heal, Discover, Teach, and Engage. Since the center was created in FY 2001/02, services have expanded from 1,700 children served annually through 4,200 visits, to 2,500 children served annually through 10,020 visits. This collateral material will be valuable in providing key information about the Center during advocacy discussions and in garnering support for the Center's case for investment. The case statement was shared with UCI Chancellor as part of a discussion of how the University could support the Center's growth and sustainability.

*Performance Measurement Scorecard* – Last year, Health Management Associates facilitated the development of key performance metrics for the Center. Implementation and management of the performance metrics began July 1. The Center's leadership team including Executive Director Cathy Brock, Joe Donnelly MD, and the Advisory Board, has continued its work in terms of improving clinical efficiency, sustainability and increasing families' access to care. Noted progress continues to be made through efforts to reduce the percent of families on the wait list, and wait times along with growth in the volume of patients served through clinical operations. Growth in financial support has included a three-year \$750,000 grant from UniHealth Foundation.

*First Annual Fundraiser Event* - The first annual Hope & Help Gala to support the Center for Autism and Neurodevelopmental Disorders is scheduled for September 19, 2015 at the Pelican Hill Resort in Newport Beach. The event was completely sold out through sponsors. With the hiring of an executive director last year, strengthening the Center's long-term sustainability is a primary goal. Establishing an annual fundraising event is one component to reaching the goal.

*Community Engagement and Recognition* – Recent newsletter updates include evidence of the community's engagement with and recognition of the Center. For example, the UCI Senior

Class of 2014, the McBeth Foundation, and the Ronald McDonald House Charities of Southern California recently contributed over \$50,000 to help outfit the Center's gym with new climbing rope and wall, exercise mats, suspension equipment, and base structures to improve the quality of treatment and research. Also, Dr. Donnelly and Dr. Park were recognized for their work with the High Risk Infant Follow-Up (HRIF) as part of CHOC Children's and University of California, Irvine Medical Center - Early Developmental Assessment Center team. There are 71 HRIF Centers throughout the state of California.

**Early Literacy and Math (THINK Together)**

**Total Dollars Allocated: \$5,000,000**

**Overall Status: On Target**

THINK Together began managing the Commission's Early Literacy Program in FY 2011/12. In FY 2012/13, the program was expanded to include mathematics in addition to literacy, and THINK Together received a \$5 million catalytic grant from the Commission to sustain these services for approximately ten years. The Early Literacy and Math Program provides support services for young children's early learning and school readiness through parent engagement and education, and provider training.

Key program elements include:

- A center-based early literacy and math program where children and their parents attend twice a week for 15 weeks; uses the evidence based High Scope curriculum
- Distribution of Raising a Reader book bags
- Waiting room readers/gently used books to support Reach Out and Read
- Read for the Record and other community events
- Book Bank (gently used book collection and distribution)
- Early Childhood STEM conference for early educators' professional development.

Since the catalytic grant was awarded, THINK Together has purchased a facility, completed improvements, and consolidated and relocated staff into the space. The savings from owning rather than renting a facility in Santa Ana has been and will be used to sustain the Early Literacy and Math Program through 2022. THINK Together's service payback began in FY 2012/13; with Commission direct operating funds decreasing to \$250,000, while the total program budget remains at \$1 million.

THINK Together continues to implement the High Scope evidence based curriculum at its center-based early learning sites. Aligning with the Commission's focus in Anaheim, THINK Together is expanding its center-based programming to include Anaheim School District. In FY 2015/16 school year, THINK Together will operate a total of six centers in five school districts: Anaheim, Buena Park, Huntington Beach, Santa Ana, and Tustin. THINK Together is also expanding its Learning Link programming, both in terms of locations, and the ages and number of children served. In FY 2015/16, THINK Together will introduce a Learning Link at their Shalimar facility in Costa Mesa which will provide early learning opportunities for infants through children age five, and their parents.

THINK Together's Research and Evaluation Department is currently analyzing this year's student achievement data, utilizing the *Phonological Awareness Literacy Screening (PALS)* assessment for a second year. The assessment measures various components of kinder-readiness in children, and preliminary analyses indicate similar positive trends for THINK's center-based early learning program as found the previous year. A complete evaluation report will be released this fall 2015 and will include both quantitative and qualitative data that speak to the program's relative impact on children, and also the overall quality of all early literacy and math programs from the 2014-2015 year. Future evaluation efforts will continue to assess kinder-readiness of students; however an additional "action-research" component will provide continual formative feedback for program staff and stakeholders to use in order to drive programmatic decisions.

THINK Together has received accolades for their work with AmeriCorps members in the early literacy and math program, and they are welcoming additional members in FY 2015/16, increasing their assignment of AmeriCorps from 17 to 26 members. THINK Together is also supporting the 2016 Early Childhood STEM Symposium in partnership with the OCSTEM Initiative, Orange County Department of Education and the Commission, and is implementing a mentor program to support STEM professional development for early care educators.

### **Children's Dental Health (Healthy Smiles)**

**Total Dollars Allocated: \$20,000,000**

**Overall Status: On Target**

Healthy Smiles for Kids of Orange County was founded in 2003 as a collaborative venture to improve the oral health of children in Orange County through prevention, outreach and education, access to treatment, and advocacy. The Commission's \$20 million/10 year catalytic investment, made in FY 2012/13, focused on sustaining Healthy Smiles current services as well as providing support for expansion into two key areas: increasing access to services in South Orange County; and, increasing public awareness about the importance of oral health. In February 2015, Ria Berger, Chief Executive Officer of Healthy Smiles, provided an update at the Commission meeting that focused on Nonprofit Business Analysis completed by the Nonprofit Finance Fund. The analysis identified several priorities that will be critical to the organization's financial strategy going forward: 1) understanding Healthy Smiles' full cost of business; and, 2) determining product program line profitability and related scenarios.

*Strategic and Operational Plan* - This summer, Ria Berger met with Commission staff along with Jeff Flocken, Chairman of Health Smiles' Board of Directors. The Board of Directors had recently embarked on a strategic planning process that considered recommendations developed by the Nonprofit Finance Fund analysis including recommendations in a complementary report "Healthy Smiles for Kids of Orange County: Business Model Adaptation & Strategic Planning". The purpose of the meeting was for Healthy Smiles to share a draft of the strategic plan components to allow staff to provide input. A proposed financial model was also shared, and implications discussed. Feedback from Commission staff was to be used to refine the strategic plan before being finalized and to help inform the development of an operational plan. Next steps include:

- Healthy Smiles will submit to the Commission a proposal to redeploy a portion of the Catalytic award to reconfiguration administrative space at the Garden Grove Clinic into additional dental operatory space to allow for additional sedation services.
- Health Smiles will explore other opportunities to expand and sustain services such as considering Health Maintenance Organization and Preferred Provider Organization payer mix options to support the cost of providing service to Denti-Cal patients. Regional expansion of services is also being considered.

*Media Coverage* - This Spring, Healthy Smiles was featured on the program Studio SoCal that aired on PBS SoCal. The news story also included a tour of the mobile dental clinic and explained the necessity and benefit of bringing services to families throughout Orange County. The data from the recent Children's Dental Health Policy Brief was referenced throughout the story.

*Integration with Commission Funded Projects* – Healthy Smiles continues to leverage Commission relationships to outreach to the local community. Toward this end, the Education Committee of Healthy Smiles also provides oral health training to core Commission grantees. For example, Healthy Smiles recently provided an oral health training update is scheduled this year with Bridges Maternal Child Health Network participating organizations to help inform their oral health education to their clients. Also, with the support of School Readiness Nurses and Early Learning Specialists, Healthy Smiles has increased their presence from 68 to 101 schools starting in September.

### **Healthy Child Development Resources (Pretend City)**

**Total Dollars Allocated: \$5,500,000**

**Overall Status: Permanent Site Identified**

The Commission allocated \$5,500,000 to Pretend City to launch a capital campaign for a permanent facility that would continue to focus on the importance of comprehensive screening and link children ages 0-5 to services. In 2013, the Commission approved releasing \$500,000 of the catalytic award to support the initial stages of conducting a capital campaign feasibility study, including hiring of a capital campaign manager and a new facilities project manager. The agreement is structured so that Pretend City is required to repay in full through development services any funding that has been expended for this scope of work. The service payback provision would also be triggered if at any point during the agreement, Pretend City determines that it is not able to move forward on a new permanent location.

Pretend City has identified the Great Park in Irvine as the location for their permanent facility. The Great Park Board took action on April 24, 2015 approving their inclusion in the specific plan for the Cultural Terrace. On July 15, 2015 the Pretend City Board has taken a reciprocal action selecting the Great Park as the location for the permanent facility and launching their Capital Campaign. The site within the Great Park will be approximately four acres and adjacent to other museum destinations within the park which will provide Pretend City the ability to leverage shared parking and potentially outdoor space.

Five Points, the proposed developer for the Great Park, will be developing a work plan for the Cultural Terrace for the Great Park Board on September 22, 2015. The work plan will set the land allocations and kick off the long term lease negotiation. The estimated project timeline has the permanent Pretend City Museum opening in January 2019. Pretend City will enter into a lease extension discussion with the Irvine Company to extend their current lease which terminates in January 2017.

Pretend City has engaged Management Resources, a company specializing in business analyses for museums and theme parks and other visitor attractions internationally. Based on an evaluation of market conditions, Management Resources will work with the architects and designers, and operations personnel to assure the optimal footprint, business approach, visitor experience, and sustainability of the operation. In addition to informing the architectural designs and operations, the consulting firm is developing a five year business plan for Pretend City's new location.

Pretend City will use their October gala event, sponsored by First American Title, to kick off their capital campaign. The capital campaign has an interim target of raising an additional \$10 million to match the Commission's investment by June 2016 and a total fund raising goal of \$25 million. Commission staff will continue to monitor the progress on the capital campaign, the long term lease, business plan development, and selection of architect. The Commission catalytic investments do not have a sunset provision.

**Year Round Emergency Shelter (HomeAid)**

**Total Dollars Allocated: \$7,000,000**

**Overall Status: On Target \$3,961,500 allocated**

In February 2012, the Children and Families Commission approved \$7 million of catalytic funding for HomeAid Orange County to support the construction and operation of emergency shelter projects focused on the unique needs of families with children ages 0-5. The Catalytic Investment approved by the Commission focused on expanding the availability of emergency shelters while reducing the ongoing demand for the Family Redirection Program, which provides alternative shelter to families with young children seeking shelter at the armories. The annual cost for the Family Redirection program is approximately \$300,000. The Catalytic Investment targets the development and initial operating support of 80 units at emergency shelters disbursed throughout the county for families with children ages 0-5.

HomeAid launched a Request for Applications (RFA) process in July 2013 and received seven responses. Projects were reviewed and prioritized based on their ability to provide leveraged funding, timeline for development, and site control. Based on the criteria, the Commission authorized funding actions for six projects that were ready to begin development. These projects represent a combined 61 unit increase to the county's emergency shelter system anticipated to serve 252 families annually. The total Commission investment is just over \$3,961,500. The table below provides a summary of the approved projects.

	Commission Funding	Leveraged Funding	Total Project Cost	Number of Emergency Shelter Units	Estimate of 0-5 Families Served Annually	Project Status
<b>Casa Teresa</b>	\$750,000 <sup>1</sup>	\$500,000	\$2,000,000	17	70	Completed and providing services
<b>Colette's Children's Home</b>	\$1,144,000 <sup>2</sup>	\$3,319,500	4,463,500	16	64	Finishing rehabilitation
<b>Pathways of Hope</b>	\$929,000	\$2,171,000	\$3,100,000	13	52	Complete and providing service payback
<b>Mercy House</b>	\$496,000	\$426,500	\$922,500	7	42	Finalizing contract and initiating services
<b>Illumination Foundation</b>	\$642,500	\$607,500	\$1,250,000	8	24	Under design review by City of Stanton Approval anticipated for Fall of 2015
<b>TOTAL</b>	<b>\$3,961,500</b>	<b>\$7,024,500</b>	<b>\$11,736,000</b>	<b>61</b>	<b>252</b>	

1- \$750,000 of Catalytic funds were allocated by the Commission to Casa Teresa in May of 2012 prior to HomeAid's Request for Proposal Process

2- This is the combined total of both of Collette's Children's Home Projects

In March 2015, Scott Larson, HomeAid's Executive Director, presented to the Commission a status update on the catalytic funds. At that time he discussed the need to provide the two remaining projects technical assistance to determine whether they remain viable options. After completing that process and discussion with each agency, the remaining two projects will not move forward. This decision leaves a balance of over \$3 million available for allocation. HomeAid will release another request for proposal in September 2015 to identify additional projects. HomeAid will give preference to projects being proposed that are in southern or western areas of the county, as the current slate of projects do not include any emergency shelter in those areas. HomeAid anticipates completing the application process by the end of the calendar year and submitting additional projects to the Commission in early 2016 for funding consideration.

## Status Report on Round 2 Catalytic Funding

### Capacity Building

**Total Dollars Allocated: \$3,250,000**

**Overall Status: On Target**

In November 2012, the Commission approved \$3.25 million for 27 Capacity Building grants that support capital developmental, launch of new programs or supported the expansion of existing successful programs. The agreements require the grantees to submit an implementation plan, outlining the agencies plans for management and operations of the expanded scope. Once the program has been in operation for six months, the grantee is required to submit a final report that includes preliminary evaluation results. The plans are reviewed and approved by the agency's board of directors then submitted to the Commission for comment.

As part of the Capacity Building grant awards, the Commission also approved funding for evaluations, which will begin as the grantees submit their final reports. Of the 27 projects funded, 13 have completed the final report, two projects were altered or did not result in a contract (Illumination Foundation, Pathways of Hope), Discovery Science Center's original scope was altered to include fitness and nutrition and updates are included under that catalytic category. Currently, three projects are editing their final plan and are making recommended revisions, and six projects are completing their six months of services prior to submitting their report. Staff anticipates that all reports will be done by February 2016. Commission staff will select an evaluation firm, from the established list of on call evaluation consultants, to conduct the evaluation of the sustainability of the services after six months of program implementation.

### Partnership for Children's Health (Sustainability Strategies & Philanthropy)

**Total Dollars Allocated: \$3,000,000 (balance \$2.7 million)**

**Committed Match Dollars: \$455,000**

**Overall Status: Work Continuing**

The Commission allocated \$3,000,000 to proactively develop strategies to sustain the proven programs that are positively impacting Orange County children's health and readiness for school. The initial work focused on assessing resources to better position the Commission and Orange County to attract federal, state and local funding. Over the last year, the Commission has focused efforts on researching the feasibility of a Pay for Success financing structure for the Bridges Maternal Child Health Network. An update on the progress made to date is included below. Additionally, Commission staff investigates opportunities to leverage other national, state, or local funding with the Commission catalytic investments to maximize the impact for families with children ages 0-5. An update on the Network Anaheim, approved for catalytic funding in July 2015, is also provided below.

### Bridges Maternal Child Health Network, *Pay for Success Project*

Over the past year, the Commission has made substantial positive progress in developing an understanding of the *Pay for Success* model, securing project funding, and creating a more

robust knowledge of the impact of the Bridges Network on families in Orange County. The Commission has allocated \$230,000 to match a total of \$365,000 in philanthropic and federal funding. Funding has supported project management, data analysis and technical assistance. A full update is included in the September agenda, item 3.

Regardless of whether the project achieves a *Pay for Success* transaction, the awards have created significant value in strengthening the Bridges Network evaluation and program model.

### **Network Anaheim**

In their 2008 Strategic Assessment, the Bridgespan Group recommended Anaheim as a priority community for catalytic investments, given the rates of childhood poverty and educational outcomes. The Commission's June Planning Meeting included a discussion on the capacity building efforts that are taking place in Anaheim. The discussion focused on the growing philanthropic support and the need for additional services and coordination to improve child health and educational outcomes.

Following the Commission Planning meeting, the Commission requested that staff look into opportunities to continue the support of Network Anaheim, targeting ways in which the Commission could leverage the investments made by ACT Anaheim and collaborative efforts. In July of 2015, the Commission approved a three-year allocation of \$225,000 (\$75,000 annually) from the Commission's Round 2, Partnership for Children's Health catalytic funds. The Commission funding requires a one-to-one match annually. The first year funding will be matched by ACT Anaheim and would be leveraged to accomplish critical next steps such as creating collaborative infrastructure (including the hiring of key staff positions), growing membership, community planning (including but not limited to disseminating Early Development Index results), and developing and refining evaluation efforts.

Network Anaheim, with support from their fiscal lead agency, Children's Bureau, has made progress against the project milestones including hiring the Network Manager (in partnership with the Anaheim City School District through a subcontract) and optimizing the leveraging between their ACT Anaheim Funding and the county Family Resource Center funding.

### **Community Based Prevention Programs**

**Total Dollars Allocated: \$500,000**

**Overall Status: Work Continuing**

In March 2012, catalytic funding of up to \$500,000 was authorized to develop a local plan to support the sustainability of prevention and child welfare. In January 2013, Commission approved setting aside the majority of the funds (\$460,000) to support County efforts to develop new Emergency Intervention Service programs contingent on their pursuit of Title 4E funding actions. The Commission was notified in late 2014 that the county would not be applying for the waiver. In December 2014, the Commission approved using the set a side to

support Prevention and Early Intervention programs targeting families with children ages 0-5.

Commission staff worked closely with Orange County Social Services Agency staff to develop a scope of service for a Prevention Early Intervention program and released a Request for Response (RFR) on April 24, 2015. The program will be supported by \$460,000 of Round 2 Catalytic funding. The design of Prevention Early Intervention program was substantially informed by the research done by Dr. Emily Putnam-Hornstein of the Children's Data Network at USC on Orange County child abuse data which found that while *"official cross-sectional data from 2013 indicate that 3.6% of children under age 5 were reported for maltreatment, when we longitudinally follow children from birth through age 5—data from the present report indicate that 11.5% of children were reported—significantly more children than previously appreciated."*

The funding will support a two year pilot program that targets families with at least one child age 0-5, which had an initial Child Abuse Registry report. The goal is to reduce future reports and incidences of abuse and neglect. Consistent with the action taken by the Commission at the December 2015 meeting, the scope of services includes:

- The use of standardized evidence based assessment that can be used as a pre and post measurement for participant families.
- A network of community service providers that can leverage existing community resources including evidence based intervention models such as Triple P (Positive Parenting Program).
- A backbone agency that can be accountable for data collection and quality assurance among the community service providers and does not provide direct services to the targeted families.
- Commitment of all agencies to a rigorous evaluation that identifies the benefit to the individual family for having participated in program, reduction in the number of 0-5 children whose families have subsequent and or substantiated child abuse reports, and the potential cost savings to the system because of the voluntary intervention.
- Payment structure based on achievement of targeted milestones including engagement of families in voluntary programs and completion of services.

The responses were due on June 24, 2015, and Children's Home Society was ranked as the top respondent. Commission staff and Social Service Agency staff have enter into negotiations to finalize all aspects of the scope, memorandum of understanding with SSA and performance payment structure. Contract(s) are expected to be presented for authorization at the October 2015 Commission meeting.

This project is being funded and launched as a one-time catalytic funding with the expectation, that should the pilot prove a measurable impact on reducing child abuse and neglect, the Commission would work with SSA and other potential partners to develop a long-term sustainability strategy. A Pay for Success funding model has been considered and incorporated into the implementation planning. Regardless of the sustainability strategy, evidence of impact will be critical for long-term funding. Dr. Emily Putnam-Hornstein has been engaged to develop the evaluation design, which will include a randomized control trial as approved by the Commission in July 2015.

Commission staff is in the process of outreaching to foundations that focus funding on improving child outcomes, reducing child maltreatment and abuse, and/or expanding the use of randomized control trial evaluations. An update and contracting authority for the program will be presented to the Commission at the October 2015 meeting.

**Fitness and Nutrition**

**Total Dollars Allocated: \$500,000**

**Overall Status: Work Continuing**

The Commission allocated \$500,000 to support both breastfeeding and community based nutrition and fitness programs targeting families with children 0-5. To date, the Commission approved allocations of:

- \$150,000 to develop a breastfeeding plan and fund the Community Perinatal Network to improve breastfeeding rates.
- \$25,000 to continue the work of Arlene Turner, Commission's fitness and nutrition consultant that focuses on the promotion of community based services that promote nutrition in fitness.
- \$200,000 as an additional match amount for the Commission's Discovery Science Center project. Previously a \$250,000 Capacity Building grant had been approved by the Commission to support the Discovery Science Center in building out 2,500 square feet of space dedicated for children 0-5 and their caregivers.
- The balance of \$125,000 remains available for future Commission action with a focus on pregnant mothers and promoting healthy, active lives from birth, which builds on the recommendations presented by Dr. Candice Taylor Lucas at the December 2014 Commission meeting.

**Breastfeeding Promotion**

The Community Perinatal Network is now actively implementing the contract scope of work including facilitating hospital efforts to adopt the "Ten Steps to Successful Breastfeeding" as endorsed by Baby-Friendly USA, per the Baby-Friendly Hospital Initiative, which is implemented in conjunction with the Bridges Maternal Child Health Network (Bridges Network).

In October 2013, SB 402 was signed into law, which requires all perinatal hospitals in California to implement all Ten Steps to Successful Breastfeeding by January 1, 2025. To implement its contract with the Commission, Community Perinatal Network (CPN) formed a Hospital Breastfeeding Consortium to be used as a forum to assist hospital leadership in implementing Ten Steps. Community Perinatal Network's strong relationship with Orange County hospitals has been used to help bridge hospital inpatient, outpatient, and community breastfeeding efforts, including a focus on the oral health benefits of breastfeeding.

Of the 17 birthing hospitals in Orange County, six are currently designated as Baby-Friendly (four Bridges hospitals including Hoag Memorial Presbyterian Hospital, Mission Hospital Memorial Medical Center, St Joseph Hospital, St Jude Medical Center, and two Kaiser Permanente Hospitals). Since January, eight hospitals (seven of which participate in the

Bridges Network) have become active participants in the Consortium. Meetings are held every other month to discuss Ten Steps, barriers, strategies to overcome, and tools needed. Key leadership from existing Bridges Network Baby-Friendly hospitals serve as mentors to the other participating hospitals.

Progress to-date includes:

- Toolkit - CPN has developed and distributed to Consortium members a Baby-Friendly toolkit to assist hospitals with evidence-based practice policies, professional organizations guidelines, literature, and examples for each of the Ten Steps. The toolkit was designed to assist hospitals in moving along the continuum towards Baby-Friendly status. Additional components will be added as progression continues and will be accessible on CPN's website.
- Policy Development - All hospitals within Orange County are currently meeting three of the Ten Steps. CPN provided technical assistance with hospitals to support the step of policy development. Each hospital was provided with a breastfeeding support resource list to assist with discharge follow-up and successful breastfeeding within the first two weeks of the infant's life. Challenges identified include purchasing formula, physician support, and pacifier use.
- Link with Community Breastfeeding Efforts - Relationships have been developed with the Orange County Health Care Agency as well as Orange County Perinatal Council (OCPC) to bridge the gap between outpatient, inpatient, and follow-up support. CPN staff is working on the breastfeeding subcommittee of the Orange County Perinatal Council to develop support activities in the outpatient setting including the Women, Infants and Children Program (WIC), Comprehensive Perinatal Services Program, and physician support. A breastfeeding tip sheet is being developed to improve physician support of breastfeeding prenatally.

### **Discovery Science Center**

In November 2012, the Commission approved a \$250,000 Capacity Building grant to Discovery Science Center to build out 2,500 square feet of space dedicated for children 0-5 and their caregivers. In December 2014, the Commission received a presentation by Joe Adams, President of the Discovery Science Center detailing their proposal to repurpose project design to health, nutrition, and sleep for young children. The Commission approved this new planned exhibit space as it is bettered aligned with planned uses for surrounding exhibits, creating a series of integrated exhibits focused on obesity prevention and promoting healthy lifestyles.

The Commission allocated an additional \$200,000 in March 2015, contingent on securing a match grant. In addition, the increased funding would be structured as a service pay back agreement requiring on site services targeting families with young children focused on promoting healthy eating, increased physical activity and sleep. Programs would be targeted to both prenatal women and families with young children and would be developed in coordination with Dr. Patricia Riba and Dr. Candice Lucas. In July 2015, the Commission was notified that Discovery was able to raise the match from the Horowitz Family. Commission staff is finalizing the funding agreement and the service payback structure and provisions. The exhibit space is anticipated to open in December 2015.

**Pediatric Vision**

**Total Dollars Allocated: \$1,500,000**

**Overall Status: On Target**

At the May 2013 meeting, the Commission allocated \$1.5 million in catalytic funding for Orange County pediatric vision services and authorized a contract to implement the project; as further developed and approved by the Pediatric Health Services Committee. The Commission's pediatric vision services project is implemented through a contract with University of California, Irvine (UCI), The Gavin Herbert Eye Institute and CHOC Children's Hospital. This year's milestones achieved related to the contracted scope of work include:

- *Matching Funds* - The program received an additional \$15,000 from the Lon V. Smith Foundation to provide free glasses to disadvantaged children, which will enhance the existing vision services that are supported by the Commission.
- *Project Staffing* – After significant recruitment, a replacement candidate for the new Pediatric Vision Program Manager position has been identified. It is anticipated that the position will be filled in September.
- *Pediatric Eye Mobile* – The bus to provide mobile services on referral has been designed and ordered, and delivered. The bus, named “Seymour” (see-more), includes graphic design recognizing the Commission. The maiden voyage took place at a community vision screening event in July at The Wooden Floor in Santa Ana. The event was sponsored by Kids Vision for Life, Illumination Foundation, and the UCI Gavin Herbert Eye Institute.
- *Vision Screening Technology* – PlusOptix devices were purchased for School Readiness Nurse use and training was provided on the technology. Implementation planning will continue this year with the nurses to ensure that responsive, family friendly processes are in place.
- *Data Management* - Community stakeholders were invited to discuss current practices associated with data collection and information sharing across organizations that serve the healthcare needs of Orange County's children and their families. Many community stakeholders are involved in screening services for children. The discussion was sponsored to identify provider experiences (including obstacles and solutions) related to authorizations, referrals, unique identifiers, care coordination, and data linkage to inform the pediatric vision services planning for data management.



THE CENTER FOR AUTISM  
& NEURODEVELOPMENTAL DISORDERS

## MISSION

To provide help and hope to children, adolescents, young adults and their families challenged by autism spectrum and other neurodevelopmental disorders.

## Transforming the Treatment of Autism

In late 2012, a \$15 million catalytic investment by the Thompson Family Foundation and the Children and Families Commission of Orange County created The Center for Autism & Neurodevelopmental Disorders (The Center), transforming the *For OC Kids* diagnostic center into a comprehensive center to support children with autism.

Today, The Center provides greatly expanded clinical care for children with autism and other neurological disorders, extensive autism research, family and professional education, and community engagement.

### 2001-2012

*For OC Kids* served children birth to 6 years old primarily with diagnosis

Partners included:

- Children and Families Commission of Orange County
- UC Irvine
- CHOC Children's

1,700 Children Served Annually through 4,209 Visits

8,894 Square Foot Facility

\$2.1 Million Annual Budget

3 Affiliated Researchers

### 2012 to Present

The Center serves children birth through 22 years old comprehensively

Partners include:

- Children and Families Commission of Orange County
- UC Irvine
- CHOC Children's
- Chapman University
- Thompson Family Foundation

2,500 Children Served Annually through 10,020 Visits

23,185 Square Foot Facility

\$6.4 Million Annual Budget

50+ Affiliated Researchers

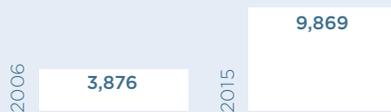
The Center  
is Created

## Heal

### CLINICAL CARE

53,000 Orange County school children have a disability. Of those, nearly 1 in 5 have Autism Spectrum Disorder. In 10 years, ASD diagnoses in Orange County have more than doubled.

#### Children with Autism Enrolled in OC Public Schools



“THE CENTER IS FANTASTIC, OFFERS SO MUCH FOR FAMILIES AND KIDS WITH ASD. WE ARE SO GRATEFUL!”

**Kip D.**  
Father of a child treated at The Center

#### Disciplines

- Neurology
- Pediatrics
- Psychology
- Psychiatry
- Nursing
- Social Work
- Speech and Language Pathology
- Occupational Therapy
- Applied Behavioral Analysis (ABA)
- Behavioral Consultants
- Educational Consultants
- Gastroenterology

A multidisciplinary approach expands the breadth and depth of services.



138% Growth in Visits to The Center

## Discover

### INNOVATIVE RESEARCH

Diversity and connectedness characterize The Center’s research, which spans more than 12 departments and programs at the University of California, Irvine.

Within The Center’s research platform, the Center for Autism Research and Translation (CART) is defining critical signaling pathways in Autism Spectrum Disorder to identify key molecular biomarkers and targets for new and repurposed drugs.

### 50+ Affiliated Researchers



“WE AT FRIENDS FOR FRAGILE X CONTINUE TO BE INSPIRED BY THE CUTTING EDGE RESEARCH BEING DONE AT CART, WHICH WE BELIEVE WILL CHANGE THE WORLD FOR CHILDREN WITH FRAGILE X AND AUTISM DISORDERS.”

**David Justus**  
Co-founder of Friends for Fragile X

# Teach

## QUALITY EDUCATION

Quality Education is a hallmark of The Center, integrating both professional and family opportunities. Professional education by The Center more than doubled in just three years, greatly building the community capacity.

Parent education witnessed dramatic growth of 358% in the same three-year period.

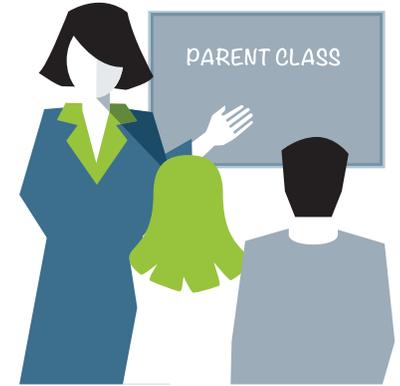
Offerings include:

- Six-week Autism Education Series: for families with newly diagnosed children
- FAST (Families and Schools Together): partners with families and schools to navigate the Individualized Education Program (IEP) process and assist with school-related meetings
- Caregiver Workshops: such as managing tantrums, toilet training, and estate planning

47 medical residents, post-doctoral students, and graduate students participating in 19 trainings annually



119 caregiver classes and workshops for parents annually



“OUR SCHOOL DISTRICT IS EAGER TO HAVE THE CENTER PROVIDE INSIGHT INTO HOW WE CAN BETTER COLLABORATE AND IMPROVE FAMILIES’ EXPERIENCES WITH THE SPECIAL EDUCATION PROCESS. WE WANT THE CENTER TO PROVIDE TRAININGS TO ALL OF OUR PSYCHOLOGISTS!”

**Lead Psychologist**  
Local School District

# Engage

## COMMUNITY ENGAGEMENT

To raise awareness about neurodevelopmental disorders, The Center is an active and visible participant in community events such as Pacific Symphony Heart Strings and Creative Art 4 Healing.

Maximizing its partnerships with the community, The Center promotes wellness among the children and families through:

- Musical Instruction
- Musical Performance
- Art Workshops
- Dance
- Yoga
- Mindfulness
- Robotics
- Winter and Summer Camps
- Family Support Groups
- Sibling Groups

“THE PACIFIC SYMPHONY HEART STRINGS EVENT GAVE MY SON WITH AUTISM THE OPPORTUNITY TO SEE A SMALL SYMPHONY FOR THE FIRST TIME IN PERSON. WHEN WE HEARD THAT HE COULD ACTUALLY SEE, HEAR AND TOUCH AN INSTRUMENT, IT WAS MORE THAN WE COULD EVER IMAGINE. YOU MADE IT A SAFE PLACE FOR OUR FAMILY TO COME WITHOUT BEING JUDGED. THANK YOU!”

**Lisa S.**  
Mother of a child participating in The Center's Wellness Program

20 community events annually to raise awareness and educate about autism spectrum and neurodevelopmental disorders



# Future Growth

## MEETING THE NEEDS OF CHILDREN AND FAMILIES

The need in the community continues to outpace The Center's current capacity. The wait list for children to get an initial appointment at The Center was reduced from 18 months in 2013/14 to the current average wait time of 12 months. The goal - truly, the need - is to reduce the wait even further. In the interim while families are awaiting the initial appointment and services, The Center provides well-attended and respected classes to families on the waitlist.

## DEVELOPING NATIONAL COLLABORATIONS

In addition to the existing, fruitful relationships developed with University of California, Irvine, The Center has reached out to join forces with other nationally-recognized institutions to develop a growing body of published and disseminated research, manuscripts, and keynote presentations.

"IN ADDITION TO THE WORK WE'LL DO ON THE CAMPUS WITH RESEARCH AND WITH STUDENTS, WE'RE GOING TO MAKE SURE THE REGION FEELS THE BENEFITS OF THE CAMPUS EVEN MORE."

**UC Irvine Chancellor Howard Gillman**

Speaking of his plans to focus on the health and well-being of the community, including with efforts such as the Center for Autism Research and Translation, a program within The Center for Autism & Neurodevelopmental Disorders.

The Center was recently invited into the **Autism Treatment Network**, which is a collaboration of 14 international sites. This landmark partnership advances The Center's:

- Implementation of best practices for working with individuals on the spectrum
- Data collection processes
- Effective family involvement and protocol

Importantly, the Network provides opportunities to collaborate on grant applications with other network sites. In July 2015, The Center was awarded a \$1.7 million research grant to study "Improving Participation in Dental Care and Oral Health Outcomes for Underserved Children with Autism Spectrum Disorder." This grant was not accessible except through the Network.

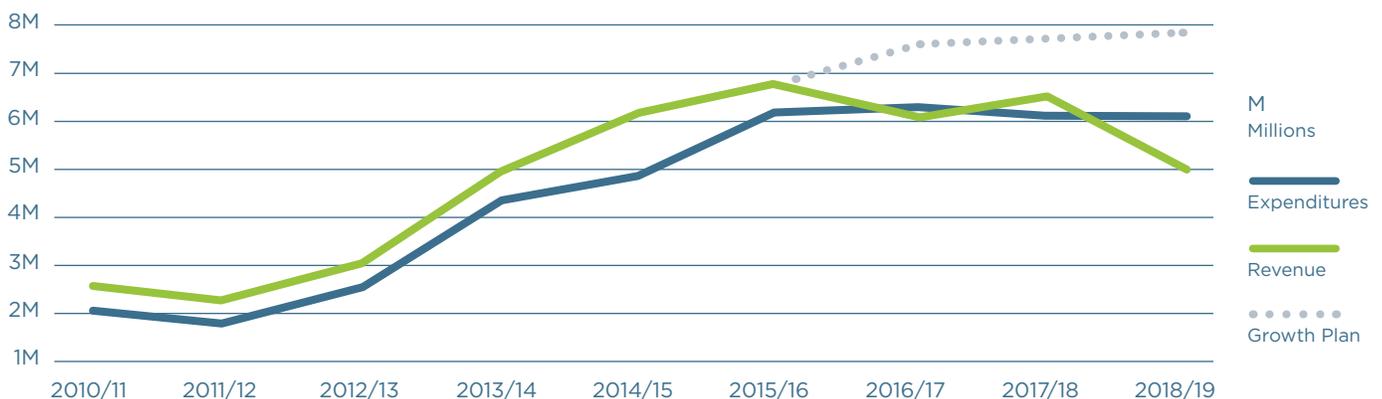
## EXPANDING THE TEAM OF EXPERTS

The path to boosting clinical and research efforts is through expansion of staff and faculty. To grow, the following staffing is immediately needed:

- 2 psychologists
- 2 medical providers
- 1 nurse practitioners
- 1 PhD, Board Certified Behavior Analyst (for ABA early intervention)
- 2 social workers
- 1 MEd (for education/training)

# The Case for Investment

The promise of The Center is its proven track record of early intervention, treatment, and support for children and families with neurological disorders. The catalytic investment provided by the William and Nancy Thompson Family Foundation and the Children and Families Commission of Orange County established a strong foundation for The Center's expanding services, research, and impact. The infrastructure is already in place and the time is now to build upon this foundation a future Center of Excellence that will draw national resources and recognition to Orange County.



The Center has made significant progress on diversifying its revenue sources, and on its pathway to sustainability, but there's work to do. With support from UC Irvine and other public and private partners, The Center can become a nationally-recognized center of excellence and achieve its vision to support all children in Orange County.