

Leading The Second Largest School District Through The COVID-19 Pandemic

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MEDICAL DIRECTOR

LOS ANGELES UNIFIED SCHOOL DISTRICT

March 13th, 2020



January 11th, 2021



Schools: Where Health & Education Intersect

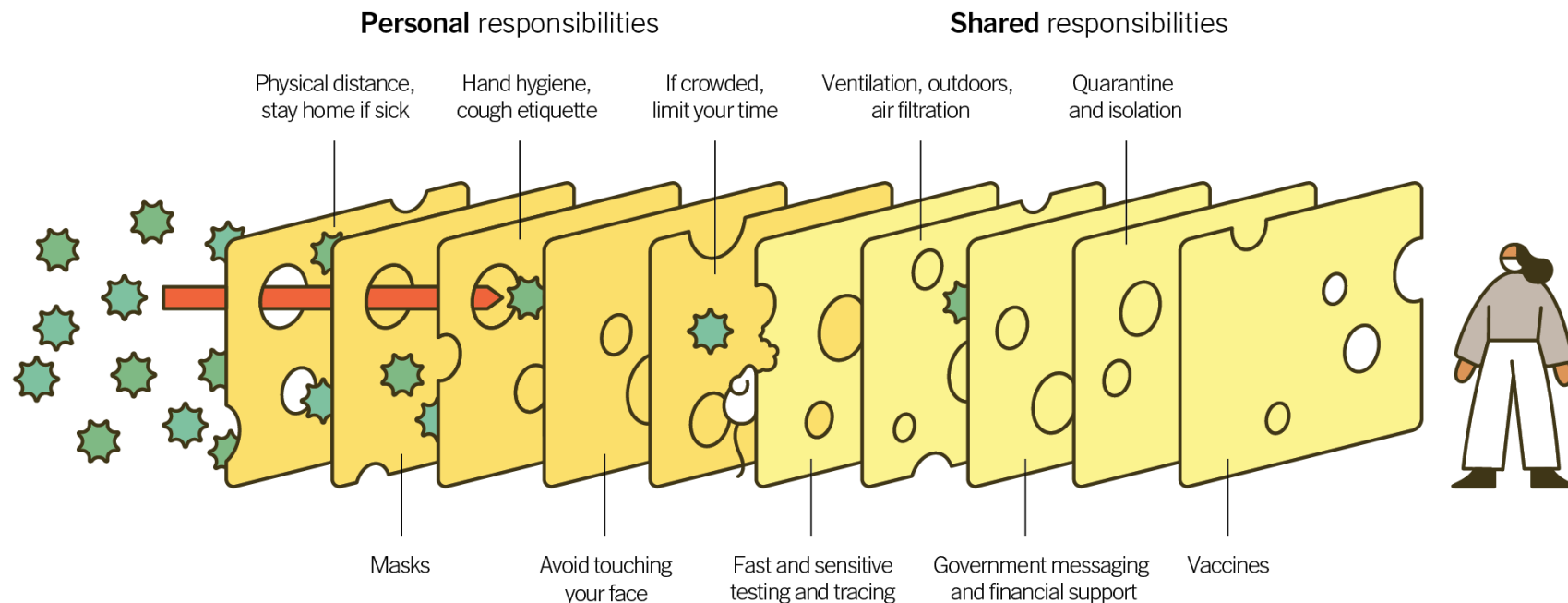


From: US Centers for Disease Control and Prevention

Swiss Cheese Model of Pandemic Defense

Multiple Layers Improve Success

The Swiss Cheese Respiratory Pandemic Defense recognizes that no single intervention is perfect at preventing the spread of the coronavirus. Each intervention (layer) has holes.



Source: Adapted from Ian M. Mackay (virologydownunder.com) and James T. Reason. Illustration by Rose Wong

Source: New York Times

Los Angeles Unified

STUDENT CHARACTERISTICS

English and 97 languages are spoken in Los Angeles Unified schools. Los Angeles Unified has 86,081 students who are learning to speak English proficiently. The primary languages are Spanish (91% of English Learners) and Armenian (1.67%), Russian, Korean, Arabic, Farsi, Vietnamese, K'iche' (a Mayan language of Guatemala), Bengali, Cantonese and other languages each accounting for less than 1% of the total.

Latino	73.4%
White	10.5%
African American	7.5%
Asian	3.9%
American Indian or Alaskan Native, Native Hawaiian or Pacific Islander	Less than 1%
Filipino	2.0%
Not reported	0.6%

Source: Office of Data and Accountability

Multiple Layers of Mitigation

STAYING SAFE

HOW CAN I BE SURE
**MY STUDENTS WILL
BE SAFE AT SCHOOL?**



1 **FACE MASKS** will be required for all students, staff, and visitors while on campus.



2 **PHYSICAL DISTANCING** will be based on the latest LACDPH guidelines.



3 **DAILY HEALTH CHECKS** will be required for all students, staff, and visitors before coming on campus, verbally or through Daily Pass (dailypass.lausd.net).



4 **COVID-19 TESTING** will continue for students and employees on campus. Fully vaccinated students and employees do not need to test.



5 **VACCINATIONS:** All students ages 12 and older are encouraged to make vaccine appointments by calling the LAUSD Family Vaccination Hotline at **(213) 328-3958** for support.



The Office Of COVID Response

- ▶ A new division of the District established on December 1, 2020 to operationalize COVID-19 testing, tracing and vaccinations
- ▶ The office now has over 400 employees and manages all the COVID-19 contracts for the District



Testing

summerbio.

September 2020 through June 2021: Deliver 100,000 COVID-19 tests per week

By October 2021: 100,000 COVID-19 tests ***per day***

To date: Over **13 million COVID-19 tests** have been administered through LAUSD

Testing

We contracted with two different vendors to provide:

- 232 Testing Team Leads

- 532 Registrars and Greeters

- 919 Collectors (licensed healthcare professionals)

- 157 Couriers and 143 Courier Vehicles

- 1 pilot operating two flights per day

- 30 SummerBio employees processing samples in the lab

24 hour turnaround time with results delivered directly to students and employees on our online system



Credit: LA Times

Testing

- ▶ When in-person learning resumed in April 2021 (hybrid model), the District mandated a weekly testing cadence for all students and staff coming onto campus, regardless of individuals' vaccination status, exposure, or symptoms
- ▶ We also included “baseline” testing for all individuals the week prior to returning to school.



In Los Angeles, price for admission at nation's second-largest school district is a negative covid test — every single week

Los Angeles Unified's mandatory mass testing program seen as model for nation



Testing

To ensure weekly testing for all students and employees regardless of vaccination status:

Mobile testing teams assigned to every school and many district work sites. This amounts to more than 200 locations per day.

Stationary and symptomatic testing sites located throughout the district.

Isolation testing sites to facilitate shortened isolation and a quicker return to school/work for those who test positive.



Community Engagement

- ▶ Consists of District administrators and nurses
- ▶ Contracted with a vendor to provide multiple teams ensures that every LAUSD student and staff member who tests positive, or is a close contact of someone who tests positive, is notified in a timely manner
- ▶ Collaborate with the Los Angeles County Department of Public Health to identify, monitor, and respond to school outbreaks to minimize in-school transmission.

Masking

- ▶ We required masking both indoors and outdoors
- ▶ When Omicron was peaking, we upgraded our mask requirements to surgical grade masks or higher for students and employees.



UPDATED COVID-19 MASKING REQUIREMENTS FOR SCHOOL DISTRICT STAFF: JANUARY 2022

Due to very high rates of COVID-19 transmission, Los Angeles County has enhanced the masking requirements for employees in the [Health Officer Order](#) and the Los Angeles Unified School District expects all District employees working in person to comply.

*NOTE: Workers may no longer wear a cloth mask by itself at a District site.
A cloth mask may be worn over a surgical-style disposable mask as a layer to "double-mask".*

MASKS WORN BY WORKERS AT A DISTRICT SITE MUST BE ONE OF THESE THREE TYPES:

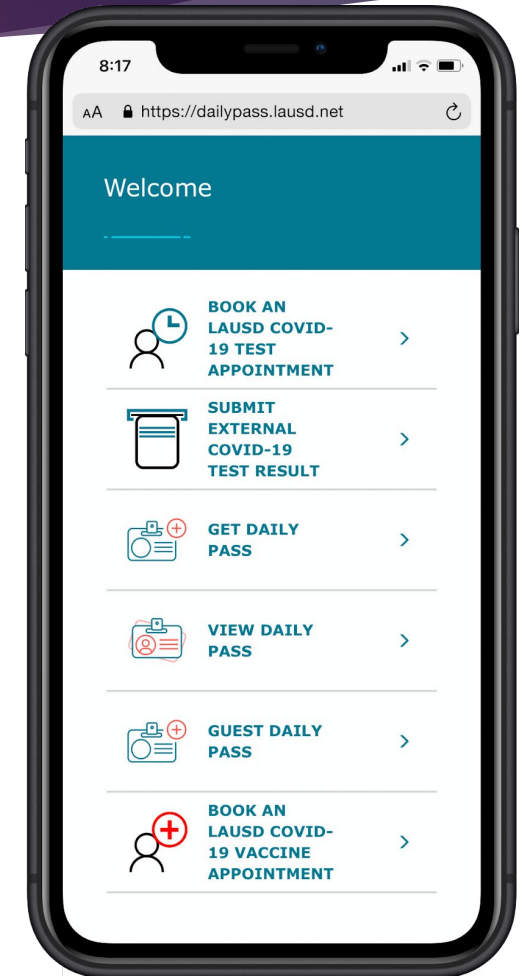


Additional Mitigation Measures

- ▶ We upgraded our air filtration systems to MERV-13 filters- which are top of the line, N95 mask level filters.
- ▶ We also increased our custodial staff to allow for more frequent cleaning and disinfection of our schools.

Daily Pass

- ▶ We collaborated with Microsoft to develop and implement LA Unified's online system--Daily Pass
- ▶ Students and employees were required to answer daily health screening questions and the app permits/denies entry to District facilities based on health status.
- ▶ A QR code is generated that allows students and employees onto campus
- ▶ All vaccinations and test results are also uploaded onto this system and managed by the Community Engagement team



Vaccinations

Early 2021: COVID-19 vaccine became available for school employees in California

- ▶ The District quickly mobilized its nursing and medical staff as well as clerical support staff to open several school-based vaccination clinics.
- ▶ Our goal: to ensure that every Los Angeles Unified employee had the opportunity to become fully vaccinated before returning to in-person instruction, without needing to compete for appointments at external vaccination clinics.



Mega Pod at Sofi Stadium

- ▶ A partnership with the Los Angeles Rams and Hollywood Park allowed the District to open and operationalize a “mega” drive-thru vaccination site in the parking lot of SoFi Stadium in March 2021, capable of administering 10,000 vaccine doses per day.



Vaccinations

When the COVID-19 vaccine became available to children 12 and older in Spring 2021:

- ▶ We ensured that every eligible LAUSD student had convenient access to COVID-19 vaccinations by contracting with mobile vaccination teams that visit every middle and high school during and after school hours.
- ▶ This mobile vaccination program continues today, providing first and second doses as well as boosters to all eligible students, staff and their households.
- ▶ To date, district mobile vaccination teams have vaccinated more than 100,000 students and employees.



Credit: Los Angeles Daily News

Vaccinations



Student Medical Services
& Medi-Cal Programs

LOS ANGELES UNIFIED STUDENTS AGES 5 & UP
GET VACCINATED AGAINST COVID-19
GET YOUR FREE, SAFE & EFFECTIVE VACCINE
AT A CLINIC NEAR YOU
 (COVID-19 VACCINE FOR AGES 5-11 AVAILABLE TUESDAYS & FRIDAYS **ONLY**)
 (COVID-19 VACCINE FOR AGES 12+ AVAILABLE MONDAY-FRIDAY)

LD	CLINIC	ADDRESS	CLINIC DAYS	CLINIC HOURS	PHONE/FAX
C	Foshay LC Medical <i>Clinic entrance on Exposition Blvd.</i>	3751 S Harvard Blvd Los Angeles 90018	Monday - Friday	8:00 am - 3:00 pm	(323) 373-2788 F: (323) 373-2784
C	School Enrollment, Placement & Assessment (S.E.P.A.) Center Los Angeles	1339 W Angelina St Los Angeles 90026	Monday - Friday	8:00 am - 3:00 pm	(213) 482-1301 F: (213) 481-2097
E	Holmes El School Clinic	5108 Holmes Ave Los Angeles 90058	Monday - Friday	8:00 am - 3:00 pm	(323) 587-3638 F: (323) 582-2012
E	Murchison El School Clinic	1501 Murchison St Los Angeles 90033	Tuesday, Thursday, Friday	8:00 am - 3:00 pm	(323) 909-1185 F: (323) 225-2418
E	Hollenbeck MS Clinic	2510 E 6 th St Los Angeles 90023	Monday - Friday	8:00 am - 3:00 pm	(323) 780-4575 F: (323) 780-4580
E	San Miguel Healthy Start Clinic	9801 San Miguel Ave South Gate 90208 GPS: 9819 San Luis Ave South Gate, CA 90208	Monday - Friday	8:00 am - 3:00 pm	(323) 566-8269 F: (323) 566-8665
E	Second St El School Clinic	CLOSED UNTIL FURTHER NOTICE			
NE	Panorama Student & Family Wellness Center	8015 Van Nuys Blvd Panorama City 91402	Monday - Friday	8:00 am - 3:00 pm	(818) 909-4593 F: (818) 909-4545
NE	Telfair Student & Family Wellness Center^	10911 Telfair Ave Pacoima 91331	Monday - Friday	8:00 am - 3:00 pm	(818) 899-6113 F: (818) 886-8351
NW	Columbus MS Clinic	7739 Farralane Ave Canoga Park 91304	Monday - Friday	8:00 am - 3:00 pm	(818) 702-1270 F: (818) 702-1253
NW	Kennedy HS Clinic	11254 Gothic Ave Granada Hills 91344	Monday - Friday	8:00 am - 3:00 pm	(818) 271-2547 F: (818) 271-2563
NW	Lawrence MS Clinic	CLOSED UNTIL FURTHER NOTICE			
NW	Wellness & Immunization Clinic Zetzah Site	6505 Zetzah Ave Reseda 91335	Monday - Friday	8:00 am - 3:00 pm	(818) 654-1652 F: (818) 758-9961
S	Diego Rivera LC Clinic	6100 S Central Ave Los Angeles 90001	Monday, Wednesday, Friday	7:30 am - 2:30 pm	(323) 846-2001 F: (323) 846-2028
W	Hollywood HS Wellness Center	1530 N Orange Dr Los Angeles 90028	Monday - Friday	8:00 am - 3:00 pm	(323) 993-2355 F: (323) 993-2359
W	Mark Twain MS Clinic	2224 Walgrove Ave Los Angeles 90066	Tuesday, Thursday	7:30 am - 2:30 pm	(310) 305-3160 F: (310) 398-1627

Local District	OPEN - Wellness Centers	Please call clinics for hours of operation	
Central	Belmont High School 180 Union Pl., Los Angeles, CA 90026	Asian Pacific Health Care Venture, Inc. P: (323) 644-3880 ext. 702 www.aphcv.org	
Central	Jefferson High School 3410 S. Hooper Ave., Los Angeles, CA 90011	South Central Family Health Center P: (323) 908-4200 ext. 4402 http://www.scfhc.org	
Central	Manual Arts High School 4085 S. Vermont Ave., Los Angeles, CA 90037	St. John's Well Child & Family Center P: (323) 541-1631 ext. 2002 www.wellchild.org/	
South	Carson High School 270 E. 223rd St., Carson, CA 90745	South Bay Family Health Care P: (310) 802-6170P: (310) 221-6800 (Español) www.sbfhc.org/	
South	Fremont High School 7821 S. Avalon Blvd., Los Angeles, CA 90003	UMMA Community Clinic (323) 789-5610 www.ummaclinic.org/	
Northeast	Maclay Middle School 12451 West Gain St., Pacoima, CA 91331	Northeast Valley Health Corporation P: (818) 897-2193 https://nevhc.org/	
Northwest	North Hills Wellness Center at James Monroe High School 9119 Haskell Ave., North Hills, CA 91343	Valley Community Healthcare P: (818) 763-8836	Child and Family Guidance Center P: (818) 739-5900 www.childguidance.org
West	Crenshaw High School 3206 50th Ave., Los Angeles, CA 90043	T.H.E. Clinic P: (323) 730-1920, ext. 5005, (213) 300-6636 www.tohelpeveryone.org	
West	Washington Prep High School 1555 W. 110th St., Los Angeles, CA 90047	St. John's Well Child & Family P: (323) 757-2771 www.wellchild.org/	

Call a clinic near you for appointments or walk-in availability
 Minors require parent/guardian consent

Vaccine Mandates

- ▶ In August of 2021, we announced a requirement that all on-school site employees must be fully vaccinated by October 2021.
- ▶ In September of 2021, we announced that all students 12 and above must be fully vaccinated to continue in-person learning by January 2022.



Vaccinations

- ▶ Our goal:
 - ▶ ACCESS & EDUCATION
- ▶ Office of Civic Engagement & Office of Parent and Community Services
 - ▶ Town Halls with communities and parents
 - ▶ Town Halls with faith based leaders
 - ▶ PSA from students and physicians
 - ▶ Collaboration with the Department of Public Health



HEET Community of Schools
TOWN HALL
SOUTH MID-CITIES Community of Schools

SPECIAL GUESTS INCLUDE:

Dr. George McKenna III
LAUSD Board Member

Special Celebrity Guest
Wendy Raquel Robinson

DON'T MISS THE MOST IMPORTANT TOWN HALL OF THE YEAR!

Additional Invited Guests:
Ask Nurse Alice
Cory Scruggs, MD
Paul Hodge, Molecular Biologist
Jerry P. Abraham, MD, MPH, CMQ
Hascal Humes, MD

LEARN FROM BLACK AND LATINX DOCTORS WHO WILL TALK ABOUT VACCINATIONS AND HOW THEY MAKE OUR SCHOOLS AND COMMUNITIES HEALTHY AND SAFE. LAUSD OFFICIALS WILL DISCUSS THE DIRE IMPACT THAT STUDENTS NOT GETTING VACCINATED WILL HAVE ON LEARNING IN OUR SECONDARY SCHOOLS! ALL FACTS. PURE TRUTH. NO FALSEHOODS.

THURSDAY, NOVEMBER 4
6:00 - 7:15 PM VIA ZOOM

REGISTER AND SUBMIT QUESTIONS AT [HTTPS://HEETCOS.COM/TOWNHALL2021](https://HEETCOS.COM/TOWNHALL2021)

Vaccine Mandates Work

- ▶ 100% of LAUSD staff at school sites are vaccinated
- ▶ 90% of our students 12 and above are vaccinated
- ▶ Mission Continuation High School achieved 100% vaccination rates



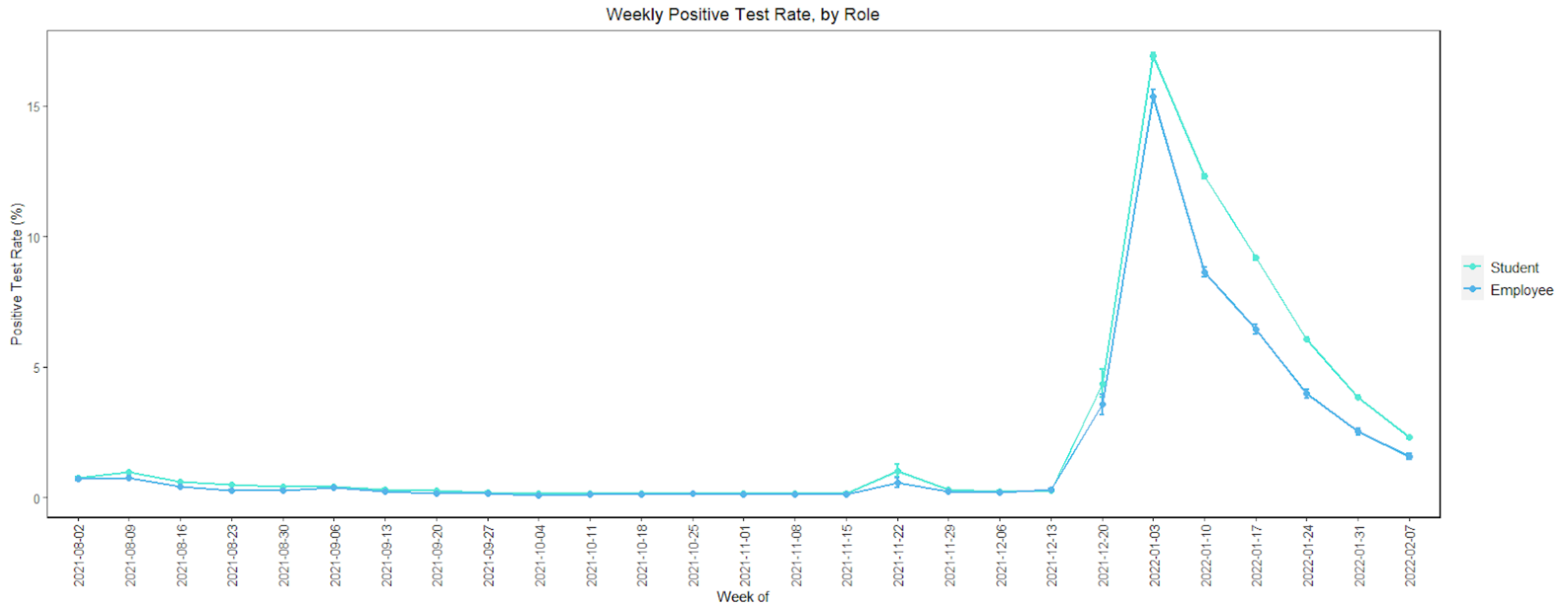
Preserving In-Person Learning



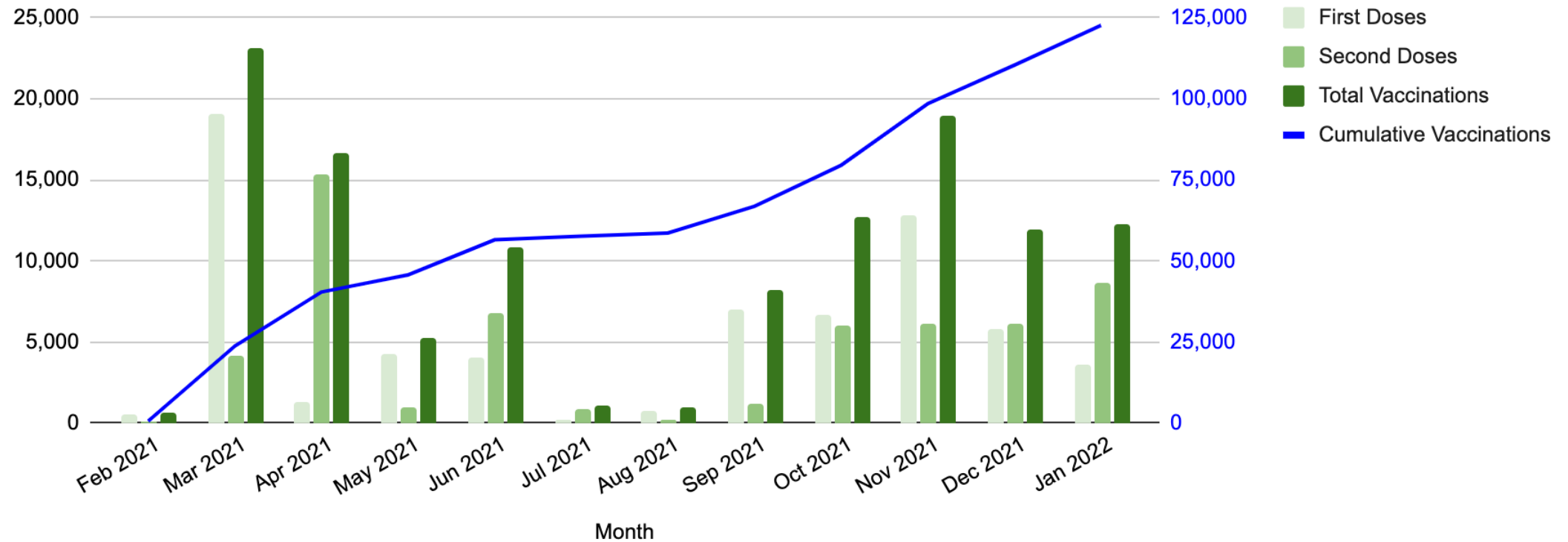
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current requirement and will continue to offer
the safest possible, stable learning
environments while providing more
opportunities for eligible students to get
vaccinated.***

COVID Testing Over Time



COVID Vaccinations Over Time



Los Angeles Unified

- ▶ Continued to maintain the highest safety standards in the nation
- ▶ Established the largest school based COVID-19 testing program
- ▶ Kept more than 1400 schools open since August 16th 2021 for full time in-person learning
- ▶ Demonstrated that in a masked environment, with the appropriate mitigation measures: ***schools can be kept safe and open for in-person learning during a pandemic***

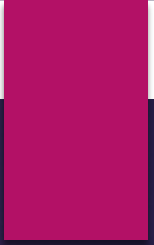
yahoo!news

How Los Angeles became the national leader for keeping schools open



Andrew Romano

Thu, January 27, 2022, 7:50 AM · 12 min read



Lessons Learned on Communication During A Crisis



“Good communication is
the bridge between
confusion and clarity”

NAT TURNER

Define Your North Star

“To bring students back to in-person learning in the safest environment possible”



Message With Consistency

- Consistency: Using the same terms that express the ideas of the message

“Los Angeles Unified remains committed to providing our students with the best possible education in the safest possible environment”

“We know that children thrive best when learning in-person amongst their peers”

“The science is clear: vaccinations are an essential part of protection against COVID-19”

Message with Repetition



LOS ANGELES UNIFIED SCHOOL DISTRICT • **Med**
Min
with Los A

**Virtual
Town Hall
Meeting**

Learn More, Ask
Questions, and Identify
the Steps to Get
Vaccinated and Submit
Proof by October 15.

DR. SMIT
Medica

Webinar Mode: Camera Disabled, Microphone Muted



Dr. Tanya Altmann M.D., FAAP | Calabasas Pediatrics



Spokesperson | American Academy of Pediatrics

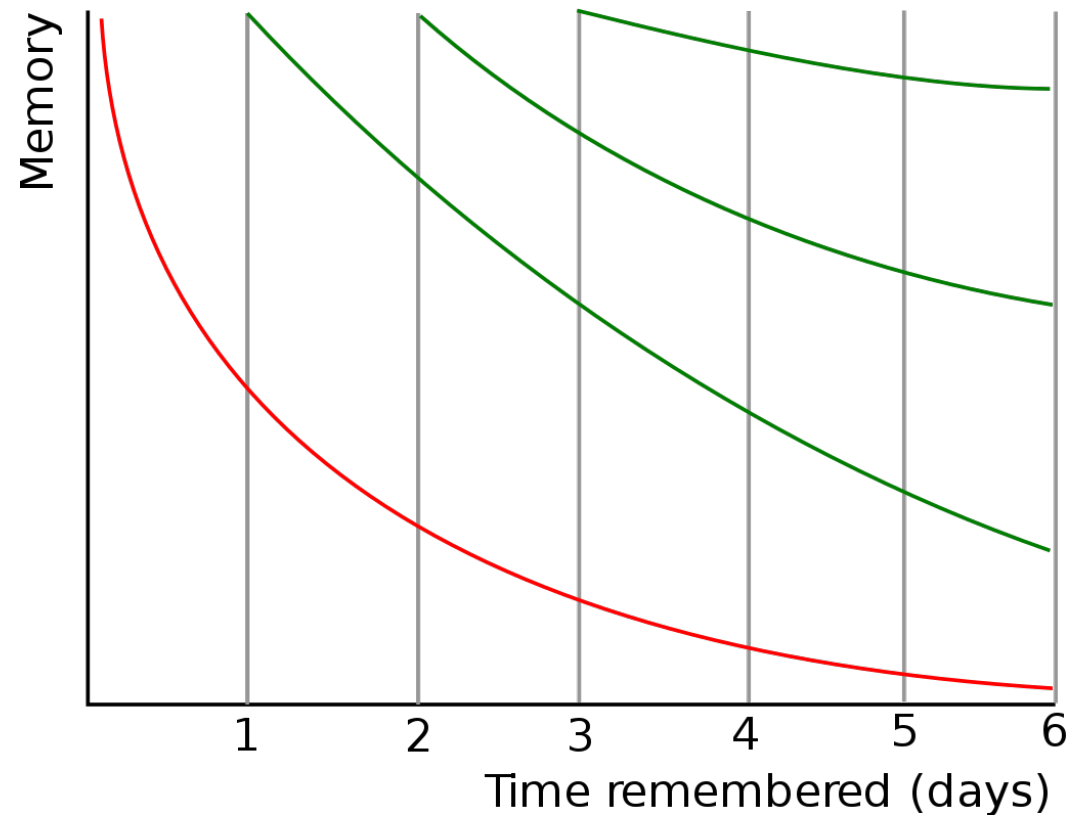


Messaging with Consistency and Repetition

- ▶ In the 1880's, German psychologist Herman Ebbinghaus studied the science of forgetting
- ▶ Developed a multi-year systematized study that tracked memory decay over time.
- ▶ Created 2,300 nonsense sounds and memorized them. He then tested himself and kept track of how many times he had to rehearse each list of words over time

Messaging with Consistency and Repetition

The Forgetting Curve



Messaging with Consistency and Repetition

- ▶ Consistency and repetition creates certainty
- ▶ Used a variety of different communication channels (newsletters, board meetings, social media, videos, town halls)
- ▶ Provided messaging toolkits for Principals and District Leaders to communicate to their communities

Type	English
Family Letter Template	<p><Date></p> <p>Update on Mask Requirements for Students</p> <p>Dear Families:</p> <p>I am writing to share current information about mask requirements for Los Angeles Unified students and staff.</p> <p>Everyone on campus is required to wear a well-fitting, non-cloth mask of multiple layers with a nose wire <u>or</u> a reusable cloth mask with a particle filtration efficiency of at least 95% while indoors.</p> <p>Effective Tuesday, February 22nd, outdoor masking will be optional for Los Angeles Unified Schools.</p> <p>If your child will be wearing a cloth mask to school, please ensure the mask complies with the standards listed on the Los Angeles County Department of Public Health's website: http://publichealth.lacounty.gov/acd/ncorona201</p>

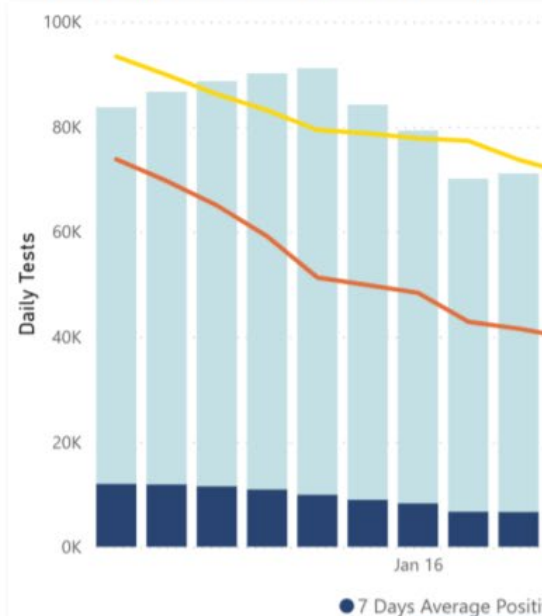
Be Transparent

- ▶ Meet Regularly with Team members
 - ▶ 1:1 meetings with team members
 - ▶ Check-in meetings with District leaders
 - ▶ Daily meetings for large projects
- ▶ **Clear communication leads to transparency and trust**

Be Transparent

LAUSD and LA COUNTY AT-A-GLANCE

7-Day Testing Volume and Positivity Rate, Janu



Safe Steps
to Safe Schools

*TIP—to learn more about these metrics, please click and hold on any of the numbers below. Also click [HERE](#) to view the full glossary.

COVID-19 Data – School Report Card

107TH ST EL

Status: OPEN

Refresh Date: 02/17/2022 10:00 PM

Search for School by Name

107TH ST EL

En español

Active COVID Cases

3

Positive cases among staff and students

0

Cases from school-based transmission

[What do I do if there is a positive case at my school?](#)

Reopening Status

OPEN = No active positive cases that are epidemiologically linked.

OPEN = An outbreak investigation has been opened by the Los Angeles County Department of Public Health. Outbreaks are opened when there are 3 or more active positive cases that are epidemiologically linked.

CLOSED = School closure determined by the Los Angeles County Department of Public Health.

Staff & Student Testing Summary

Past 7 days (2/11/2022 - 2/17/2022)

	Number of Tests	Positive Tests	Positive Test rate(%)	Change since prior 7 days(%)
107TH ST EL	546	2	0.37	-1.31
Fremont CoS	8,059	101	1.25	-1.21
LA Unified	315,837	3039	0.96	-1.13

CLICK HERE for Daily Pass Portal

➤ [Get a Daily Pass](#)

➤ [Schedule a COVID Test](#)



➤ [View Results](#)

➤ [Submit External Test Results](#)

➤ [Submit Vaccination Records](#)

Provide Opportunities For Feedback

- ▶ Every policy and change in policy has repercussions at the level of implementation
 - ▶ Changes in masking
 - ▶ Changes in quarantine and isolation

The screenshot shows a web form titled "Add Close Contact". At the top, there are "Cancel" and "Save" buttons. The "Person" dropdown menu is open, showing a selection for "Aaliya Clark 131313". The form includes several input fields: "Case Type" (set to "Close Contact"), "Parent Case" (set to "CS-007537"), "Facility" (set to "SVEN LOKRANTZ SPECIAL ED"), "Symptom Onset Date", "Last Date at Education Setting", "Fever", "Cough", "Fatigue", "Chills", "Congestion or Runny Nose", "Muscle or body aches", "Headache", "Sore throat", "Nausea or Vomiting", "Diarrhea", "New loss of taste or smell", and "Shortness of breath/difficult". There is also a "Notes" section at the bottom. A date picker is visible on the right side, showing the date "November 9, 2021".



Navigating Decision Making In Uncertain Times

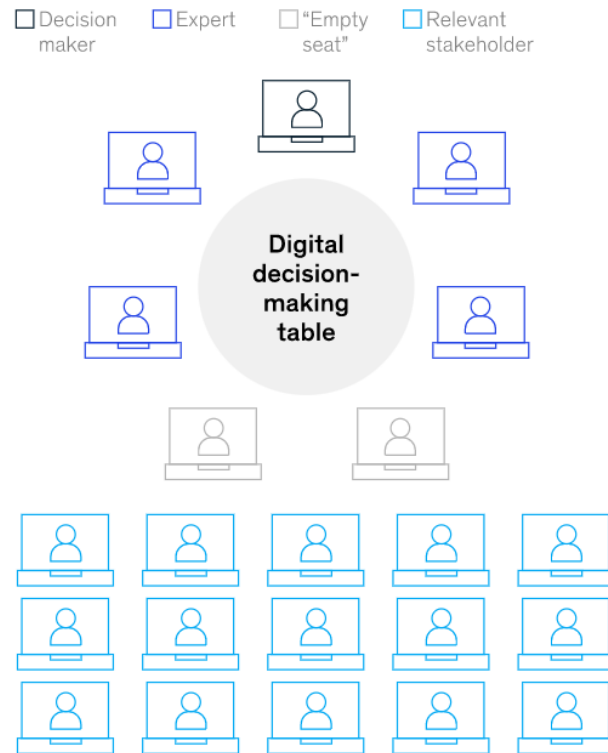
Go Back To Your North Star

To bring students back to
in-person learning in the
safest environment
possible



Collaborate With A Larger Team

Involve more people and move faster using a 'fishbowl' format.



- Los Angeles Unified School District leadership and medical team
- UCLA
- Johns Hopkins
- Stanford
- Information Technology
- Laboratory and Testing

Use The Power Of Data

In August, hospitalizations among children and adolescents increased 4x in...

States with low levels of vaccination



Compared with states with high levels of vaccination



Protect kids by getting vaccinated

bit.ly/MMWR9321

MMWR

Use The Power Of Data

VACCINATION for COVID-19	% of students with 2 doses complete
Ages 12 and Up	90%
VACCINATION for COVID-19	% of school staff with 2 doses complete
Employees	100%

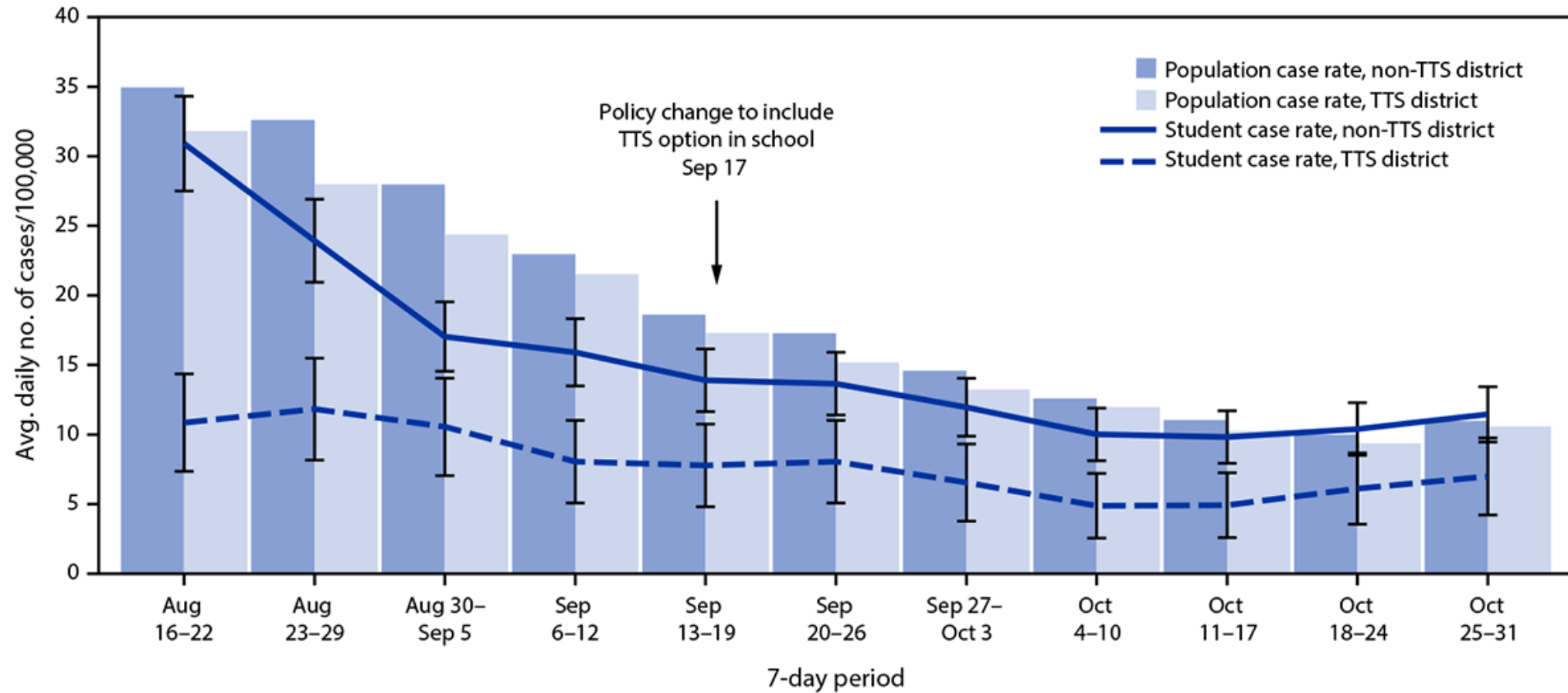
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Use The Power Of Data





Protecting the Mental Health of Teams During A Pandemic

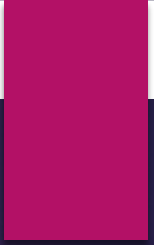
Be Vulnerable



Principal Blanca Esquivel

John C. Fremont Senior High School





Leadership requires
wholeheartedness
“A willingness to show up and be
seen, even if there are no
guarantees”

BRENE BROWN

Build Connection Through Check-Ins



Know Your Resources

Employee Assistance Program
Service Summary for
Los Angeles Unified School District



Anthem 

Available 24/7, 365 days a year
Everything you share is confidential.*



