Incorporating Equity & Stakeholder Input into the Colorado SBHC Program’s Funding Approach

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Disclosures

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Learning Objectives

By the end of the session, participants will be able to:

- Initiate a partnership between the state grant program and the state affiliate organization to support a strategy for disseminating school-based health center (SBHC) funding.

- Describe how to apply various methods to engage stakeholders in developing a funding strategy for a SBHC grant program.

- Describe various types of funding formulas or methods for distributing grant funding.
Session Agenda

- State program overview
- State affiliate overview
- Timeline & engagement strategies
- Development steps
- Summary & lessons learned
- Q&A
Colorado SBHC State Grant Program Overview
Colorado’s School-Based Health Center (SBHC) Program Overview

- Established in state statute
- CO’s SBHCs are clinics located in schools or on school property that offer primary, behavioral and oral health care to children and young adults.
- The SBHC Program awards grants to:
  - Establish new SBHCs (planning grants).
  - Expand services/provide ongoing support to operating SBHCs.
2021-22 SBHC TOTAL COSTS ~ $21 million for 53 sites

CDPHE Grants
($6,100,000
(~$4.5 million granted from SBHC state general fund)

Insurance reimbursement
($10,000,000
(Primarily public insurance, e.g. Medicaid)

Other grants, support, & in-kind donations
($5,400,000)
Grant Activities

- Ensure community input in the SBHC
- Adhere to SBHC quality standards
- Collect & evaluate data
- Provide a core menu of services
- Conduct quality improvement activities
Colorado’s SBHC Program Sites

Click here to view the interactive map.
Colorado State Affiliate Overview
Youth Healthcare Alliance Overview

1. In existence since 1996 (renamed in Feb 2023)
2. Nonprofit membership organization for all Colorado’s SBHCs (70 total; 53 of those funded by CDPHE)
3. Champions for school-based clinics in Colorado
   a. Provide advocacy, outreach/access to resources and supports to explore school-based models, supports for clinical advancement within existing clinics.
   b. Ultimately, driven by our members’ needs and vision.
Colorado SBHC Locations
YHA - CDPHE partnership

YHA - State Affiliate:
- Acts as membership organization
- Advocates in state legislature
- Provides technical assistance for clinical programs
- Reaches out and provides support to new community

Shared partnership with the vision of supporting and advancing SBHCs statewide.
- Collaborate on program specifics
- Share information regarding policy changes
- Share information about interested communities

CDPHE - State Program Office:
- Provides grant funding
- Sets minimum standards for services and quality
- Provides evaluation and data analytics
Funding Model
Timeline &
Engagement Strategies
Problem with old funding model

- Not equitable.
  - Awards based on score.
  - Awards based on amount requested.

- Complex.
  - Challenge to allocate when available funding changed.
  - Unpredictable budgets for grantees year-to-year.

- Not transparent
**Timeline**

- **September 2020**
  - New program director starts & gathers stakeholder input on proposed changes

- **October 2020 - April 2021**
  - Stakeholder engagement focused on evaluation & performance measurement

- **May 2021 - October 2021**
  - Program leads stakeholder engagement focused on funding approach
  - YHA supports & participates in process

- **August 2020**
  - Program changes announced

- **October 2020**
  - Extend current contracts/delay release of new application process

- **October 2020 - April 2021**
  - Program: research funding models and share stakeholder plans w/YHA
  - YHA: gather SBHC input

- **November 2021**
  - Release new 5-year application w/new funding approach
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How have you managed major programmatic transitions during COVID/public health emergency while many were operating in a virtual environment?

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Planning for new model

- Conducted research of other grant-making programs’ funding models.
- Identified key stakeholders.
- Developed plan for stakeholder involvement & shared decision-making.
- Developed a timeline to include time for feedback.
- Used multiple avenues to solicit input.
Employed Multiple Engagement Methods

Virtual forums sessions

Interactive Virtual brainstorm

Anonymous surveys

Individual discussions
Funding Model Development
Process to develop the new model

1. Evaluate current model
2. Identify goals & requirements for new funding model
3. Rank order the funding model goals
4. Identify new funding model options
5. Assess each model based on priority goals
6. Select funding model & draft the program details
7. Gather input & refine model
All SBHCs, regardless of location or organizational resources, have the capacity to provide quality care to as many students as possible in their school.
Funding Approach Goals - Put sticky note on your "top 3"

1. Reduce administrative burden
2. Improve predictability and forecasts
3. Increase flexibility in how funds can be spent

Consistency

Equity

Transparency
SBHC Program Funding Goals

1. Reduce administrative burden.
2. Increase flexibility in how funds can be spent.
3. Improve predictability and forecasts.
4. Improve equity in funding distribution.
5. Increase consistency in distribution.
Funding Approach Principles - Put sticky note on your "top 3"

1. Preserve the delivery of quality health care services
2. Increase ease and simplicity
3. Support the most equitable distribution of funds per SBHC
4. Ensure funding for establishment, expansion, and ongoing operations
5. Maintain an expectation of other revenue sources
6. Do most good/least harm for SBHCs meeting/exceeding quality standards
SBHC Program Funding Approach Principles

1. Preserve quality health care service delivery in SBHCs.

2. Increase ease and simplicity of administering grant dollars.

3. Ensure continued funding for establishment, expansion, and ongoing operations of SBHCs.

4. If funding decreases, do least harm for SBHCs meeting quality standards.

5. Support the most equitable distribution of funds/SBHC.

6. Maintain an expectation of other revenue sources to promote sustainability.
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What stakeholder engagement tools have you found to be the most informative and effective in remote settings? Click all that apply/that you've used.

Click Present with Slido or install our Chrome extension to activate this poll while presenting.
Process to develop the new model

Evaluate current model

Identify goals & requirements for new funding model

Rank order the funding model goals

Identify new funding model options

Assess each model based on priority goals

Select funding model & draft the program details

Gather input & refine model
Funding Models Explored

- Performance-based models
  - Based on quality metrics.
- Formula models
  - Based on variables (e.g., # of visits, # of provider hours).
- Tiered models
  - Based on number of sites per grantee/assumes economies of scale.
- Base + boost funding models
  - Equal base amount + boost based on categories of choice.
## Funding Goals by Model

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<th>Current</th>
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<td>1. Reduce administrative burden</td>
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<td>1.</td>
<td>CDPHE grant dollars should preserve the delivery of quality health care services</td>
<td>Yes</td>
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<td>2.</td>
<td>Increase ease and simplicity of administering grant dollars</td>
<td>Yes</td>
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<td>3.</td>
<td>Ensure funding for establishment, expansion, and ongoing operations of SBHCs</td>
<td>Yes</td>
<td>No</td>
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<td>4.</td>
<td>In event of decrease in grant dollars, do most good/least harm for SBHCs meeting/exceeding quality standards</td>
<td>Yes</td>
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<td>5.</td>
<td>CDPHE grant dollars should support the most equitable distribution of funds per SBHC</td>
<td>Yes</td>
<td>No</td>
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<td>6.</td>
<td>Maintain an expectation of other revenue sources to promote sustainability</td>
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Selection: Base + Boost Funding Model

Base award
- Evenly distributed across all Operating SBHC sites.
- Eligibility tied to meeting the Operating SBHC requirements.

Boost awards
- Awarded to Operating SBHC sites based on site characteristics.
- Not all sites may be eligible for Boost awards.
Process to develop the new model

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Overall feedback on the base + boost model:

- Many agreed that it is the model most aligned with our funding goals and principles.
- Some concern that the model may not provide an incentive for SBHC expansion to new sites.

Base and total funding amount recommendations:

- Many want base funding set from $50,000-$70,000.
- Several expressed need for total funding ~$80,000 for SBHCs open year round and sites supported by non-FQHC medical sponsors.
- Request to taper funding cuts from current grant.
Boost Categories - Put sticky note on your "top 3"

1. Rural/Frontier Location
2. Non-FQHC Medical Sponsor
3. Only one SBHC site

1. Student population demographics (e.g., free & reduced lunch)
2. Innovation for expanding reach (e.g., telehealth extension hub)
3. Other - write suggestions on a sticky on the next page
Stakeholder Input:
Boost Funding Categories

Most endorsements:
- Data indicating student need or population demographics.
- SBHC implementation of innovative strategies to expand student reach.

Medium number of endorsements:
- Rural/frontier location.
- Full-time behavioral health services.
- SBHC hours of operation.

Mixed responses:
- Non-Federally Qualified Health Center (FQHC) medical sponsor.
CDPHE SBHC Program Team Boost Category Analysis

- Considered the number of stakeholder endorsements & context discussed in meetings, email, and surveys.
- Assessed alignment with SBHC Program funding principles & program priorities.
- Identified reliable, publicly-available data sources.
- Assessed the ability to fairly evaluate eligibility for boost category.
- Analyzed funding impact by host school SBHC relative need as indicted in needs assessment.
Identifying Opportunities for School-Based Health Care in Colorado

Colorado Health Institute needs assessment for school-based health centers (SBHCs) in Colorado
SBHC Program Funding Model

**BASE**
~90% of grant total funding

**BOOST #1 organizational need factor:**
~3% of grant total funding in Year 1-3, ~2% in year 4-5

**BOOST #2 student need factor:**
~7% of grant total funding in Year 1-3, ~3% in year 4-5

**BOOST #3 earned factor(s)**
~5% of grant total funding in Years 4-5

*Earned boost factor parameters to be determined by SBHC stakeholders by Year 3.*
SBHC Operating Support Awards

**BASE**

~90% of total grant funding*

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**BOOST #1 SBHC located in rural/frontier county**
~3% of total funding in Fiscal Year (FY) 2023 - 2025
~2% in FY 2026 - 2027
Distributed to SBHC Operating Support sites meeting criteria

**BOOST #2 student need factor: >70% Students of color/minority students in host school(s)**
~7% of grant total funding in FY 2023 - 2025
~2% in FY 2026 - 2027
Distributed to SBHC Operating Support sites meeting criteria

**BOOST #3 earned factor(s)**
~5% of grant total funding in FY 2026-2027
To be determined in FY 2024 - 2025
Summary & Lessons Learned
Funding Model Development Process

Identification of funding model goals & principles
- Identified qualities of an ideal funding approach.
- Stakeholders finalized and prioritized the funding model goals and principles.

Analysis of funding models by SBHC program funding model goals & principles
- Researched alternative funding models with stakeholders.
- Stakeholders reviewed models against funding model goals and principles.
- Identified the merits of the base+boost model.

Gathered stakeholder feedback to refine the base+boost funding model
- Conducted meetings, surveys, Jamboard forums, and email input.
- Collected boost category suggestions and rankings.
- Collected input on base funding floor and boost category amounts.

Incorporated stakeholder input into funding model
- Funding model for SBHC Operating Support grantees beginning FY 23.
- Two boost characteristics driven by funding goals, principles, and stakeholder input.
Summary of Responses to Stakeholder Input

- Incorporated stakeholder input into each step to define model.
- Identified a model most aligned with the agreed-upon goals.
- Projected base funding within the preferred range.
- Included the top-rated boost factor categories.
- Shared tools to help grantees budget for future.
Steps to consider

- Identify the stakeholders who need to provide input.
- Develop a timeline sufficient for stakeholder engagement.
- Identify multiple avenues to solicit input.
- Create shared goals & definitions w/stakeholders.
- Convene with other program partners throughout (e.g., YHA).
Steps to consider

- Engage program partners (e.g., YHA) to communicate engagement opportunities.
- Use existing communication channels to raise awareness.
- Promote transparency by sharing progress.
- Prepare grantees for change by running scenarios & providing tools to calculate.
Continuing Education Credits

- In support of improving patient care, this activity has been planned and implemented by the School-Based Health Alliance and Community Health Center Inc. and its Weitzman Institute and is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

- This conference is intended for Nurses, Nurse Practitioners, Physicians, Physician Assistants/Associates, Psychologists, Registered Dietitians, and Social Workers

- **Please go to the link for the CME web platform (Weitzman Education) posted in the mobile app to complete the post-session survey to access your continuing education credit.**

- A comprehensive certificate will be available in the CME platform after completing the post-session surveys for all sessions you attended.
Thank you.

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