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SBHC 101 and Tools & Resources to Support SBHC Start-Up and Growth
Monday, June 26, 2023, 1 – 3 pm

Today’s Presenters
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Learning Objectives
Participants will be able to...
1. Describe how SBHCs complement other school health services
2. Identify components of successful SBHCs
3. Describe resources and consulting services available from the national School-Based Health Alliance to strengthen school-based health care planning and implementation
Agenda

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<th>Time</th>
<th>Content</th>
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<tr>
<td>1:00 – 1:10 pm</td>
<td>Welcome and Introductions</td>
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<td>1:10 – 1:30 pm</td>
<td>School-Based Health Care 101</td>
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<td>1:30 – 2:25 pm</td>
<td>Framework for Excellence and Sustainability: Core Competencies and Nuts &amp; Bolts</td>
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<td>2:25 – 2:40 pm</td>
<td>Group Work</td>
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<td>2:40 – 2:55 pm</td>
<td>Consulting, Learning Opportunities, and Resources</td>
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<td>2:55 – 3:00 pm</td>
<td>Reflection and Closing</td>
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School-Based Health Alliance
Transforming Health Care for Students

We support the improvement of students’ health via school-based health care by supporting and creating community and school partnerships.

SBHA’s CONSULTING SERVICES

- Start-Up & Capacity Building
- Improvement Assessment and Coaching
- State Leadership Development
- Supporting Investment in SBHCs (landscape analyses, RFA development, fiduciary management)
- Training
- Data Driven Solutions

Customizable based on your needs!
What Are School Health Services?

School health services include, but are not limited to:

- School nurses
- School psychology
- School counselors
- School social workers
What Is School-Based Health Care?

School-based health care is provided through school and community health organization partnerships, and in collaboration with school administration and health services staff.

This care includes but is not limited to

- Primary care
- Mental health
- Oral health
- Vision services

School-based health centers (SBHCs) offer the most comprehensive type of school-based health care. The Center for Disease Control and Prevention's (CDC) Community Preventive Services Task Force recommends school-based health centers (SBHCs) as an evidence-based model that improves educational and health outcomes.

About School-Based Health Care:

**Consents**

- Parents/guardians’ involvement is important and encouraged. They decide what services are or are not beneficial for their children, and their consent is required for care.
- Available services are NOT provided without permission except as allowed by state minor consent law.
- Confidentiality laws and requirements between patients and providers differ across states.

**Scope of Services**

- Services determined at the local level and in accordance with state and local policies and/or law

**Existing Services**

- Does NOT replace required school health services for FAPE but instead supports and enhances
- Does NOT replace parents/guardians, school nurses, school counselors, pediatricians, or other existing services.

Sharing Information

**School Staff**

- Fall under Family Educational Rights and Privacy Act (FERPA) if under contract or direct supervision of a school.
- Must receive parental consent before sharing any part of the student’s record.
- Must allow parents to see the student’s record.

**SBHC Staff**

- Fall under HIPAA Privacy Rule.
- May share information with school health providers for “treatment purposes,” without consent.
- May treat minors without parental consent in some situations and required to keep some information confidential, if requested to do so by the minor.
- Many have consents to allow bi-directional information sharing between SBHC, school nurse and primary care provider.
School-Based Health Centers (SBHC) Services:
- Primary Care
- Mental Health
- Oral Health Care
- Dental Care

From the Field...
School-Based Health Centers: Here for Kids
- Funded by the Massachusetts Department of Public Health - Hear Nahyra’s Story and Staff Stories
Total responses to the survey in 2022: n=1,518 (approximately 40% of SBHCs nationwide)

<table>
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<tr>
<th>Service Delivery Models</th>
<th>2021-22</th>
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<tr>
<td>Expanded Care (PC, BH + Other)</td>
<td>73%</td>
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<tr>
<td>PC &amp; BH, no Other</td>
<td>9%</td>
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<tr>
<td>Primary Care (PC) and PC + Other, No Behavioral Health (BH)</td>
<td>17%</td>
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© School-Based Health Alliance 2023
**Service Delivery Mode**

- Primary Care: 25%
- Behavioral Health: 30%
- Health Education: 15%
- Sexual & Reproductive Health: 10%
- Oral Health: 5%
- Vision: 5%
- Youth Development: 5%

**Funding and Revenue Sources**

- Billing/Third Party Revenue: 74%
- State Government: 68%
- Lead Sponsor Organization: 65%
- Federal Government: 15%
- In-Kind Support: 5%
- Local Government: 5%
- School System: 4%
- Private Foundation: 2%

**SBHC Lead Sponsors**

- Health Center (e.g., FQHC): 63%
- Hospital/medical center: 30%
- Local health department: 5%
- School system: 5%
- Other (mental health agency, non-profit, university, etc.): 3%

**Common Health Sponsor Responsibilities**

- Manage the consent process for the SBHC
- Employ, supervise, and credential SBHC staff
- Provide malpractice insurance for SBHC providers
- Bill insurers
- Complete and regularly update Pro Forma for SBHC services
- Provide health information technology infrastructure
- Provide medical equipment and supplies
- Drive quality improvement
- Conduct outreach for the SBHC
- Lead/member of planning group/advisory committee
Common School Partner Responsibilities

- Provide space for the SBHC
- Implement policies that facilitate students’ use of the SBHC during the school day
- Conduct outreach in partnership with the SBHC (e.g., consents)

Parent/Guardian Engagement

- Advocates for their children’s health
- Advisory committee
- Gatekeepers for utilization of SBHC
- Volunteer (parent teacher organization)
- Ambassadors for SBHC: marketing, word of mouth
- Consent rates are an indicator of parent engagement
1. High-quality clinical care and access are at the forefront of being able to support and achieve our goals.

2. Diversity, equity, and inclusion (DE&I) are at the core of our work in helping students, families, communities, and schools achieve their best.

3. Collaborating with partners including parents, school staff, and various systems will guide us in our work.

**Core Competencies Guiding Principles**

- DE&I
  - DE&I is at the core of our work in helping students, families, communities, and schools achieve their best.
  - DE&I is critical in our work and was missing from our previous version of Core Competencies.
  - DE&I is noted as a guiding principle and embedded into each individual Core Competency.

**Diversity, Equity, and Inclusion (DE&I)**

- **DE&I**
  - DE&I is noted as a guiding principle and embedded into each individual Core Competency.
Develop an SBHC planning group.

Create a shared understanding of school-based health care among the stakeholders (Framework for Excellence and Sustainability for SBHCs).

Assess readiness.

Complete a Y1 business plan to outline the needs, planned services and staffing, goals, and financial projections.

Solidify partners and complete MOU(s).

Health sponsor completes required pre-opening tasks (change in scope, credentialing, etc.). School partner completes renovations if required.

Plan for quality.

Key steps for starting an SBHC

- Create a consent form.
- Develop policies and procedures.
- Implement services.
- Ensure ongoing engagement with students, families, and other partners.

Building Successful Partnerships

- Define purpose & desired outcome
- Clear roles and responsibilities
- Well-defined leadership – core team
- Transparency and shared decision making
- Mutual respect of team member knowledge and expertise

Nut & Bolt #1

Strong Partnerships

- Implement structural elements engaging students, teachers, and other partners.

Why Are Strong Partnerships Critical For SBHCS?

- Credibility & Image
- More SBHC Users
- Enhanced Connections
- Care Coordination
- Expanded Skills, Knowledge & Experience
- Better Quality Care
Potential Partners

Community
- School/district staff, students
- Parents/guardians
- Community organizations/ foundations
- Faith community
- Colleges/universities
- Local nonprofits
- Local businesses/business associations

Health Care System
- Other SBHC sponsors
- State/local health departments
- Hospitals
- Community health centers
- Pediatricians
- Behavioral health agencies
- Community dentists
- Medicaid MCOs
- Private insurers

Common Planning Group/Advisory Committee

Members + Responsibilities

Responsibilities
- Facilitate communication between SBHC and community members
- Determine SBHC vision and mission
- Provide input into the SBHC’s services and marketing
- Facilitate the collection of feedback from students, families, and staff regarding the SBHC
- Seek funder relationships and conduct fundraising
- Evaluate planned/existing services and provide feedback on proposed service expansion
- Advocate for SBHCs at the local, state, and national levels

MOU: The Foundation for Establishing P&Ps

Memorandum of Understanding

- Written agreement between SBHC, school, and/or medical sponsor
- Addresses:
  - Purpose
  - Responsibilities of all parties
  - Billing and compensation
  - Confidentiality
  - Termination provisions
  - Scope of agreement
  - Liability

Memorandum of Understanding (MOU)

Establishes the relationship between/among collaborating partners

Formalizes commitments and agreement regarding the operation of the SBHC

Policies & Procedures
State Relations: A National Perspective

State Affiliates

- Advocacy: State and federal education, information, and awareness
- Lobbying: Asking for support on a specific legislation
- Training: Learning collaboratives, initiatives, consulting
- Community Engagement: Schools, parent/guardian, health entities, youth, etc.

State Program Offices

Designated State Governmental Office

- DOE, DOH, etc.

Oversees:

- Funding process
- Certification
- Compliance
- Key Performance Measures
- Data Collection and Reporting
- Evaluation
- Budgeting Requests
- Technical Assistance and Training

* Depends on state & SPO stage of development

State Program Offices 2023

Arkansas *
Massachusetts *
Colorado *
Michigan *
Connecticut *
Minnesota *(temp 5-2021) *
Delaware *
New Mexico *
District of Columbia

New York *
Georgia *
North Carolina *
Illinois *
Ohio *
Louisiana *
Oregon *
Maine *
Washington *
Maryland *

State Affiliates 2023 (25 and counting!)

Alaska **
Kentucky
Ohio * (SPO 2022)
Arizona
Louisiana *
Oregon *
Arkansas *
Maryland *
Pennsylvania
California

Pennsylvania
California
Massachusetts *
Washington * (SPO 2022)
Colorado *
Minnesota * (SPO 2021)
West Virginia
Connecticut *

Missouri
Delaware *
New Jersey **
Georgia * new
New Mexico *
Illinois *
New York *
Indiana **
North Carolina *

Consulting Goals: Strong Partnerships
Nut & Bolt #2
Sound Business Model

SBHCs are often more sustainable if:
- School population >750 for full time staffing
- ~70% free and reduced lunch rate
- 50% of students consented/registered end of year 1
- 70% + students consented/registered end of year 2
- 50% one visit to the SBHC

Business Model

Maximize patient revenue
Maximize partner in-kind
Right-size role of grants to offset losses

Sustainable Business Practice Measures for SBHCs
- School population enrolled in SBHC
- SBHC client utilization
- Client health insurance coverage
- Visits reimbursed by health insurance
- Provider efficiency
- Share monthly revenue and expense report with SBHC staff
Why a Business Plan?
Guides the SBHC project planning process by...

- Assuring that key elements to success are addressed
- Explaining what you want to accomplish or achieve
- Information can be used...
  - To develop grant proposals
  - In presentations to potential community partners
  - To ensure accountability to funders

Why A Pro-Forma Business Plan?
So new and existing SBHCs can....

Understand and project their financial standing

And assess the implications of proposed changes such as...

- New SBHC, Expansion of SBHC services
- New patient population - student
- Transitioning to a new medical sponsor

Income Statement
Adjust inputs to see how they ↑ or ↓ your SBHC’s net revenue

Utilization  Staffing
Billable Visits  Grant support
% Denied Claims  Other Costs

How to Promote Your SBHC

1. Set a goal
2. Determine audiences and gatekeepers
3. Develop messages
4. Tailor messages to channels
5. Evaluate and adjust
Medicaid Policies that Work for SBHCs (varies by state)

Several state Medicaid programs enforce policies that protect and promote reimbursement for services delivered in school-based health centers (SBHCs). The School-Based Health Alliance encourages the school-based health care field to advocate for these or similar policies in their state Medicaid program.

Examples include:
- SBHC as a Provider Type
- Waive Prior Authorization for SBHCs
- Managed Care Organizations Required to Reimburse SBHCs

More info: https://www.sbh4all.org/what-we-do/policy/medicaid-policies-that-work-for-sbhcs/

Federal SBHC Appropriations

- Fiscal Year 2022:
  - Congress appropriated $30 million to SBHCs within the Section 330 Health Centers Program (FQHC sponsors)
  - Zero dollars were ultimately appropriated to non-FQHC sponsored programs, although funding was included in both House and Senate bills

- Fiscal Year 2023:
  - Congress appropriated $50 million to SBHCs within the Section 330 Health Centers Program (FQHC sponsors)
  - Zero dollars were ultimately appropriated to non-FQHC sponsored programs, although funding was included in both House and Senate bills

- Fiscal Year 2024:
  - FY24 Appropriations process is currently underway in Congress
  - SBHA is advocating for $100 Million for FQHC sponsored SBHCs and $100 Million for all other SBHC sponsor types

Consulting Goals: Sound Business Model

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Nut & Bolt #3
High Quality Practice

High-Quality Practice

Measuring Quality Indicators
Effective Data Extraction and Reporting
Routine Workflow and Data Analysis

National Clinical Performance Measures
- Well Child Visit
- Risk Assessment
- BMI Screening
- Depression Screening
- Chlamydia Screening

Other Performance Measures
- Seat Time Saved
- SBHC Student User Survey
- Chronic Absenteeism
- Immunizations
- Social Determinants of Health Screening
**Data Analysis**

*Working With Partners*

- SBHC Cost Center
- Provide staff monthly expense & revenue reports
- Meet regularly (i.e. huddles, advisory committee)
- Share a simplified report with partners
  - What services do students need
  - What services are students receiving (think consent rates, utilization rates, well care visits, etc.)
  - What are the SBHC expenses
  - What are the SBHC sources of income
- Work together on ways to reach students and increase utilization to ensure the availability of continued services

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**Consents**

SBHCs have a parental consent policy

Consent form should include:

- Services offered
- Statement about confidentiality / HIPAA
- Billing considerations
- Statement about the relationship between the sponsoring organization and any collaborators, including the school district
- Length of consent
- Bidirectional information sharing
- Review state minor consent statutes

**Characteristics of Successful SBHCs**

- Advisory committee
- Student and/or family engagement
- Strong memorandum of understanding
- Comprehensive range of services
- Adequate space in school
- Appropriate staffing

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**How will we know what works?**

**What does success look like?**

**How do we demonstrate our impact?**
Consulting Goals: High-Quality Practice

Turn Ideas Into Reality

Key steps for starting an SBHC

Group work!

Purpose:
- Connect with new colleagues
- Learn new approaches
- Get feedback on your ideas

Process:
- Turn to someone next to you (consider turning to someone you haven’t met yet).
- Share your name, city, role, familiarity with SBHCs, and something that brings you joy.
- Discuss your reflections on the worksheet. Compare ideas. Share feedback.
Let's Come Back Together

SBHA's Consulting Services

Our Strategies
- Assessments
- Landscape Analyses
- Trainings
- Stakeholder Convenings
- Deliverable Development
- Resource Review
- Site Visits
- Fiduciary Management

Why Work With Us?
- Over 300 years of combined experience
- Best practice approaches
- Individualized services based on your needs

"With the training and consulting services team’s support, we grew Georgia’s number of SBHCs from two to eighty."
- Veda Johnson, MD, Department of Pediatrics Urban Health Program at Emory University
**What Does Working Together Look Like?**

- Collaborative
- Flexible
- Action-oriented
- Responsive

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**Who Are Our Clients?**

- Healthcare Providers
- Schools
- Philanthropy
- State-level stakeholders

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"I can say for the whole team that we have truly appreciated the School-Based Health Alliance's expertise and support on our journey here in Asheville. You helped us lay a strong foundation for school-based health centers to be successful for years to come. We couldn't have gotten this far without you!"

- Deborah Calhoun, United Way of Asheville and Buncombe County

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**How To Get Started Working With SBHA**

- Reach out to info@sbh4all.org
- Schedule a meet-and-greet to discuss your needs & budget
- Collaborate to build a customized scope of work

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**Consulting Flyers**
Resources

Free - SBHC Resource Hub

- Clinical Performance Measures QI Toolkit
- Sustainable Business Practices Toolkit
- School-Based Telehealth Playbook
- Vaccines and Immunizations
- Health Care Transition Toolkit
- Hallways to Health Toolkit
- School Oral Health Playbook
- Adolescent Substance Use Prevention in SBHCs Toolkit
- Children's Health & Education Mapping Tool
- The Blueprint – tools, examples, guides, and helpful resources
- And more!

https://www.sbh4all.org/resources/

Current Learning Collaboratives

- Increasing Immunizations Through Well-Child Visits: School-Based Health Center Learning Collaborative Opportunity
- Statewide School-Based Health Center Food Access Innovations Learning Network (Ohio School-Based Health Alliance and Youth Healthcare Alliance - coming soon)

Upcoming Learning Collaboratives

- School-Based Health Center Start-Up Learning Collaborative (coming soon)
- Statewide School-Based Health Center Food Access Innovations Learning Network (Ohio School-Based Health Alliance and Youth Healthcare Alliance - coming soon)

Webinars

- SBHA webinar archive
- Schools and Health Center Partnerships
- Do School Based Health Models Expand Your Community Reach? Yes! Come Learn the Recipes for Success

SBHC Planning Checklist

SBHC Planning Checklist

- School-Based Health Center Start-Up Learning Collaborative
- Statewide School-Based Health Center Food Access Innovations Learning Network (Ohio School-Based Health Alliance and Youth Healthcare Alliance - coming soon)

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SBHC Planning Checklist

https://www.sbh4all.org/what-we-do/services/
THANK YOU for your work to advance the work in the field!

Resources Continued

“...The most important lesson is to recruit from different areas and exhaust all of the possibilities. We tend to overserve our youth and expect them to be so engaged in the work they’re doing without properly serving them and their needs. We ask a lot of them and we need to come back with things to offer them as well.”

-Massah Massaquoi, Senior Research Assistant, The Fenway Institute

Lead The Way: Engaging Youth In Health Care

Youth Engagement Toolkit

https://www.sbh4all.org/what-we-do/services/learning/development/youth-engagement-toolkit/rationale-for-youth-engagement/
Quality Counts: Sustainable Business Practices QI Toolkit

Clinical Performance Measures QI Toolkit

Business Measures QI Toolkit