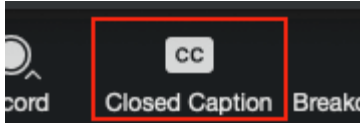


School-Based Health Center Start-Up Basics

Oct. 24, 2023

REMINDERS

- All attendees are in listen-only mode.
- To ask a question during the session, use the “Q&A” icon that appears on the bottom your Zoom control panel.
- To turn on closed captioning, click on the “CC” button . The image shows a close-up of the Zoom control panel with a red box around the 'CC' button, which is labeled 'Closed Caption'.
- Please complete evaluation poll questions at the end of the presentation.
- The slides and recording from today’s webinar will be available on our website.



Learning Objectives



Participants will be able to ...

1. Describe the national landscape of school-based health centers (SBHCs).
2. Describe how SBHCs differ from community-located pediatric healthcare models.
3. Identify three key considerations for SBHC planning.
4. Identify opportunities and resources available from the national School-Based Health Alliance to support their SBHC planning and implementation.

Agenda



- Welcome
- About SBHCs
- Model for Excellence and Sustainability
 - Core Competencies for SBHCs
 - Nuts & Bolts of SBHC Sustainability
 - Strong partnerships
 - Sound business model
 - High-quality practice
- State-level resources and federal funding
- Resources and closing

Today's Presenters



Paula Fields, MSN, BSN, RN
Senior Vice President,
Consulting & Technical Assistance

[Visit bio](#)



Shameka Davis, MPA, CHES[®]
Program Manager

[Visit bio](#)

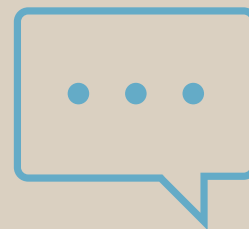


Emily A. Baldi, MSW
Senior Program Manager

[Visit bio](#)



Getting to Know You





School-Based Health Alliance

Transforming Health Care for Students

Our **Focus**

The School-Based Health Alliance Works to Support & Grow SBHCs

Policy



Establishes and advocates for national policy priorities

Standards



Promotes high-quality clinical practices and standards, including for telehealth

Data



Supports data collection and reporting, evaluation, and research

Training

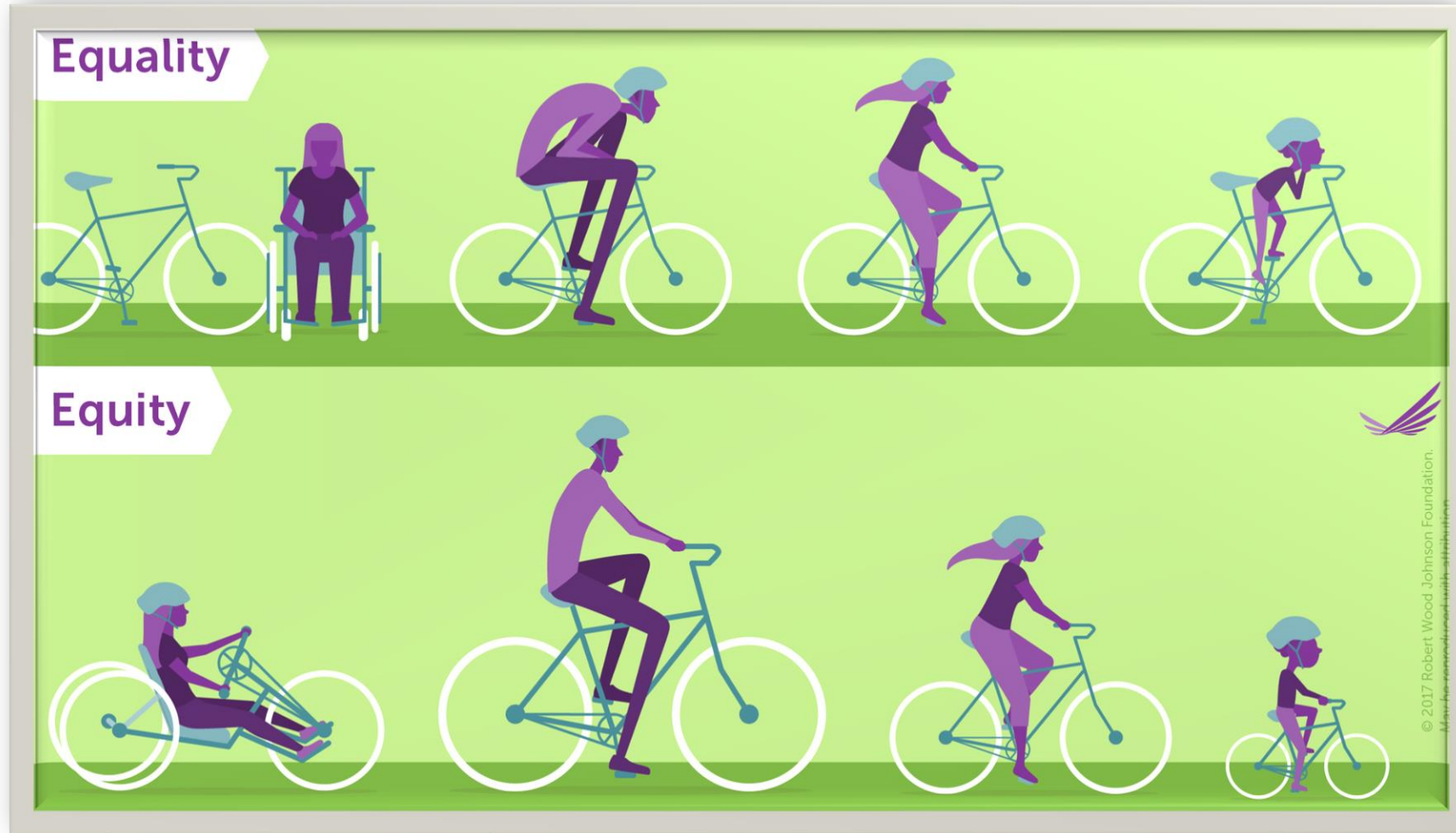


Provides training, technical assistance, and consultation

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

www.sbh4all.org

SBHC 101



© 2017 Robert Wood Johnson Foundation.
Illustration by [unreadable]



What Are School Health Services?

School health services include, but are not limited to



School nurses



School
psychology



School
counselors



School social
workers
services



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 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

Consent and Scope of Services

- Parent/guardian involvement is important and encouraged. Their consent for services is required, except as allowed by state minor consent law. Importantly, SBHCs do not necessarily provide services for which minors can consent under state laws.
- Services are determined at the local level and in accordance with state and local policies and/or law.
- Confidentiality laws and requirements between patients and providers differ across states.

Existing Services

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





<https://www.thecommunityguide.org/>

Evidence Based Approaches and Recommendations

<https://www.thecommunityguide.org/sites/default/files/assets/OnePager-SBHC.pdf>



Health Equity

School-Based Health Centers: recommends the implementation and maintenance of school-based health centers in low-income communities to improve educational and health outcomes.

Cost Savings

The economic benefit of SBHCs exceeded the intervention operation cost. Further, SBHCs were related to net savings to Medicaid.

How do SBHCs Serve Students?

National Census of SBHCs

SBHA National Data Collection

- Conducted for more than 20 years
- Historically every three years

Provides detail on the SBHC landscape across the country

- Delivery Models
- Sponsorship and Funding
- Operations
- Services and Staffing



SBHA National Data Collection



Some key learnings

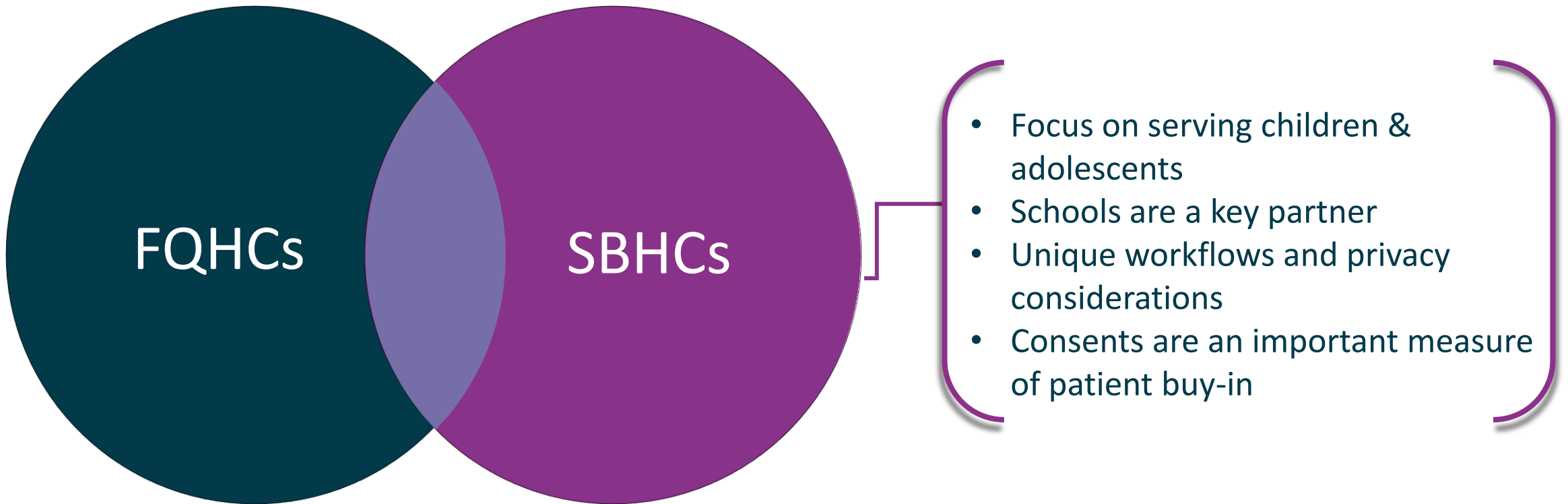
- Most SBHCs operate via a “traditional” model (offering care from a fixed location on the school campus)
- Most SBHCs offer primary care, behavioral health, and expanded services (e.g., oral health, vision, nutrition)
- For primary care, nurse practitioners are the most commonly reported provider
- SBHCs rely on a diversity of funding sources. Most SBHCs bill insurance.
- Health Centers are the most common SBHC sponsor, followed by hospitals, then health departments, school districts, and other sponsor types.

For more detail on our Census findings, please see our report [here](#).

Total responses to the survey in 2022: n=1,518
(approximately 40% of SBHCs nationwide)



Similarities & Differences: Health Centers & SBHCs



Common Health Sponsor Responsibilities

Health
sponsor

- 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 (financial projections) 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

School
partner

- 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)
- Liaison with school-based health center
- Lead/member of planning group/advisory committee



The role of an SBHC provider differs from that of a provider in the community

SBHC providers need ...

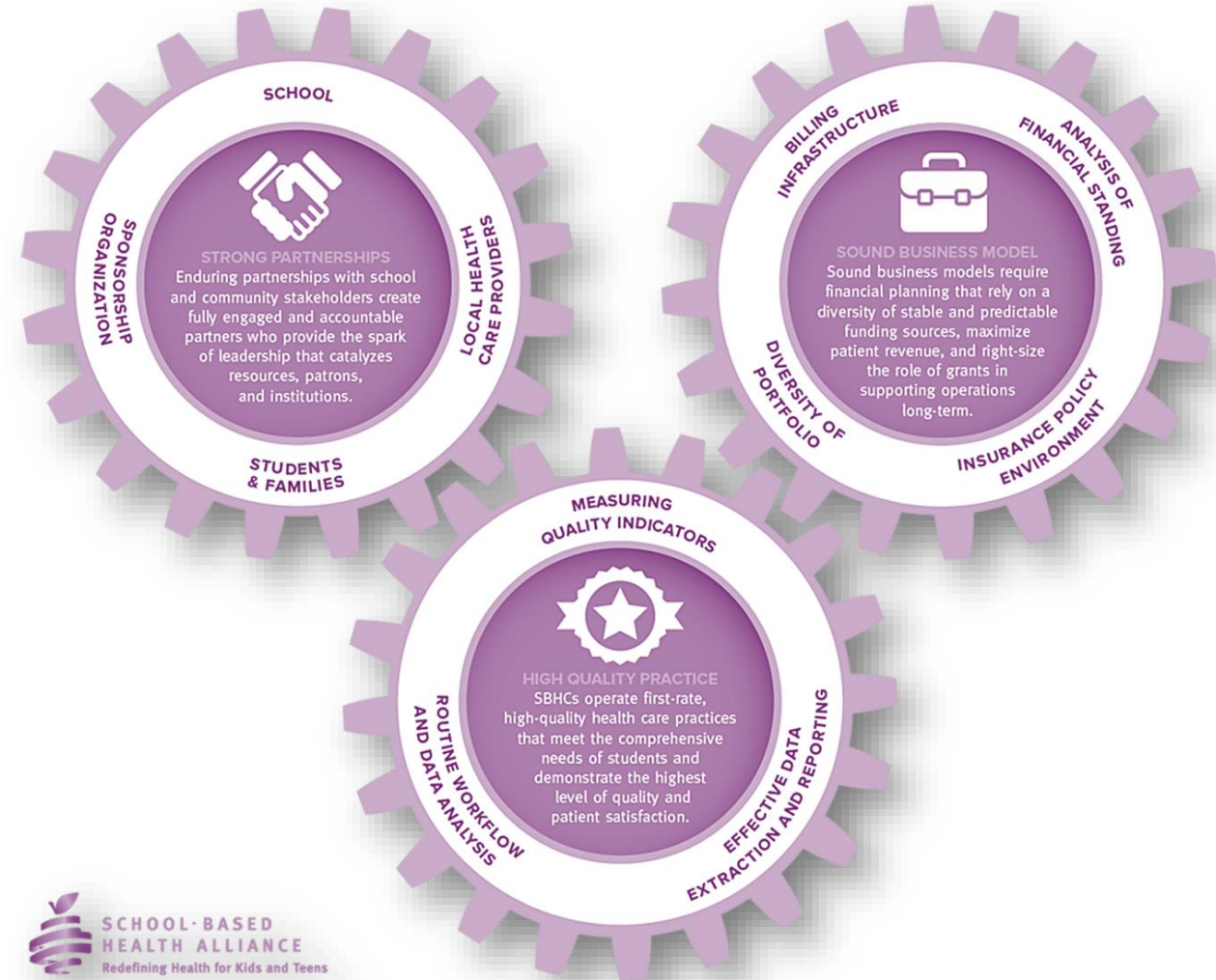
- Desire, skills, and time for relationship building with students, families, school staff, and community partners
- Flexibility/comfort with including parents in visits virtually; completing follow-up with parents as necessary
- Ability to navigate HIPAA and FERPA

Keep in mind ...

- SBHC provider role may include more consultation, crisis intervention, school-wellness related activities, and building partnerships with school staff
- Productivity and caseloads may be different



A Framework For Excellence And Sustainability



ACCESS

SBHC assures students' access to healthcare and support services to help them thrive.



STUDENT FOCUS

SBHC team and services are organized around student well-being and academic success.



HIGH-QUALITY CARE

SBHC delivers high-quality, comprehensive care to achieve optimal outcomes for students.



COLLABORATIVE SCHOOL PARTNERSHIPS

SBHC is typically governed and administered separately from the school, works collaboratively with the educational environment to support the school's mission of student success.

SCHOOL WELLNESS

SBHC engages with the school to participate, support, and improve a culture of health across the school community.



SYSTEMS COORDINATION

SBHC coordinates across relevant systems of care that share in the well-being of its patients.



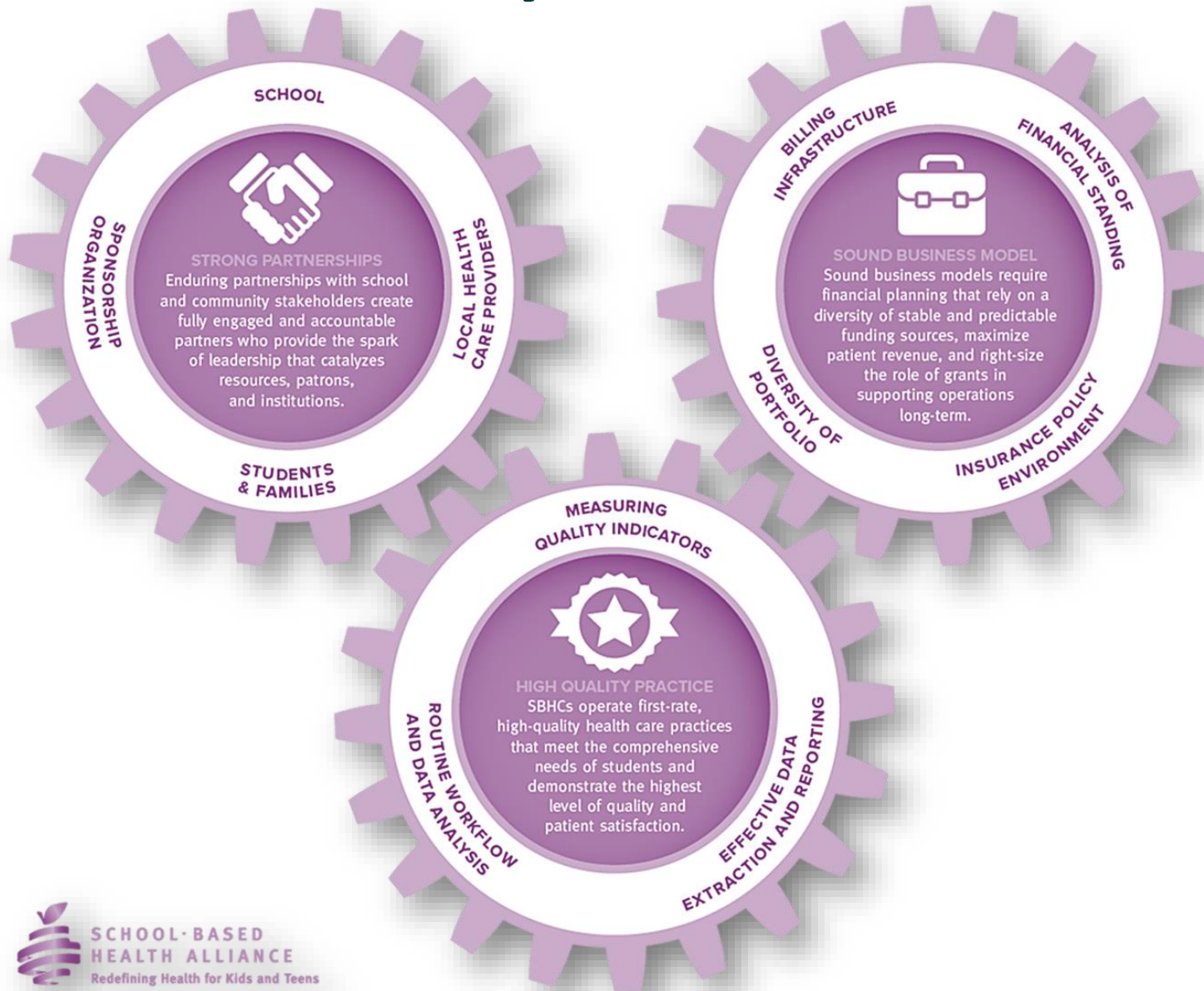
Core Competencies



SUSTAINABILITY

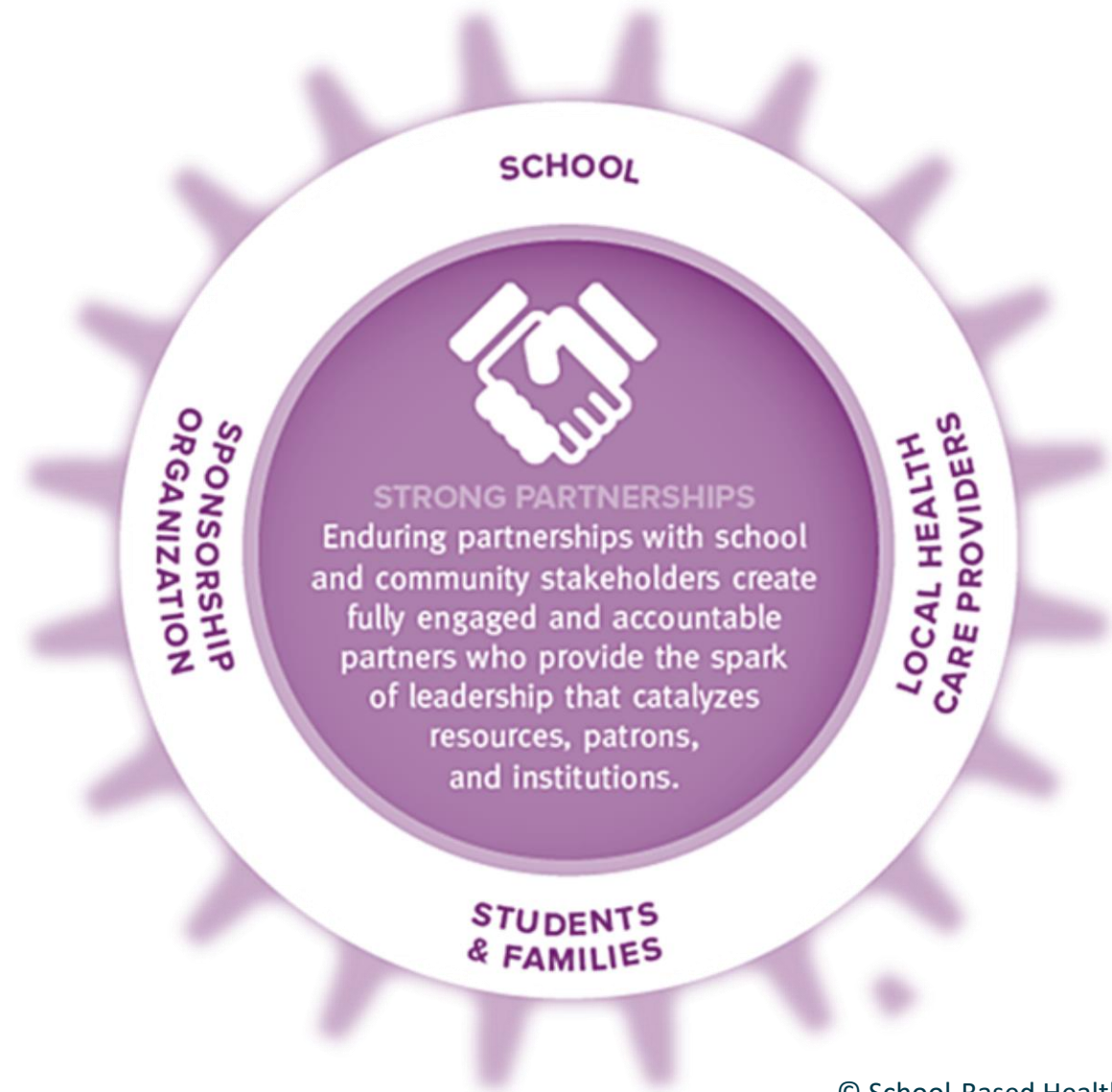
SBHC employs sound business management practices to ensure that health services are sustained long-term.

Nuts & Bolts of Sustainability in SBHCs



Nut & Bolt #1

Strong Partnerships



Core Partnership: Schools + Health Sponsors



Working Across Health and Education

- ✓ Keep it simple
- ✓ Speak in health and learning language priorities
- ✓ Have common understanding of words “school health”
- ✓ Approach partners with “What can our team contribute to help support students?”
- ✓ Adopt the mindset that this is a partnership

*adapted from NACDD’s “Speaking Education’s Language: A Guide For Public Health Professionals Working In the Education Sector”



Understanding School Health Provider Roles In Your School

Consider asking ...

- Tell me about your role. What does a typical day involve?
- Do you work with all students, or a specific population?
- How do students get connected with you?
- With whom in the school and community do you work closely?
- What are the most important physical and mental health needs you see among your students?
- What are the most fulfilling parts of your role?
- What kinds of support would be most meaningful to you?



Strengthening School + Health Partnerships

Health sponsors can ...

- Sponsor a welcome breakfast for school staff
- Offer staff wellness activities
- Collaborate with teachers on health education lessons
- Be present at lunchtime, drop off and pick up, after school events, etc.

School partners can ...

- Visit the SBHC
- Participate in feedback opportunities offered by the health sponsor
- Collaborate with SBHC staff on health education lessons



Core Partnership: SBHC + Parents and Guardians



Partnering with Parents and Guardians to Plan an SBHC



Begin with intentionality



Offer options



Invite parents into the process



Plan for productive, meaningful collaboration



How SBHCs can Partner with Parents and Guardians in Their Children's Care

- Clear policies and procedures around...
 - Consent, confidentiality, services offered, billing
 - Opportunities for parents and guardians to participate in visits (virtually and in-person)
 - Communicating with parents and guardians before, during, and after visits
- Coordinate with a child's primary care provider (if SBHC is not the PCP)



Core Partnership: SBHC + Students



Shift in Mindset:

We are all Youth Workers



Youth Development in SBHCs

Stages

- **Planning**
- **Start-up**
- **Expansion**
- **On-going**

Strategies

- Youth Advisory Council
- Youth representation on committee and/or advisory board
- Provide feedback on services and experience
- Outreach and enrollment
- Peer education, mentoring, counseling, or support groups
- Community asset mapping and needs assessments
- Health career pathway/student shadowing/intern
- Advocacy activities (local, state, or national)

Youth-centered Approaches

- Youth Participatory Action Research (YPAR)
- Photovoice
- Forum Theatre
- Storytelling



Recommendations for Engaging Youth as Leaders



- Define and determine the purpose
- Cultivate connections/relationships
- Establish expectations
- Consider age and stage
- Meet and communicate constantly and consistently
- Make it practical to obtain and incorporate youth input
- Provide incentives

SBHA Youth Development

SBHA's Youth Development Website: sbh4all.org/youthdevelopment

Access to the School-Based Health Alliance's youth development model, initiatives, services, and resources.

SBHA's Youth Focused Website: youthhealthhub.org

Created for young people connected to SBHCs or interested in health to build a community, find national and local opportunities, browse articles, post and find events, and more.

Youth Development Digest: bit.ly/YDDSBHA

Designed for young leaders and adult allies, YDD promotes upcoming events, showcases powerful youth in our country, and highlights current topics, issues, and opportunities for young people today.

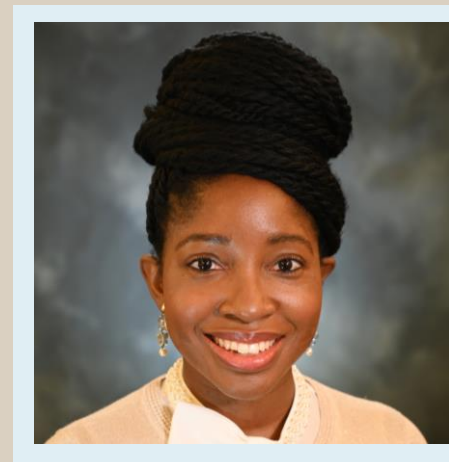
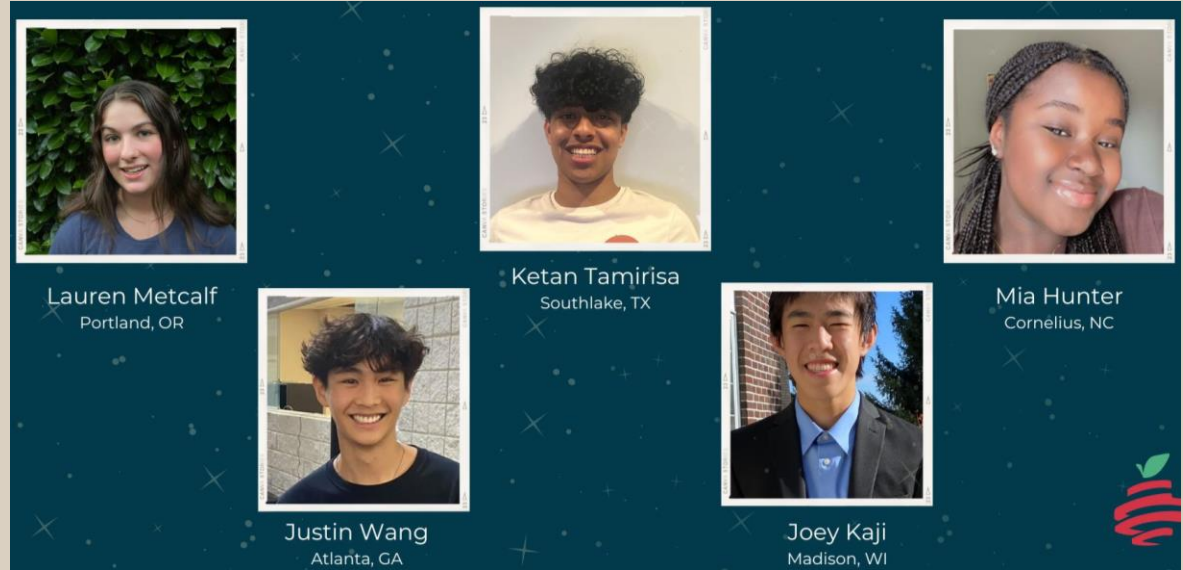
'Be the Change' Youth Training Program: youthhealthhub.org/be-the-change

An annual leadership development opportunity for youth nationwide to recognize, enhance, and apply their talents and skills as influential, ethical leaders of youth-led, school-based health promotion.

Consulting Services: youthdevelopment@sbh4all.org

SBHA offers youth development focused technical assistance, trainings, and coaching for youth and adult audiences.

Our Youth Advisory Council



Seleena E. Moore, MPH
Director of Programs
smoore@sbh4all.org



Harper Byers
Program Associate
hbyers@sbh4all.org

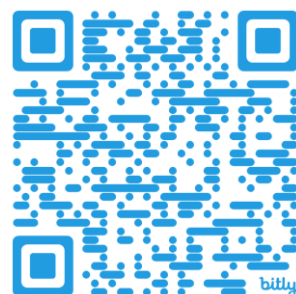


**SCHOOL-BASED
HEALTH ALLIANCE**

The National Voice for School-Based Health Care

Scan the QR Code to visit our website

Follow us @SBHAYAC • Contact us at youthadvisorycouncil@sbh4all.org



**Interested in Youth Development? Connect with us at:
youthdevelopment@sbh4all.org**



Core Partnership: SBHC + Community



Common Planning Group/Advisory Committee Members + Responsibilities



Members

- Health sponsor
- School staff (e.g. school principal, coach, teacher, counselor, social worker, nurse)
- Students
- Parents and families
- Youth serving organizations
- Healthcare providers in the community
- Community members: faith leaders, business leaders, etc.

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



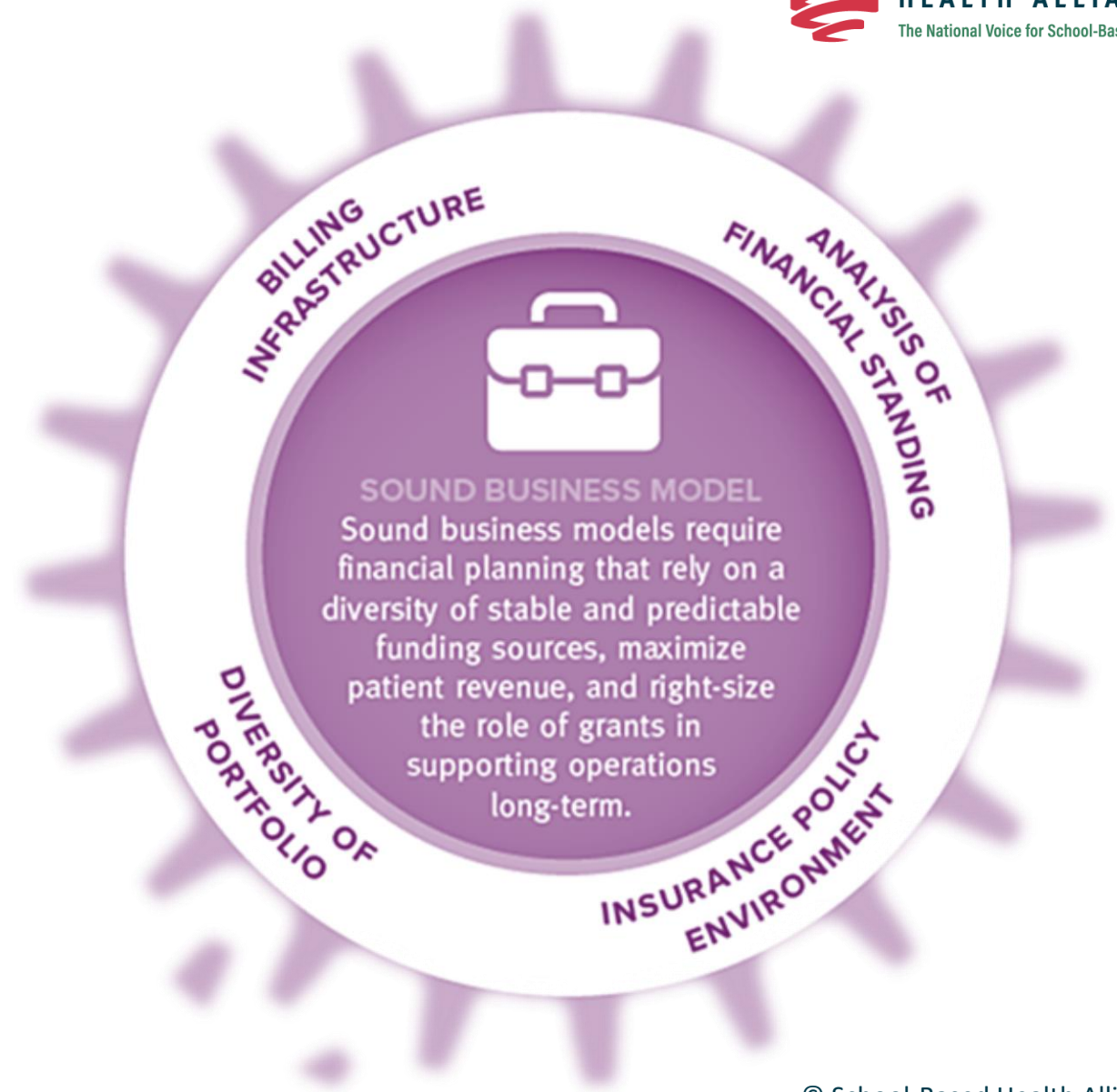
Potential Community Partners

- Community organizations/foundations
- Faith community
- Colleges/universities
- Local nonprofits
- Local businesses/business associations
- Medicaid MCOs
- Private insurers
- Other SBHC sponsors
- State/local health departments
- Hospitals
- Health Centers
- Pediatricians
- Behavioral health agencies
- Community dentists

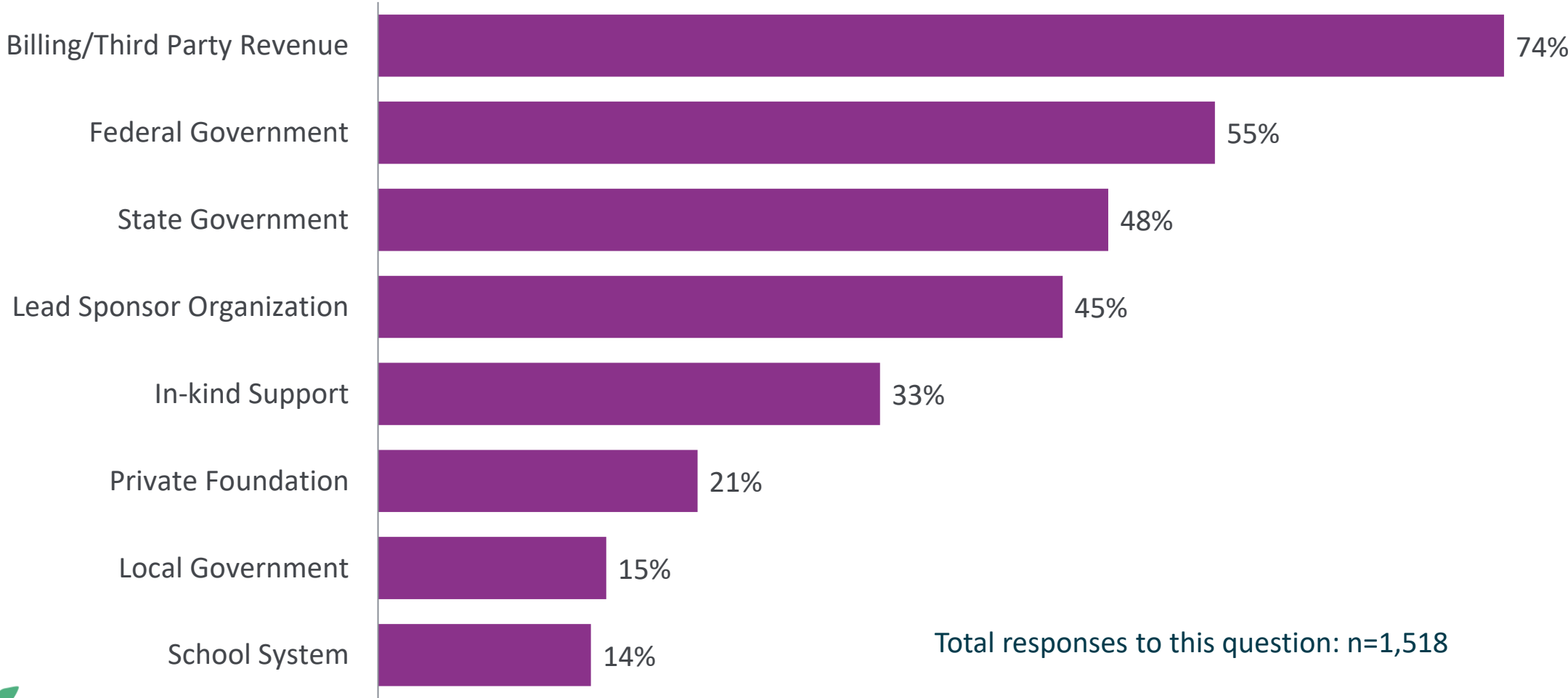


Nut & Bolt #2

Sound Business Model



Funding and Revenue Sources



Sustainable Business Practice Measures for SBHCs

School population enrolled in SBHC

SBHC client utilization

Primary care appointment capacity used

Client health insurance coverage

Visits reimbursed by health insurance

Provider efficiency

Share a simplified data report with SBHC staff (monthly or on demand)



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



Unique Elements of SBHC Pro Formas

- **Productivity variances**
 - allowing staff time for outreach and engagement
 - obtaining consent
 - care coordination with parents and other care team members
- **In-kind contributions such as space and utilities**



Nut & Bolt #3

High-Quality Practice



National Clinical Performance Measures



Well Child Visit



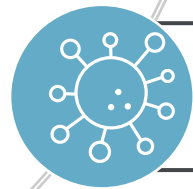
Risk Assessment



BMI Screening



Depression Screening



Chlamydia Screening



What Services Do Students Receive?

Quality Counts

1. Adopt standardized National Performance Measures
2. Report performance measure data through Quality Counts
3. Engage in continuous quality improvement practices



SBHA National Data Collection



Other Impact Measures



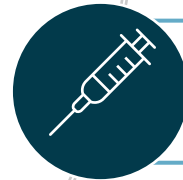
Seat Time & Absenteeism



SBHC Student User Survey



Asthma Medication Ratio



School- Required
Immunization Status



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

State Level Resources

State Relations: a National Perspective

State Affiliates

Advocacy

state and federal education, information, and awareness, enhancing an orgs mission

Lobbying

Communication with elected officials about specific legislation, and urging a vote for or against

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 Affiliate 2023 (25 and Counting)



Alaska **	Kentucky	Ohio *
Arizona	Louisiana *	Oregon *
Arkansas *	Maryland *	Pennsylvania
California	Massachusetts *	Washington *
Colorado *	Minnesota *	West Virginia
Connecticut *	Missouri	
Delaware *	New Jersey **	
Georgia *	New Mexico *	
Illinois *	New York *	
Indiana **	North Carolina *	Learn more about state affiliates here.

Working in the following states:

Ala., Fla., Hawaii, Idaho, Kan., Mont., N.D., Nev., S.C., S.D., Tenn., Texas, Utah, Va., Vt., Wis., Wyo.

*State Program Office 16 of 19

** Emerging Affiliate



State Program Offices 2023 (19 and Counting)

Arkansas *	Massachusetts *
Colorado *	Michigan
Connecticut *	Minnesota (temp \$- 2021) *
Delaware *	New Mexico *
District of Columbia	New York *
Georgia *	North Carolina *
Illinois *	Ohio *
Louisiana *	Oregon *
Maine	Washington *
Maryland *	

* State Affiliate



Federal Appropriations for SBHCs: History



FY 21:

- House (\$10MM for FQHC-sponsored SBHCs): [untitled \(house.gov\)](#)
- Senate (N/A - not in the explanatory statement): [untitled \(senate.gov\)](#)
- **Final: \$5MM for FQHC-sponsored SBHCs**

FY22:

- House (\$25MM each for FQHC-sponsored SBHCs and non FQHC-sponsored SBHCs): [E:\HR\OC\B375.XXX \(house.gov\)](#)
- Senate (\$30MM each for FQHC-sponsored SBHCs and non-FQHC-sponsored SBHCs): [untitled \(senate.gov\)](#)
- **Final: \$30MM for FQHC-sponsored SBHCs**

FY23:

- House (\$50MM for FQHC-sponsored SBHCs and non-FQHC-sponsored SBHCs): [CRPT-117hrpt403.pdf \(congress.gov\)](#)
- Senate (\$50MM for FQHC-sponsored SBHCs and non-FQHC-sponsored SBHCs): [untitled \(senate.gov\)](#)
- **Final: \$50MM for FQHC-sponsored SBHCs**

FY24:

- House (Report unavailable but very likely at FY22 levels, so \$30MM for FQHC-sponsored SBHCs)
- Senate (\$55MM for FQHC-sponsored SBHCs): [FY 24 LHHS Report \(senate.gov\)](#)
- **Final: TBD**

RESOURCES

- Upcoming learning opportunities
- Toolkits, checklists, and more!

**Learn about
starting an SBHC
in FREE learning
collaborative**

**Six sessions from
January to March 2024**

Continuing education credits offered

**Applications due
Nov. 16, 2023**

Learn more at sbh4all.org



Eyes on Access: Children's Vision and Eye Health in Community Health Centers

Wednesday, November 1, 2023 | 2:00 pm – 3:15 pm ET

Register [HERE](#) for the November 1st webinar.

This session is approved for 1.25 live AAFP Elective credits.

Good vision helps children reach developmental milestones, achieve academic successes, play, and socialize, but vision disorders are the fourth most common disability in children in the United States. Community Health Centers (CHCs) are the vital source of primary care for almost 9 million (or 1 in 9) children and adolescents in the US.

Join [Prevent Blindness](#), the [Association of Clinicians for the Underserved](#), the [National Association of Community Health Centers](#) and the [School-Based Health Alliance](#) to increase knowledge of four models of vision care for children in community health centers and school-based health centers, enhance skills for identifying community partners for establishing children's vision services, and raise awareness of the importance of integration of primary (pediatric) care and eyecare in community health centers. This webinar is the second of a two-part series for Community Health Center staff (including PCPs, nurses, referral coordinators, community health workers and others). Participants will learn about common childhood vision disorders, evidence-based vision screening, and models of investment for pediatric eye care in community health centers.

This webinar was made possible by the generous support from Janssen.



Dr. Stacy Lyons, OD, FAAO

Professor of Optometry
Chair of the Specialty and Advanced Care Department
New England College of Optometry
Chair of the National Center for Children's Vision and Eye Health
Advisory Committee
Member of the Children's Vision Massachusetts Coalition
Advisory Board of Women in Optometry



Dedrix Daka, OD

Chief of Optometry
MCR Health, Inc., Florida



Lindsey King, OD

Outreach Optometrist
Health Partners of Western Ohio
Member of Vision Services Committee of the
Association of Clinicians for the Underserved



Jacqueline Pokusa, OD

Associate Director for Vision Services
Neighborhood Health, Virginia



Cari Van Pelt, ABOM

Office Manager/Licensed Optician
Vision Centers at Oyler & Academy
of World Languages Schools, Ohio



<https://nationalcenter.preventblindness.org/events/eyes-on-access-childrens-vision-webinar-part-2/>

Resources

Infographic

SCHOOL-BASED HEALTH ALLIANCE
The National Voice for School-Based Health Care

HOW DO SCHOOLS SUPPORT STUDENT HEALTH?

Comprehensive school health and wellness services are powerful tools for achieving health equity among children and adolescents, particularly those who unjustly experience disparities in outcomes because of their race, ethnicity, or family income. The goal is to create and uphold intersecting systems of care that support children in being healthy, feeling safe, and effectively engaging with school. Funding for these services can come from various community health and education funding sources, including Medicaid reimbursement.

Schools can support student health through several models: school health services and school-based health care. The descriptions below provide a broad overview of these two models. In practice, many schools implement both models or variations of one or both, depending on resources available within the school and community, student needs, and other stakeholder input.

WHAT ARE SCHOOL HEALTH SERVICES?

School health services include, but are not limited to, school nursing, school counseling, school psychology, and school social work services that support student health. The usual governing entity of school health services is the local education agency. The legal authority governing health data and privacy is the Family Educational Rights and Privacy Act (FERPA).

WHAT IS SCHOOL-BASED HEALTH CARE?

School-based health care is provided through school and community health organization partnerships and collaboration with school administration and health services staff. This care includes but is not limited to primary care, mental health, oral health, and vision services. This care complements, not replaces or duplicates, existing school health services. The usual governing entity of school-based health care is a community healthcare organization. The legal authority governing health data and privacy is the Health Insurance Portability and Accountability Act (HIPAA).

HEALTH SERVICES	SCHOOL-BASED HEALTH CARE
Primary care, school counseling, school psychology, school social work	Primary care assessment, diagnosis, and treatment; mental and behavioral health assessment, diagnosis, and treatment; oral health preventive and restorative services; vision care services
May be required to amend plan	Yes
Yes	Yes
Yes, in some areas	Yes
Yes	Yes
Under a student's Individualized Education Plan (IEP) or Section 504 plan (IDEA)	No
Yes	Yes, unless state laws allow otherwise
GOVERNING ENTITY	Local Education Agency
LEGAL AUTHORITY GOVERNING HEALTH DATA AND PRIVACY	Family Educational Rights and Privacy Act (FERPA)
	Community Healthcare Organizations (e.g., hospitals, public health agencies, FQHCs, non-profits)
	Health Insurance Portability and Accountability Act (HIPAA)

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Resources

SBHC Planning Checklist



School-Based Health Center (SBHC) Planning Checklist



- Establish SBHC regional planning committee
- Orient SBHC planning committee to the SBHC model
- Identify a medical sponsor organization and other potential health care provider partner organizations
- Visit existing SBHC(s)
- Establish SBHC advisory group (e.g. principal, other school leadership, school social worker, students, parents/guardians, school nurse, sponsor organization member, and others.)
- Conduct community readiness assessment
- Conduct SBHC needs assessment
- Develop and implement marketing and engagement plan for target audiences and gatekeepers
- Identify potential SBHC location(s) via site visit(s) Select a well-considered location for the SBHC based on readiness assessment, needs assessment, site visit(s), and needed construction/renovation
- Determine appropriate staffing
- Develop narrative business plan



Consulting Services

The School-Based Health Alliance is a highly respected provider of extensive technical assistance and training to the school-based health care field. Our school health consulting staff has decades of experience in designing, operating, and evaluating school-based health center (SBHC) programs. Let us put that expertise to work for you!

- Complete a pro-forma business plan to determine funding needs and potential revenue
- Solicit capital and operational funding from variety of sources
- Develop necessary agreements and procedures to bill commercial and public insurance
- Draft and execute a memorandum of understanding among SBHC partners (e.g. school district, medical sponsor organization, behavioral health, oral health, local department of health.)
- Develop comprehensive SBHC consent form that includes bi-directional information sharing to promote continuum of care (e.g. school nurse, school counselor, PCP, dentist, parent/guardian.)
- Complete SBHC renovation/construction process
- Engage students to ensure SBHC space is student-friendly
- Purchase appropriate equipment and supplies
- Ensure appropriate technology access in collaboration with school



<https://www.sbh4all.org/what-we-do/services/>

www.sbh4all.org | (202) 638-5872 | 1010 Vermont Ave. NW #816, Washington, DC 20005



@sbh4all



SchoolBasedHealthAlliance

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Free - SBHC Resource Hub

- [Clinical Performance Measures QI Toolkit](#)
- [Sustainable Business Practices Toolkit](#)
- [Hallways to Health Toolkit](#)
- [School-Based Telehealth Playbook](#)
- [Lead the Way: Engaging Youth in Health Care](#)
- [School Oral Health Playbook](#)
- [Adolescent Substance Use Prevention in SBHCs Toolkit](#)
- [Children's Health & Education Mapping Tool](#)
- [Vaccines and Immunizations](#)
- [Health Care Transition Toolkit](#)
- [Federal and State Policy and Advocacy](#)



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



Customizable
based on
your needs!

OUR CONSULTING SERVICES

Start-Up & Capacity Building

Improvement Assessment and
Coaching

State Leadership Development

Supporting Philanthropic Investment
in SBHCs

Training

Data Driven Solutions



<https://www.sbh4all.org/consulting-services/>

Evaluation Questions



Thank You!

Additional questions?

Contact us at:
info@sbh4all.org

