

Planning for a New School-Based Health Center

The following document was designed to assist parties interested in developing a new School-Based Health Center (SBHC), specifically focused on the Oregon's planning grant application process and community preparedness.

Objectives of this document:

(1) To help prepare for the Request for Proposal (RFP) for planning grants from the SBHC State Program Office

The RFP requires documentation of partnerships and community need. This planning document should help you identify and engage appropriate partners and also assist you in the data collection process necessary for the RFP.

(2) To provide guidance in the ongoing planning process for the development of a new SBHC

A strong planning process can be crucial in determining the sustainability of a center. There is no exact science to this process and therefore, the information below is to help guide you with some useful ideas and resources; this does not need to be done in any specific order. We simply suggest that each community be thoughtful in developing an effective plan based on their communities' needs and capabilities.

Conducting a needs assessment of your community

A "needs assessment" of your community does not have to be a formal research project, but rather a process of collecting information that will help identify specific areas and populations of need and also help establish priorities in your community. This process can occur both informally within your community and/or at organized meetings complete with agendas and minutes. Information collected from this process can also be very useful when applying for grants to help fund a new SBHC, but you may also want to return to these questions when planning for a new SBHC in your community.

Examples of questions you may want to ask in your needs assessment:

- What kinds of health services already exist in your community (hospitals, community health centers, mental health providers, school nurses, teen clinics)?
- Where are the medically underserved areas/populations?
- What are the health risks in your community, particularly among children and adolescents?
- Which schools have potential for a SBHC location on campus?
- What are the demographics of your student population (race/ethnicity, insurance status, socioeconomic status, % free and reduced lunch)?

The following links may be useful in your information collection process:

- Census Data (population, demographics, income/poverty level):
<http://quickfacts.census.gov/qfd/states/41000.html>
- Children First for Oregon (county level children's health data):
http://www.cffo.org/site/download/county_data_books
- Health Resource and Services Administration Health Professional Shortage Areas:
<http://hpsafind.hrsa.gov/>
- Oregon Healthy Teens Survey:
<http://public.health.oregon.gov/BirthDeathCertificates/Surveys/OregonHealthyTeens/Pages/index.aspx>
- Oregon Dept of Education, Percentage of Free and Reduced Lunch:
<http://www.ode.state.or.us/sfda/reports/r0061Select.asp>
- Oregon Patient-Centered Primary Care Homes
<http://www.oregon.gov/oha/OHPR/pages/HEALTHREFORM/PCPCH/recognized-clinics.aspx>

Based on the information collected in the needs assessment, you may be better informed to identify the most appropriate school to host an SBHC and potential medical sponsors.

Identifying partners

We suggest being thoughtful and intentional in identifying your partners before you begin to engage them. Bringing together interested parties in your community helps assess community interest and resources. Your community partners will be very important in building and maintaining widespread community support and advocacy.

Potential host schools, medical sponsors and your Local Public Health Authority (LPHA) are essential partners that need to be identified early. Your LPHA will need to officially apply for the RPF planning grants from the SBHC State Program Office.

Your community partners can also be influential in deciding various components of the new SBHC such as services, patient population served and development of a business plan.

Example of who should be involved:

- ✓ School district partners: superintendents, principals, school nurses, counselors, teachers
- ✓ Local Public Health Authority
- ✓ Local Medical Community (hospitals, community health centers, private providers/practices, mental health organizations)
- ✓ SBHC State Program Office
- ✓ Colleges/Universities,

- ✓ Faith Organizations
- ✓ Businesses, particularly larger businesses in the community
- ✓ Chamber of Commerce
- ✓ Parents
- ✓ Students
- ✓ Other Community Groups and non-profits (ex. Boys and Girls Clubs, after-school programs, Boy/Girl Scouts, PTA)

Educating and engaging partners

Once you have identified appropriate partners, it is important to educate everyone on the SBHC model. People's level of understanding may vary or be based on another state's SBHC program (which can be very different than Oregon's SBHCs).

Present the general SBHC model to partnering groups, including concepts from the State SBHC Standards of Certification.

<http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/Pages/certification.aspx>

(You may want to ask the State Program Office to give a presentation to a core group before presenting to other community groups.)

Additional presentations may need to be tailored to fit the audience. You may also want to hold informational sessions or focus groups for parents, students, faith organization and business groups.

Depending on the planning stage and size of your community, you may need to develop different sub-committees with varying members (i.e. initial planning committee, business plan committee, steering/advisory committee, grant writing committee, operations committee, etc). Additional committees may not be necessary in smaller communities.

We suggest keeping organized records of your meetings, including participants, agendas and minutes. These will help show community readiness along with your development of partnerships, which are part of the RFP.

At some point during the planning process, the school board will need to give their approval for development of a new SBHC since it is on school property. You may need to meet and provide information to the School Board on a couple occasions before they pass an official resolution. School boards will also be crucial in deciding the level of SBHC services and possibly providing Letters of Support for the RFP.

Establishing a business plan

A “business plan” does not need to be a purely financial document, but rather a plan that focuses on the service goals, objectives and activities of the SBHC. However, including funding information along with financial goals and expectations can help drive service goals and vice versa.

Your business plan should focus on sustainability and may need to be updated periodically. Please keep in mind that it may take a new SBHC a couple of years before they are able to operate at maximum capacity.

Having an organized business plan can also be useful when trying to engage stakeholders and applying for grants.

Elements that may go into a business plan:

- **Site Identification**: The location of your SBHC can substantially affect your sustainability. The demographics and size of the school population can affect the services provided, potential revenue and SBHC enrollment. Some communities may not have many options for a new SBHC site and therefore, must develop the center wherever there is available space.
- **Services**: Establish goals, objectives and activities. Decisions made around the services your SBHC provide will affect both your expenditures and your revenue.
 - Types of providers
 - Types of services
 - Referral relationships/sources
 - Client pool: Who is the SBHC open to (i.e. host school only, additional schools, all community youth, all community members)?
 - Hours of operation

A discussion with community partners around certain services, such as family planning or mental health may be necessary.

Please review the State Standards of Certification to identify required services.

<http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/Pages/certification.aspx>

- **Policies and Procedures**: As you begin to plan for your new SBHC and make service delivery decisions, policies and procedures will need to be formally developed and kept on file in the SBHC. Policies such as parental consent and notification could potentially affect client utilization and may also be another important topic of interest to community partners.
- **Expenditures**: Identify the cost of the SBHC, including start-up costs and annual operational costs. Decisions around services will affect both the start-up and annual operational costs.
- **Revenue**: Your revenue will be dependent on developing a billing system. Funds generated from billing can help with sustainability. Decision around services will also affect your level of revenue.

→ **Funding Matrix:** Identify potential funding sources, amounts, and what the funding might support.

Additional resources that might be helpful when planning your new SBHC:

- SBHC State Program Office:
<http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/Pages/index.aspx>
- School-Based Health Alliance: <http://www.sbh4all.org>
- Oregon School-Based Health Care Network: <http://www.osbhcn.org>

If you have any additional questions please contact:

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