



# School and Health Center Partnerships

Thursday, April 7, 2022

2:00 - 4:00pm ET



# Health Center Boards and School-Based Health Care

A health center board would be involved in many strategic and oversight decisions related to a school-based site including:

- Assessing the health center's needs assessment and other data to support the opening of a school-based health center
- Prioritizing school-based health centers in the center's strategic plan
- Approving hours, locations, and services at sites
- Among others

# 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](http://www.sbh4all.org)

# About School-Based Health Services:

## 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

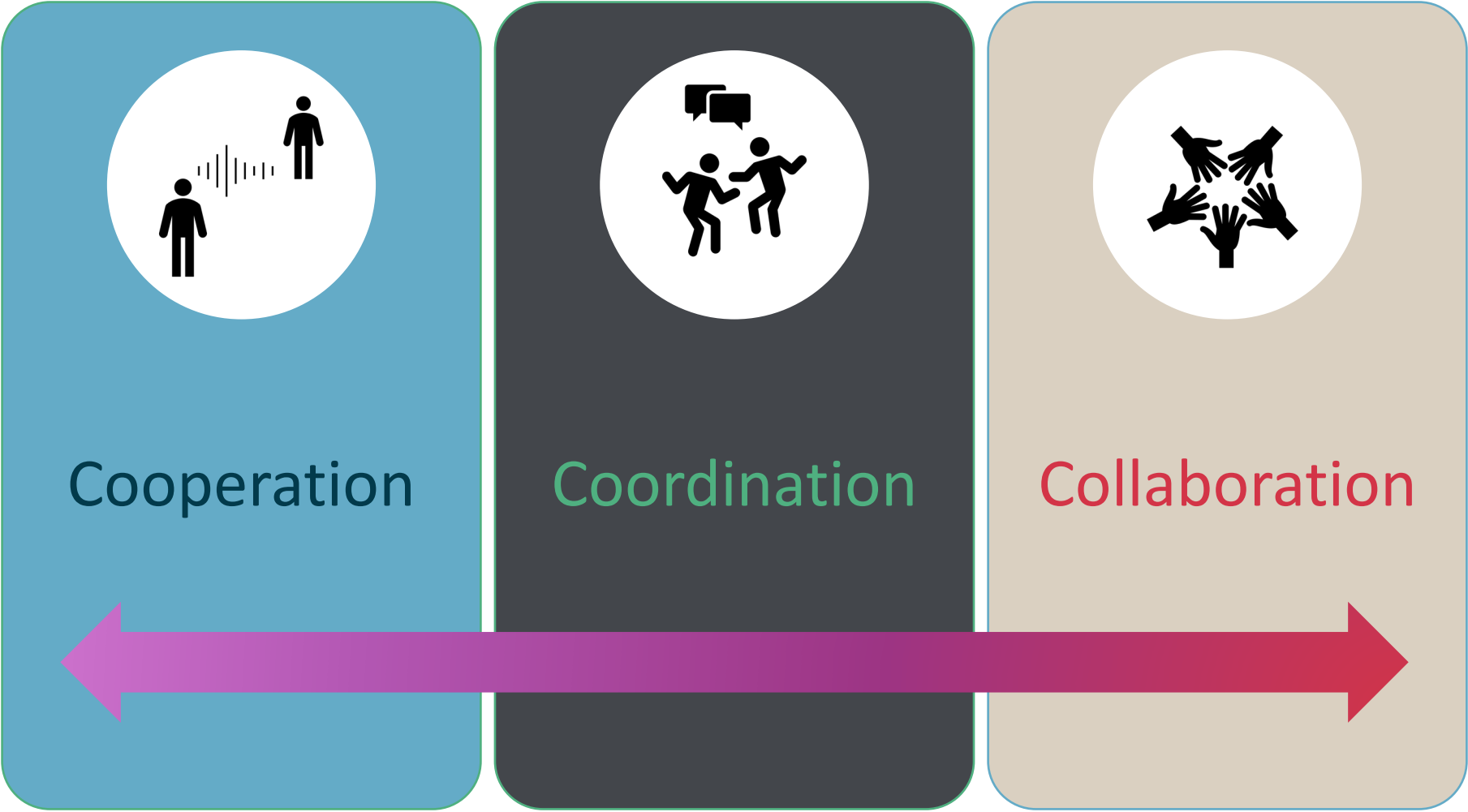
- Services determined at the local level and in accordance with state and local policies and/or law

## 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.



# THE PARTNERSHIP CONTINUUM



# Building Successful Partnerships

Define purpose & desired outcome

Clear roles and responsibilities

Concrete, achievable work plan and goals

Transparency and shared decision making

Identify potential partners

Well-defined leadership – core team

Mutual respect of team member knowledge and expertise



# Potential Partners



## Community

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

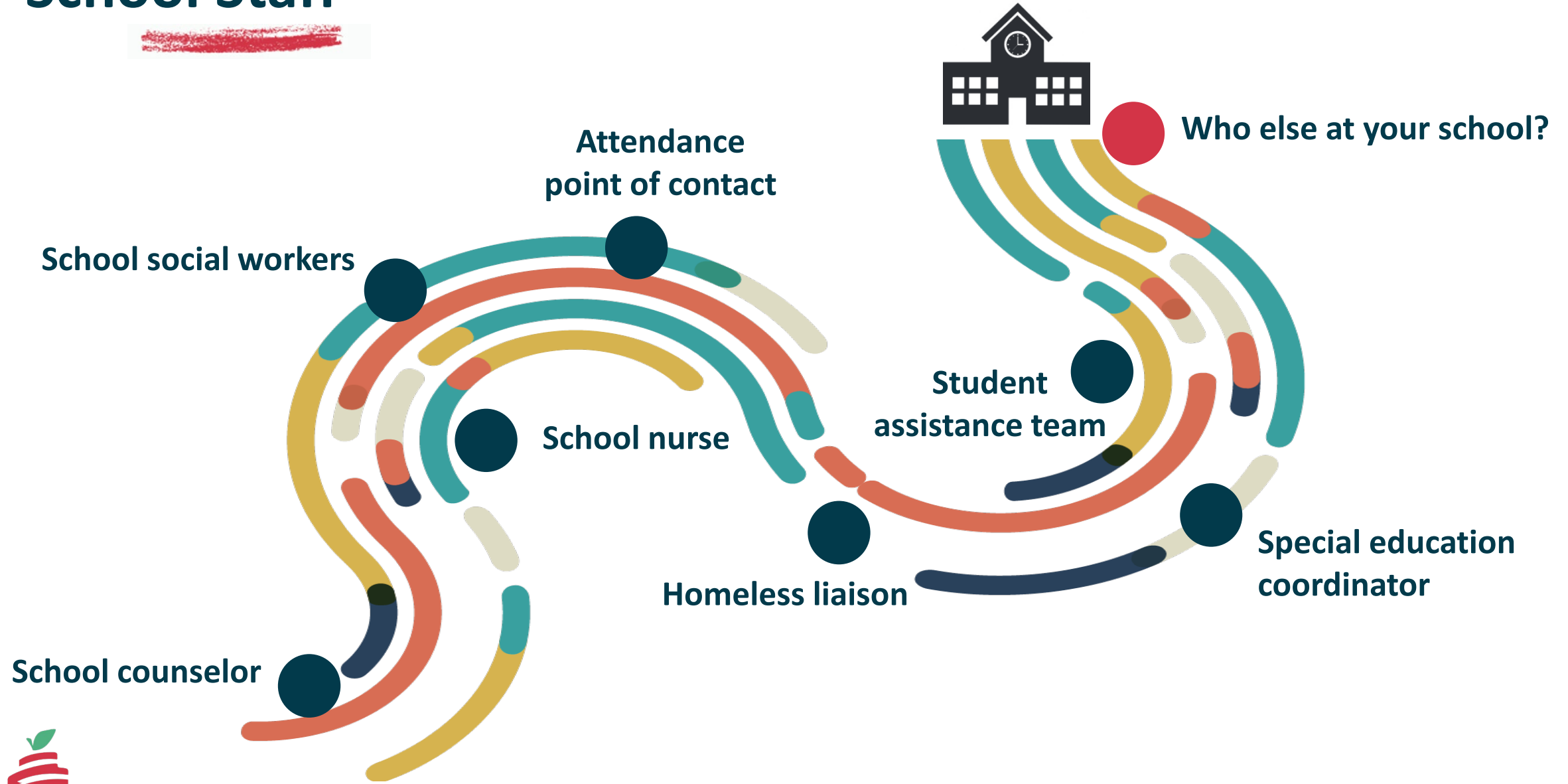


## Health Care System

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



# School Staff





# Working with the Education Sector

## Do's and Don'ts

- ✓ Keep it simple
- ✓ Speak in health and learning language priorities
- ✓ Have common understanding of words “school health”
- ✗ Don't approach an education partner with “What do I need from schools?”
  - Communicate respect for the education system
- ✗ Avoid the mindset of working IN schools
  - You're working with them, not just in them



# RESOURCES



# Memorandum Of Understanding (MOU)



Establishes the relationship between/among collaborating partners

Formalizes commitments and agreements regarding the relationship



# Resource Links



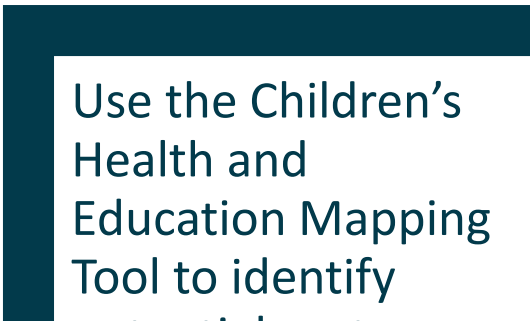
- **School-Based Health Alliance:** <https://www.sbh4all.org/>
- **The Blueprint Resources (tools, examples, guides, including MOU's):**  
<https://www.sbh4all.org/resources/the-blueprint/>
- **Mapping Tool:** <https://www.sbh4all.org/resources/mapping-tool/>
- **Hallways to Health:** <https://tools.sbh4all.org/hallways-to-health/hallways-to-health-home/>
- **Health Centers and Schools: Uniting for Young People's Success:**  
<https://conferences.nachc.org/nachc/sessions/2623/view>
- **Advancing Health Center & School Partnerships to Improve COVID-19 Vaccination Administration:**  
<https://conferences.nachc.org/nachc/articles/4765/view>



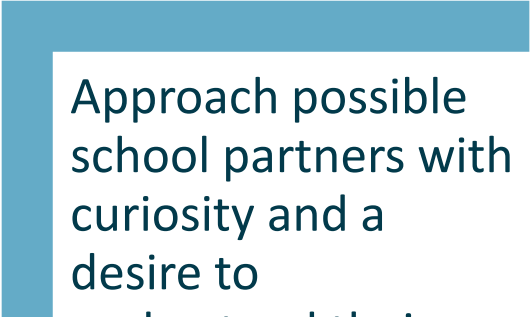
# Potential Next Steps



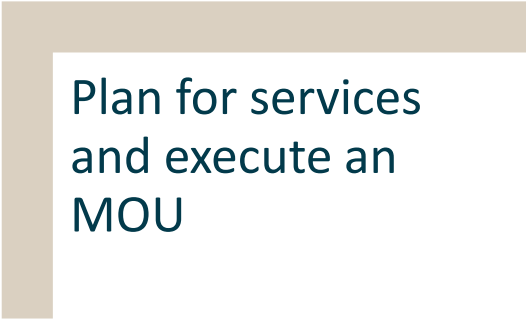
Create a vision for how you might partner with schools to meet children's health needs



Use the Children's Health and Education Mapping Tool to identify potential partners



Approach possible school partners with curiosity and a desire to understand their needs and priorities



Plan for services and execute an MOU



# SBHCs: Creating Opportunities for Collaboration with the Educational System

- Allison Kilcoyne MS RN FNP-BC
- VP Integration and Community Programs
- North Shore Community Health
  
- William Krol
- Dean of Students
- Peabody Veterans Memorial High School

## Spark Objectives:

- How to begin to address hesitation to SBHCs with the educational system
- Identify ways to build trust with stakeholders
- Case study

# North Shore Community Health

## Salem, Peabody, Gloucester, Massachusetts

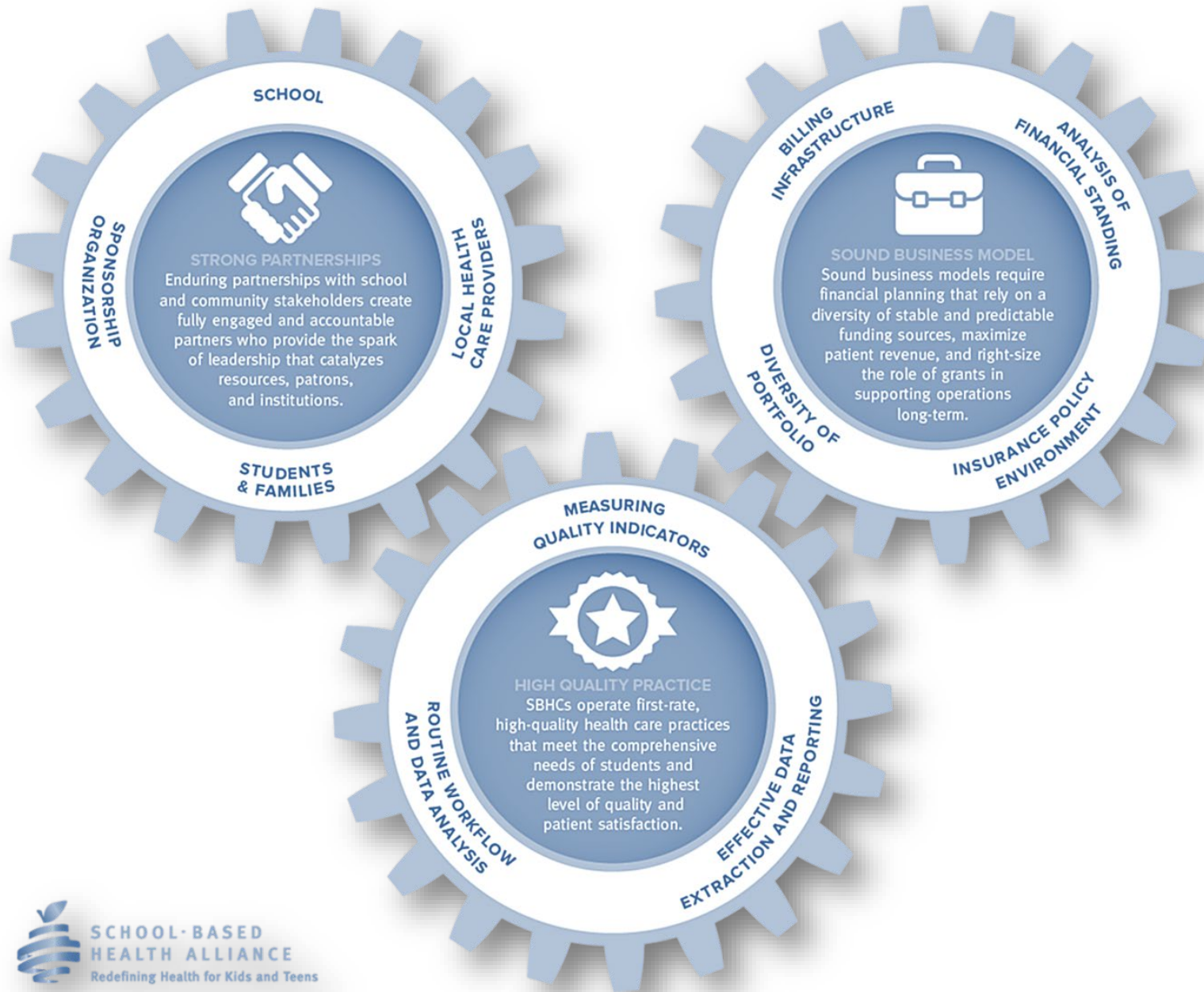
- FQHC North of Boston
- Three main sites
  - Medical, Behavioral Health, Dental
- 7 School sites
  - Two high school SBHCs
  - 5 Integrated BH clinicians
- 13,000 patients
- 88,000 visits per year

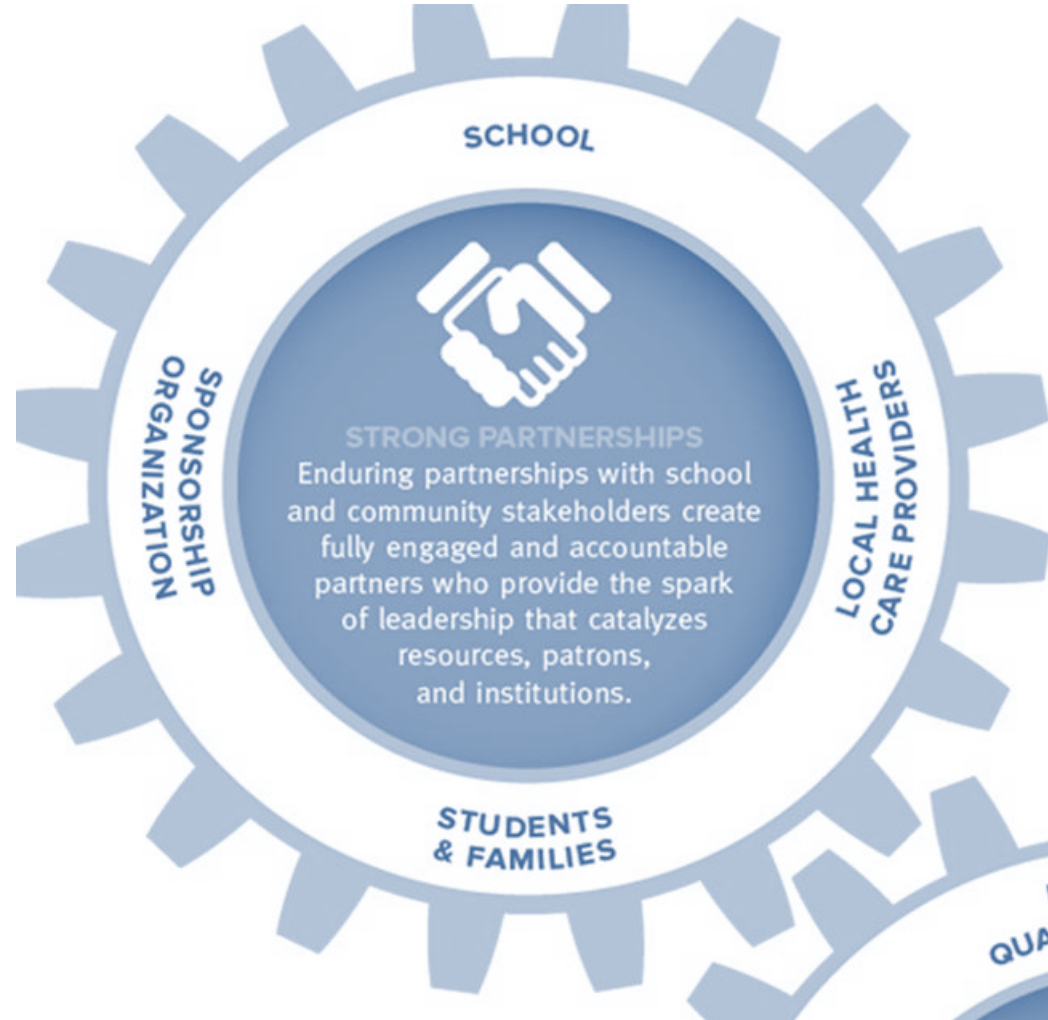


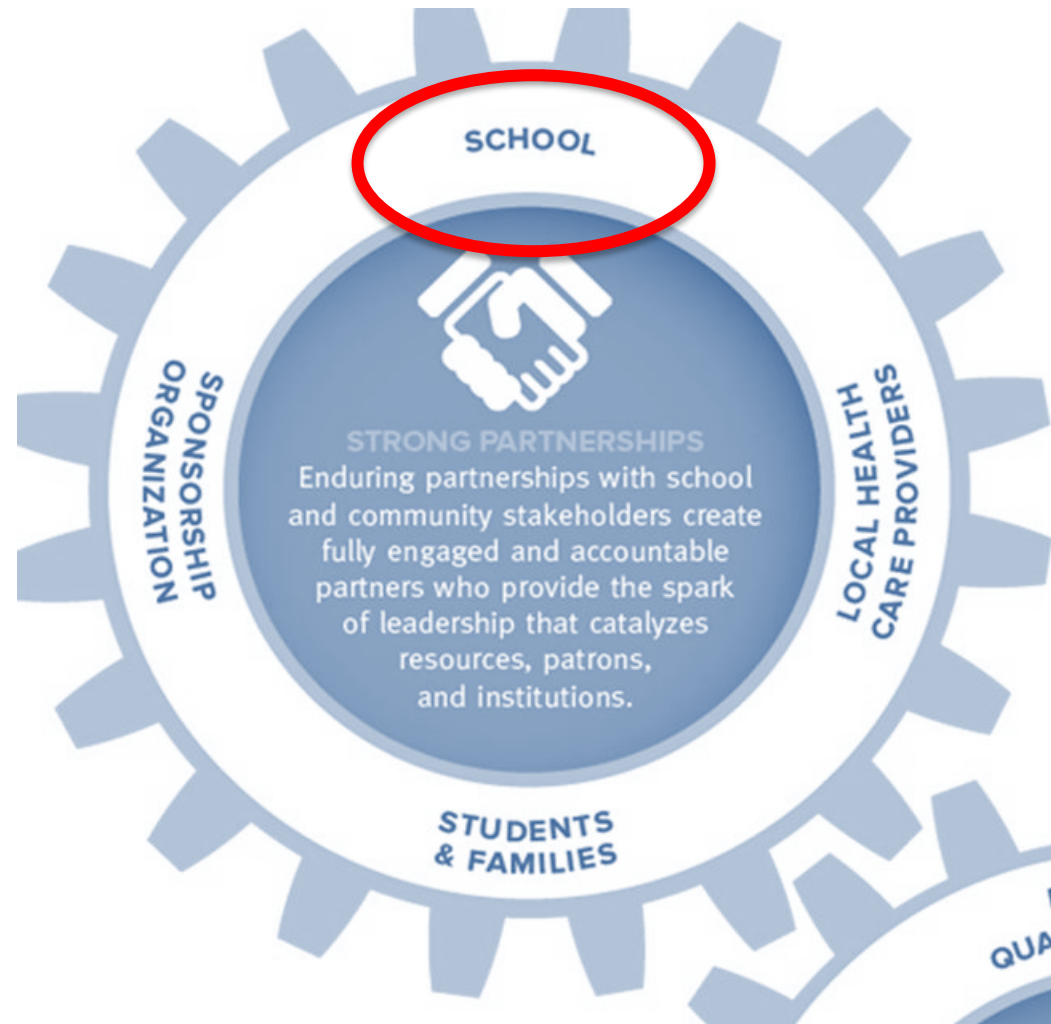
# Student Health Center at Peabody Veterans Memorial High School

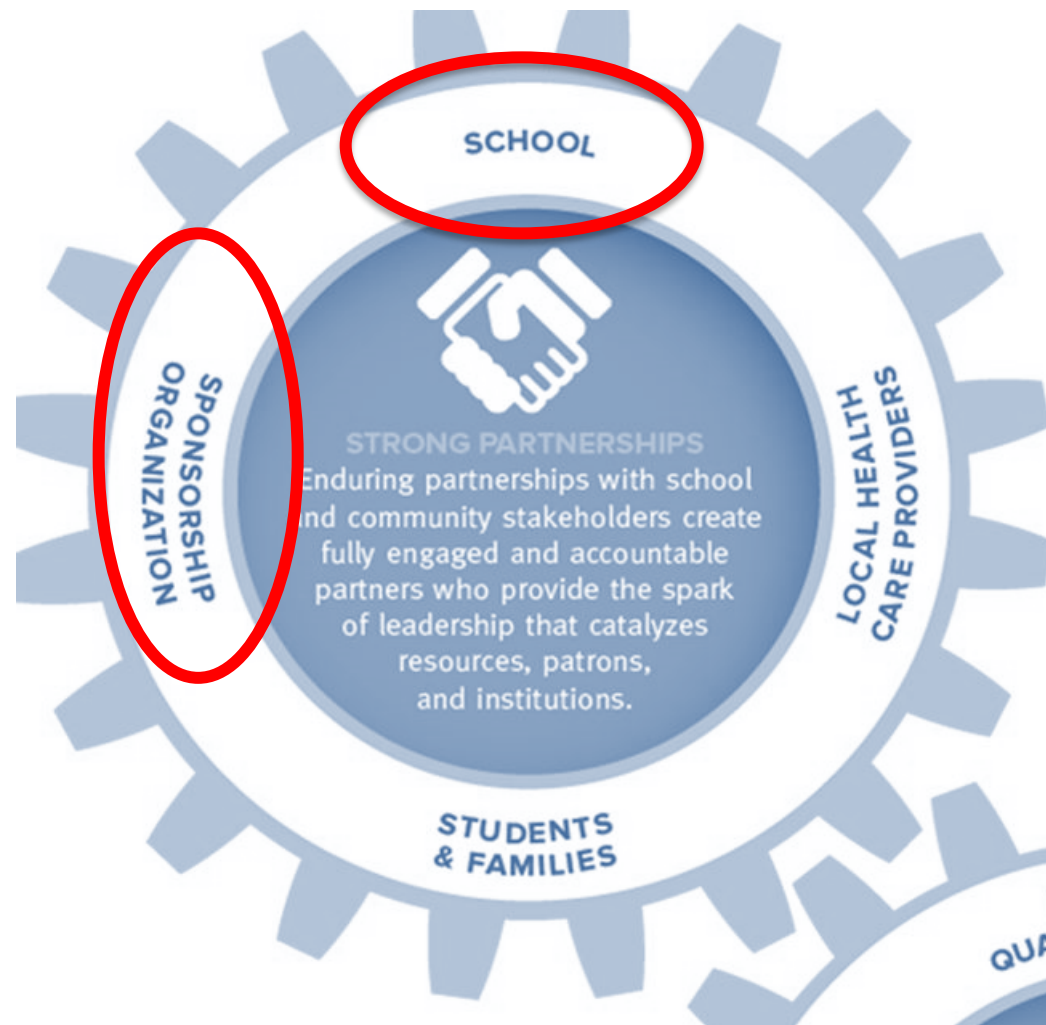
- Opened April 2015 after 3 year planning project
- 1400 students

Title	% of School	% of District	% of State
First Language not English	18.4	18.4	23.9
English Language Learner	8.7	9.8	11.0
Low-income	46.3	46.3	43.8
Students With Disabilities	18.8	20.5	18.9
High Needs	56.1	58.5	55.6





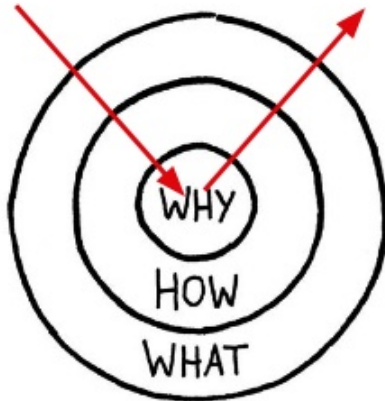




# Start with the WHY....

## Start with the why (not with the what)

Outside in / Conventional      Inside out in / Remarkable



**Why?** = The Purpose

What is your cause? What are your values?

**How?** = The Process

The specific actions to realize the Why

**What?**

What do you do? The result of Why. The proof

I believe that youth deserve access to all the services they need in order to thrive. School-based health care and SBHCs create that access in a high quality, efficient, safe and youth focused way.

The Golden Circle according to Simon Sinek

# Align Mission and Vision

*What is the North Star we are headed toward with School-Based Health Care?*

FOR IMMEDIATE RELEASE  
March 24, 2022

Contact: HHS Press Office  
202-690-6343  
[media@hhs.gov](mailto:media@hhs.gov)

## HHS Secretary Xavier Becerra, Education Secretary Miguel A. Cardona Announce a Joint Effort to Develop and Share Resources to Ensure Children Have Access to School-based Health Services

WASHINGTON, DC – U.S. Health and Human Services (HHS) Secretary Xavier Becerra and U.S. Education Department (ED) Secretary Miguel A. Cardona today reaffirmed their commitment to children and youth by launching a joint-department effort to expand school-based health services, ensuring children have the health services and supports necessary to build resilience and thrive. The COVID-19 pandemic has challenged the health and wellbeing of the Nation's children and youth further exacerbated preexisting inequities. Throughout the country, childcare centers, schools, after-school programs, and recreational activities closed, disconnecting nearly 60 million children and youth from essential resources and supports. Many families faced job loss, economic hardship, and food insecurity, profoundly affecting child health and wellbeing.

# “The Speed of Trust: The One Thing That Changes Everything.” Stephen Convey

Change  
Happens  
at the  
Speed  
of  
Trust

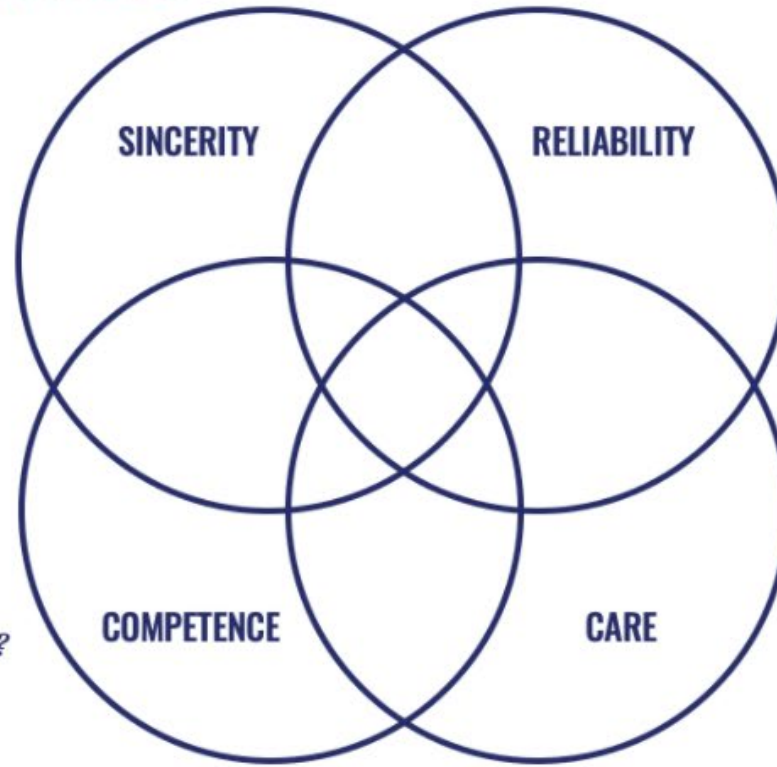


“ Trust is choosing to risk making **something you value** vulnerable to another person’s actions.

~ Charles Feltman

## The Four Dimensions of Trust

*Do you say what you mean  
and mean what you say?  
Can you be believed and  
taken seriously?*



*Do you meet the commitments  
you make?*

*Do you have the ability to do  
what you say or propose to do?*

*Do you have the other person's  
interests in mind when you make  
decisions and take actions?*

From *The Thin Book of Trust*, Charles Feltman

SingleStone

Figure 2: The Four Dimensions of Trust (source: *The Thin Book of Trust* by Charles Feltman)

# Collaborate on the HOW:

- Communication
- Find the people with shared values
  - Equity, Collaboration, Flexibility
  - They may not be who you think they should be
  - Convene a workgroup? Join an existing group? Offer some service or expertise? *“How can I/we help you?”*

Try not to solve problems for the school. Listen intently. Take notes. Follow up. This is not a quick process, it is a long term relationship.

## Move to the WHAT:

- Convene a planning committee for enhanced school based health services
- Development and implementation of school health policies and programs (i.e., nutrition, health fairs, school staff wellness, school improvement plans, and school/district wellness).
- Return to the **why** when you are struggling with the what

**What is your/agency/school system's purpose?**

# Case study – “We want this but not that”

- 2013: School district reached out to NSCH for assistance with concerning YRBS data, requesting BH services.
  - WHY – Youth are suffering and we (school) need help
  - FQHC CEO recommended SBHC model of comprehensive adolescent care
- 2014: Planning group with City, School and Health Center
- March 2014 School committee voted to move forward with SBHC planning and construction
- Program Manager hired August 2014
- Doors opened April 2015

# Case study – “We want this but not that”

## School Administration

- We want health services, but not all health services (SRH)
- We want our students to have access to services but we don't want them to miss (our) class
- We want students to have confidentiality but we (school/parents) want to know the details
- We want collaboration but this is a school

## Health Center Staff

- We only do inclusive comprehensive health services
- Students need full access to the health center
- We provide confidential services and you can't know about that
- We want collaboration but this is health care

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# Case study – “We want this but not that”

- **School nurse**

- We need to see everybody that is ill
- We are the health provider in the building
- We already provide health care to students
- We need help with our immunization compliance

- **School Adjustment Counselor**

- We have to provide care to students on IEPs
- How will we know what students are struggling
- We are busy and can’t keep up with the need



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**Conflict happens when values are  
not aligned and clearly stated**

Peabody schools inspire, empower, and challenge our students to pursue excellence in reaching their potential. Professional educators and community partners collaborate to ensure success at the highest level in a safe, student-centered environment.

***To provide high quality comprehensive health care to students in order to support optimal health and academic outcomes***

North Shore Community Health's mission is to build healthy communities by providing exceptional care to all.

# Collaboration and Communicate

## “Clear is Kind”

**Collaborate to ensure success at the highest level in a safe, student-centered environment.**

- Maximize in class time
- Students are safe and accounted for during the school day
- We are aware of emergent situations because we are responsible for all the students in the building

**Support optimal student health and academic outcomes**

- Maximize the quality of in class time
- Students feel safe to access the care they need
- We are responsible for the students in the health center and need to communicate to the school when there is an emergent situation

## Spark tips to take away

- Focus on the student , shift your perspective
- What do you agree on?
- Create a shared vision for student success with the understanding that there are many paths to get there
- Start with the why and move to the how and the what



**Leadership is all about people.** It is not about organizations. It is not about plans. It is not about strategies. It is all about people-motivating people to get the job done. **You have to be people-centered.**

— *Colin Powell* —

AZ QUOTES

# SCHOOL-BASED HEALTH CENTERS



**DENVER HEALTH**

est. 1860

FOR LIFE'S JOURNEY

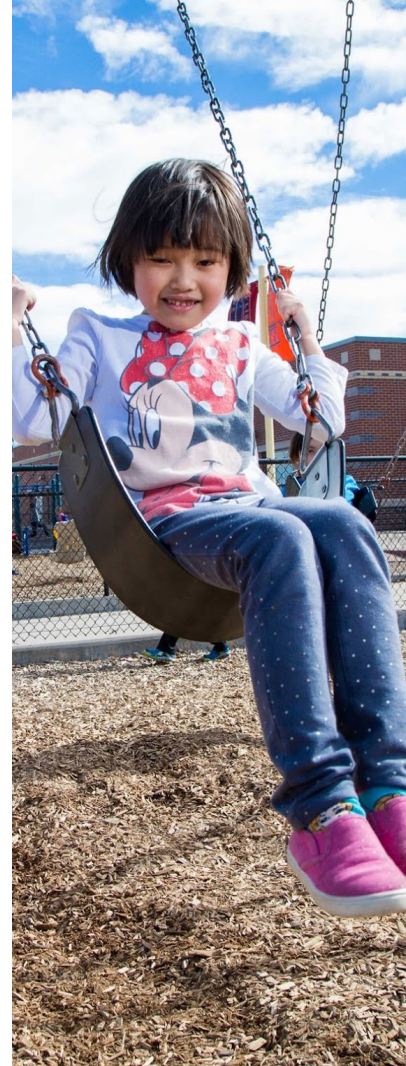


Discover a World of Opportunity™

# Overview of Denver Public Schools

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- Largest school district in Colorado
- 90,250 students
  - Free/Reduced-Price eligible students: 59.15%
  - Gifted and Talented students: 7.68%
  - Students with Disabilities: 12.1%
  - English Language Learners: 36.3%
- 207 schools
- Portfolio District
  - district run, innovation, IMO, iZone and charter
- Four year graduation rate: 74%
- Full-time employees: 10,177
  - Classroom teachers: 4,780





# SBHC Utilization

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SBHCs provide services to approximately **13,000** DPS students

SBHCs provide about **40,000** visits



# Services Provided by SBHCs



- Physical exams
- Injury and illness care
- Immunizations
- Routine lab tests
- Prescriptions
- Birth control
- Pregnancy testing
- Testing and treatment of sexually transmitted diseases
- Individual, group and family mental health therapy including psychiatry services
- Substance use treatment
- Health education
- Dental services
- Enrollment Services

# SBHCs and DPS

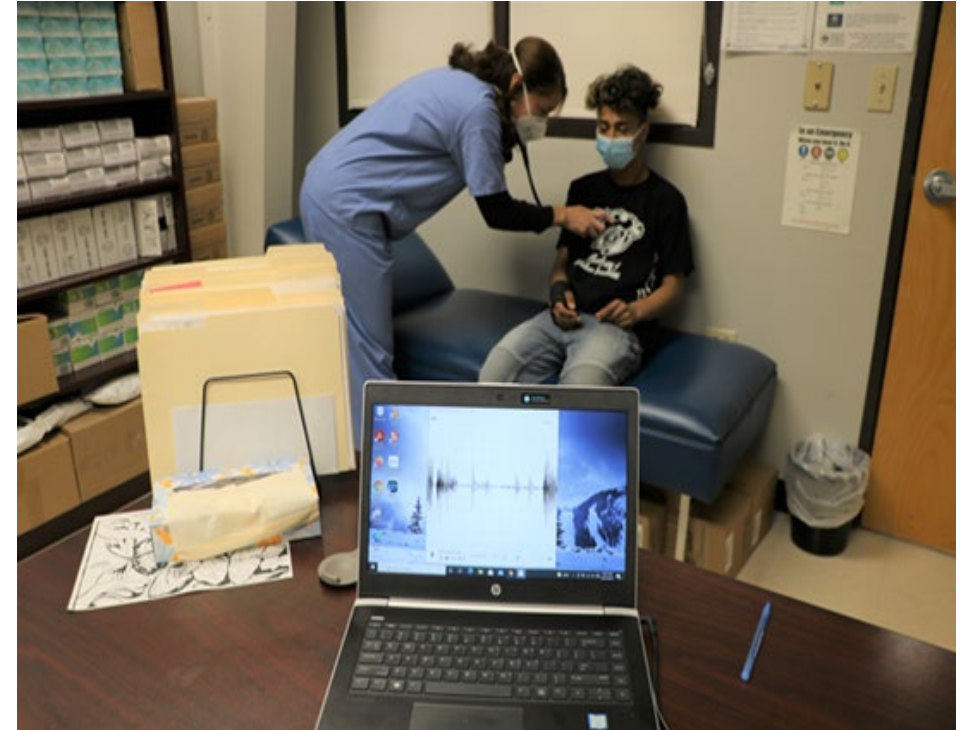
- All DPS students have access to SBHCs
  - ECE students in community-based sites affiliated with DPS also have access
  - Can access the center that is most convenient
  - Serve as a student's "medical home" or can work in conjunction with another provider
- Students must be consented into most services each school year by parent/guardian
  - Consents available online
  - Some services allow students to consent for themselves (confidential services)



There are “no charges” for services at SBHCs

# Expanding Care Highlight: SBHC Virtual Care

- Fall 2021: Expanded from 19 brick and mortar centers to providing virtual care at 13 additional DPS schools without a SBHC
  - Potential new patient base: >6,400 students
- Spring 2022: Expand to seven additional DPS schools
  - Potential new patient base: >8,000 students



**Telemedicine utilized in schools “holds substantial potential to reduce the impact of illness on health and education of children, on time lost from work in parents, and on absenteeism in the economy.”**

# Cool Technology to Close the Virtual Gap



## Firefly Digital Video Otoscope:

- Transmits video of student's ears to DH provider

## 3M Littman Eko Digital Stethoscope:

- Transmits student's heartbeat and breath sounds to DH provider

## Seca scale:

- Provides student's weight (since most medications are weight-based)



# Virtual Care Workflow

Student visits School RN. RN thinks that student will benefit from a virtual care visit

RN checks to see if student has consent on file (can collect verbal consent)

If desired, a parent or guardian can be included in the virtual visit

RN makes appointment via EPIC care link for on-demand appointment

Student is diagnosed by Provider. If needed, Provider writes order for over the counter medication

RN administers any OTCs

Student is connected to a future follow-up appointment with their medical home to ensure any additional health needs are met



**Frequent complaints include: headache, menstrual cramps, conjunctivitis, allergies, etc.**

# DPS Liaison

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- **Position History:**
  - Hired in 2009
  - Year one funding was provided by Denver Health
  - Important that the position was a district employee
  
- **Main responsibilities include:**
  - **Support the development and implementation of the School-Based Health Center program**
    - supports the entire program model from high level strategy to daily operations
    - support service expansions, construction of new sites, etc.
    - serve as the central point of contact for SBHCs
    - help ensure collaboration across district functions and departments
    - meet regularly with medical partner, schools and other key stakeholders

# Connecting SBHCs to District Goals

- SBHCs are one of many programs operating in schools
- Imperative to connect the work of SBHCs to the strategic goals of the district
  - strategic goals are the focus of schools/districts and the accountability indicators of success
- Connect the work of SBHCs to other key focus areas of the district
  - attendance, grades, course performance, supporting students with extra curricular activities/enrichment, etc.

SBHC sustainability is about more than dollars





# SBHC Awareness and Engagement

## Health Services Council:

- High level decision making group focused on the strategic direction of SBHCs
  - *representatives include: Executive Director of Ambulatory Care Services, Director of General Pediatrics, Director of School-Based Services, Associate Chief of Student Equity and Opportunity, etc.*

## SBHC Management Team:

- Mid level group focused on the operations of the centers and collaborative problem solving at the systems level
  - *representatives include: SBHC Team Lead, SBHC Program Managers, DPS Nursing Services Leadership, DPS Psychologist/Social Worker Leadership, etc.*

## Site-Based Management:

- Group focused on the day to day operations of the centers and collaborative problem solving at the individual school level
  - *representatives include Principal or Assistant Principal, SBHC site staff, school nurse, school psychologist, school social worker, etc.*

# SBHCs Awareness and Engagement

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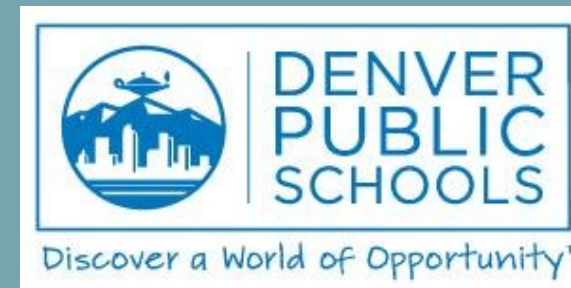
## **District and School Level:**

- Communication channels such as website, social media, student/parent handbook, newsletters, parent portal, informational presentations to key stakeholders
- SBHC representatives on a variety of internal district work groups/advisory groups
- Foster positive and ongoing relationships with other key departments including Early Childhood Education, DPS Athletics, Title Programs, Discipline, Safety and Security, Technology, Facilities Management, Construction Services, etc.
- Youth Engagement

## **To increase SBHC enrollment and utilization:**

- Include SBHC consent information in school registration
- Table at school registration and other school events
- Provide consent and marketing information to key referral staff (nurses, psychologists, social workers, athletics, etc.)
- Targeted information blasts (back to school or sports physicals, flu shots, etc.)

**Fostering positive relationships between SBHCs and schools should be an intentional, continuous and collaborative process**



# Thank You!

**School and Health Center Partnership Workshop recording** will be available on the Health Center Resource Clearinghouse

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

**Next Workshop:** Do School-Based Health Models Expand Your Community Reach? Yes! Come Learn the Recipes for Success

May 17, 2022

2:00 pm-5:00 pm ET

<https://www.nachc.org/trainings-and-conferences/>

**Contact Us:** [info@sbh4all.org](mailto:info@sbh4all.org)

**Workshop Evaluation**