



# ENHANCING STUDENT HEALTH:

## A Strategic Plan for Delaware School-Based Health Centers

Steering Committee Meeting

Thursday, April 15, 2021

9:30 AM - 10:30 AM



# Agenda

1. Welcome
2. Approval of Meeting Minutes
3. Strategic Plan: Structure
4. Strategic Plan: Introduction & Process
5. Strategic Plan: Goals
6. Strategic Plan: Financial Analysis
7. Strategic Plan: Next Steps
8. Open Forum
9. Next Steps & Adjournment



# Structure of Strategic Plan

# Structure of Plan



## Acknowledgements & Commitment (from DPH)

### Executive Summary

- Overview of SBHC History & Plan Purpose
- Process for Plan Development
- Strategic Plan Goals
- Next Steps

### Introduction

- Background on SBHCs in Delaware
- Value of SBHCs
- FY20 Budget Epilogue as Catalyst
- Vision for Delaware SBHCs

### Strategic Planning Process

### Strategic Goals

- Goals 1-13
  - Goal
  - Evidence Base
  - Purpose
  - Town Hall Support

### Financial Analysis

- Capital Budget Analysis
- Operational Budget Analysis
- Sustainability

### Next Steps

- Implementation & Evaluation
- Plan Governance & Accountability

### APPENDICES

- Includes rosters, guides, surveys, etc.



# Introduction & Process

# A Strategic Plan for SBHCs in Delaware

## THE CATALYST

In the [FY2020 Budget Epilogue](#), Delaware Legislature included **\$340,000** to establish SBHCs in *high need* elementary schools at a rate of *2 per year for 13 years*.

## THE CHALLENGE

Strengthen current SBHCs and enhance the overall SBHC model.

## THE PROCESS

Year-long strategic planning process led by a multi-sector Steering Committee. Included research, interviews, surveys, inventories of services, and public town halls.

## THE VISION

\*14-Goal Strategic Plan that guides cross-sector stakeholders in aligning SBHCs and incorporating them into a larger ecosystem of value-based care for students that prioritizes equity, access, and sustainability and supports positive outcomes for health and wellbeing.

# Why are SBHCs Important?



SBHCs have a *positive impact on students' physical and mental health*:

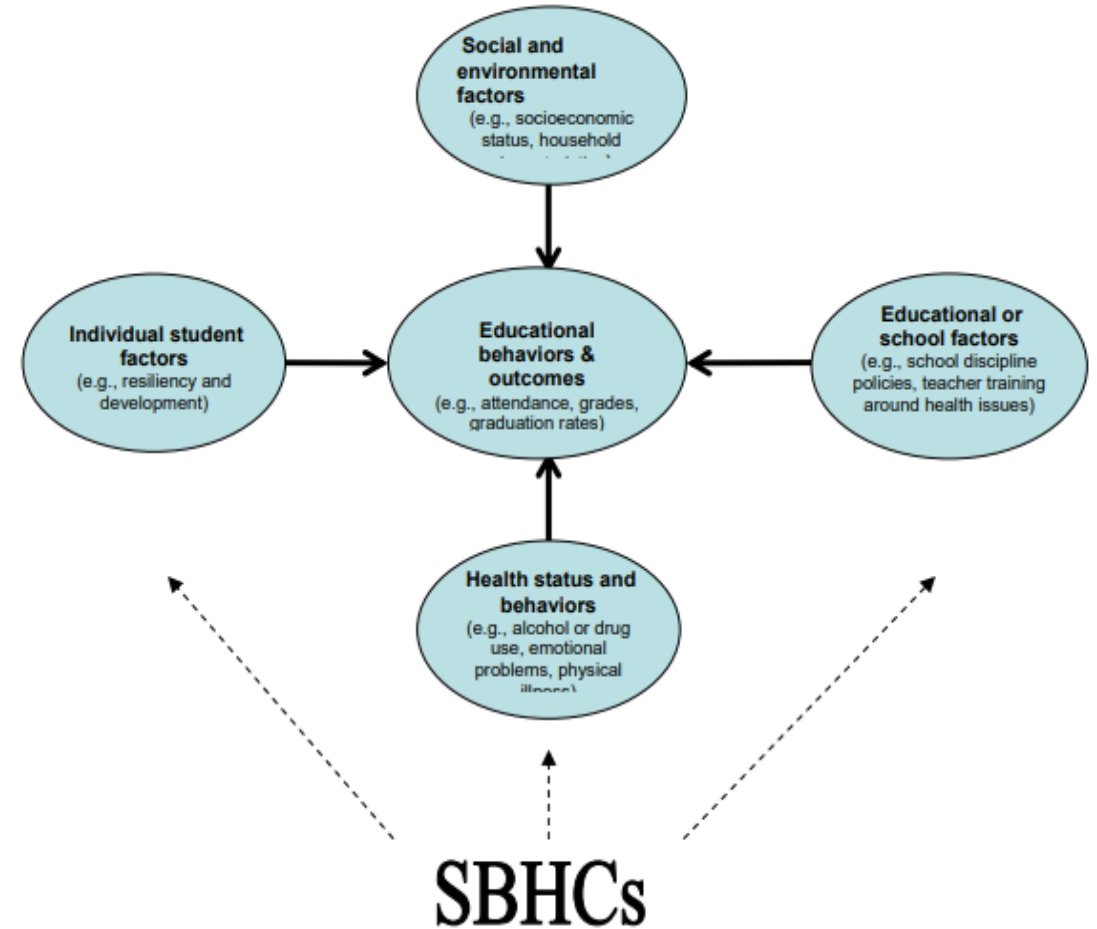
- ▶ Median reduction of 51.6% in non-asthma-related hospitalizations
- ▶ Median reduction of 15.7% in any reported substance use (including tobacco and alcohol)

Services provided by SBHCs help to *reduce healthcare and health disparities*.

SBHCs have a *positive impact on student seat time, absenteeism, and grade promotion*.

SBHCs have significant *cost benefits*:

- ▶ \$30 to \$969 in Medicaid savings per visit
- ▶ \$15,028 to \$912,878 estimated annual social benefit to communities





# Strategic Plan Goals



# Goal Discussion



Concerns were raised about recommendation 12.

## DISCUSSION QUESTION: How would we like to reframe goals around commercial insurance?

### Previous Goal 12:

Work with Commercial Payors to:

- Suppress Explanation of Benefits (EOBs) for all service provided at SBHCs
- Provide or create an all-inclusive code for SBHC services (similar to Medicaid)
- Waive cost-sharing responsibilities and co-payments for SBHC services

### Suggested Reframe:

- Explore options to suppress EOBs for sensitive services (e.g., reproductive health care) so that SBHCs can be reimbursed for services and student privacy is protected.
- Explore models to adopt an all-inclusive code for SBHCs services, reduce minimum required cost-sharing for federally regulated commercial insurers, and waive cost-sharing responsibilities for self-funded commercial insurers.



# Financial Analysis

# Capital Budget



Example capital budget for one SBHC hub and spoke construction:

2017-2018 Minor Capital Improvement Project		
Project/Service	Contract Amount	Amount Paid
Architect/Engineer	\$32,000.00	\$32,000.00
	\$13,800.00	\$13,800.00
	\$3,211.89	\$3,211.89
Asbestos Consultant	\$252.62	\$252.62
Abatement Contractor	\$3,420.00	\$3,186.90
General Contractor	\$427,000.00	\$365,892.50
Other	\$3,969.87	\$3,969.87
Door Camera & Buzzer	\$2,485.00	\$1,242.50
<b>Project Total</b>		<b>\$423,556.28</b>

\$340,000 in FY20 Budget Epilogue for establishing 2 SBHCs still leaves **\$250,000 in capital budget deficit**

## Capital financing recommendations:

1. A request from DPH for inclusion of funding in the Governor's budget
2. School district referendums to fund major capital projects, allowing for matching state funds
3. A request from DPH and DOE to approve a transfer of surplus of funding to capital reserve
4. Individual districts choosing to use their own surplus for minor capital projects each budget year
5. Using alternative funding mechanisms, such as Sustainable Energy Utility (SEU) Revolving Loan Fund, to fund energy-related projects that tie in SBHC capital projects

Hub and spoke model will greatly reduce capital costs during district expansion from hub

# Operational Budget



Analysis of 21 high schools and 7 elementary schools:

REVENUE							EXPENSES	NET INCOME/LOSS
Combined School Based Health Centers Revenue	Combined Medicaid Revenue	Private Insurance Revenue	Self Pay	Other Revenue Sources (Such as grants)	Write off, adjustments, not covered services or uninsured	Total Revenue for SBWC	SBWC Operating Cost	
Average High Schools	\$ 94,368.58	\$ 26,267	\$ -	\$ 150,892.00	\$ -	\$ 271,527.16	\$ 293,646.49	\$ (22,119.33)
Average Elementary Schools	\$ 54,125.53	\$2,409.42	\$ -	\$ -	\$ (11,872.57)	\$ 44,662.39	\$ 134,081.93	\$ (89,419.54)

- DPH funding formula is ***\$170,000 annual base + \$100 for every student over 1,000***
- DPH currently makes up about ***~\$145,000*** of “Other Revenue” for high school and \$0 for elementary, accounting for approximately ***49%*** of total average operating cost.
- Significant State budget cuts have reduced DPH funding.
- State funding at formula amount would avoid net loss, ***~\$176,000 annual base*** or ***60%*** operating expense
- Action on other Strategic Plan recommendations may boost other revenue sources

Hub and spoke model will greatly reduce personnel-related operational costs during district expansion from hub to spokes



# Next Steps

# Next Steps



1. Share Strategic Plan and Implementation & Evaluation Plan
2. Begin interim governance and implementation
3. Set up longer-term governance and accountability model (as specified in Goal 1) to oversee long-term implementation of plan and continued success of SBHCs





# Open Forum

# Next Steps



Review [virtual binder](#) for most up-to-date materials

- Send feedback on Strategic Plan Draft by **4/30**
- Send feedback on High Needs Scorecard
- Continue to publicize town halls

## **Next Steering Committee Meeting**

Thursday, May 20

9:30 AM - 10:30 AM, [Zoom](#)

- Present Implementation & Evaluation Plan