

# Incorporating Equity & Stakeholder Input into the Colorado SBHC Program's Funding Approach

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Youth  
Health  
Alliance



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# Learning Objectives



By the end of the session, participants will be able to:

- Initiate a partnership between the state grant program and the state affiliate organization to support a strategy for disseminating school-based health center (SBHC) funding.
- Describe how to apply various methods to engage stakeholders in developing a funding strategy for a SBHC grant program.
- Describe various types of funding formulas or methods for distributing grant funding.

# Session Agenda

- State program overview
- State affiliate overview
- Timeline & engagement strategies
- Development steps
- Summary & lessons learned
- Q&A

# Colorado SBHC State Grant Program Overview

# Colorado's School-Based Health Center (SBHC) Program Overview

- Established in [state statute](#)
- CO's SBHCs are clinics located in schools or on school property that offer primary, behavioral and oral health care to children and young adults.
- The SBHC Program awards grants to:
  - Establish new SBHCs (planning grants).
  - Expand services/provide ongoing support to operating SBHCs.



# 2021-22 SBHC TOTAL COSTS ~ \$21 million for 53 sites

CDPHE Grants

\$6,100,000

(~\$4.5 million  
granted from SBHC  
state general fund)

Insurance  
reimbursement

\$10,000,000

(Primarily public  
insurance, e.g.  
Medicaid)

Other grants,  
support, &  
in-kind  
donations

\$5,400,000

# Grant Activities

Ensure  
community  
input in the  
SBHC

Adhere to  
SBHC quality  
standards

Collect &  
evaluate  
data

Provide  
a core  
menu of  
services

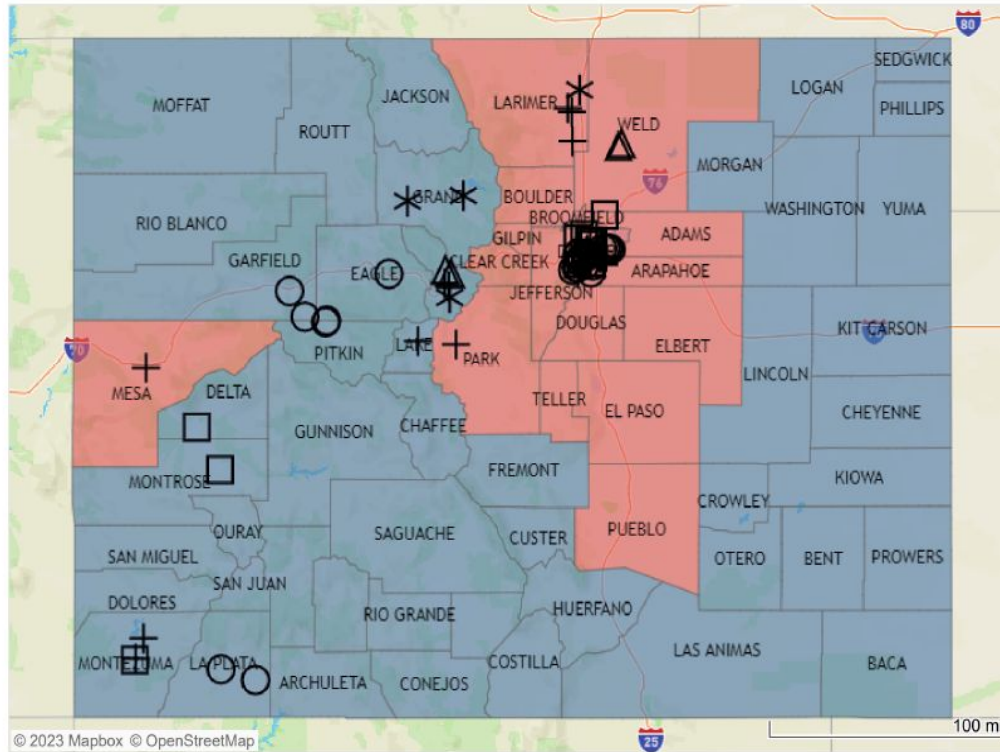
Conduct  
quality  
improvement  
activities





# Colorado's SBHC Program Sites

School Based Health Centers (SBHCs) By Urban and Rural Counties



Urban / Rural Filter

(All)

Urban / Rural

Urban

Rural

Strategy

(All)

Strategy

- Operating SBHC without SBIRT or SBOH
- Operating SBHC with SBIRT only
- △ Operating SBHC with SBOH only
- +
- \* Planning SBHC

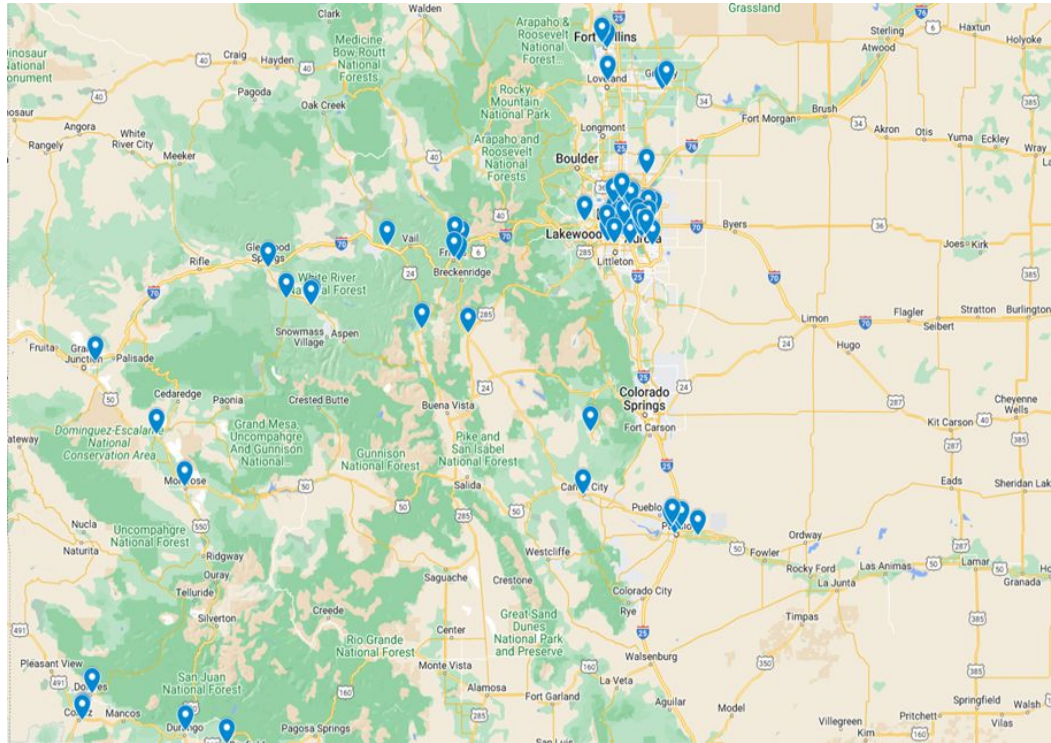
Click [here](#) to view the interactive map

# Colorado State Affiliate Overview

# Youth Healthcare Alliance Overview

1. In existence since 1996 (renamed in Feb 2023)
2. Nonprofit membership organization for all Colorado's SBHCs (70 total; 53 of those funded by CDPHE)
3. Champions for school-based clinics in Colorado
  - a. Provide advocacy, outreach/access to resources and supports to explore school-based models, supports for clinical advancement within existing clinics.
  - b. Ultimately, driven by our members' needs and vision.

# Colorado SBHC Locations



# YHA - CDPHE partnership

## YHA - State Affiliate:

- Acts as membership organization
- Advocates in state legislature
- Provides technical assistance for clinical programs
- Reaches out and provides support to new community

Shared partnership with the vision of supporting and advancing SBHCs statewide.

- Collaborate on program specifics
- Share information regarding policy changes
- Share information about interested communities

## CDPHE - State Program Office:

- Provides grant funding
- Sets minimum standards for services and quality
- Provides evaluation and data analytics

# Funding Model Timeline & Engagement Strategies

# Problem with old funding model

- **Not equitable.**
  - Awards based on score.
  - Awards based on amount requested.
- **Complex.**
  - Challenge to allocate when available funding changed.
  - Unpredictable budgets for grantees year-to-year.
- **Not transparent**

# Timeline

## Sept 2020

New program director starts & gathers stakeholder input on proposed changes

## Oct 2020 - April 2021

Stakeholder engagement focused on evaluation & performance measurement

## May 2021 - Oct 2021

Program leads stakeholder engagement focused on funding approach  
YHA supports & participates in process

## August 2020

Program changes announced

## Oct 2020

extend current contracts/delay release of new application process

## Oct 2020 - April 2021

Program: research funding models and share stakeholder plans w/YHA  
YHA: gather SBHC input

## Nov 2021


Release new 5-year application w/new funding approach



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**How have you managed major programmatic transitions during COVID/public health emergency while many were operating in a virtual environment?**

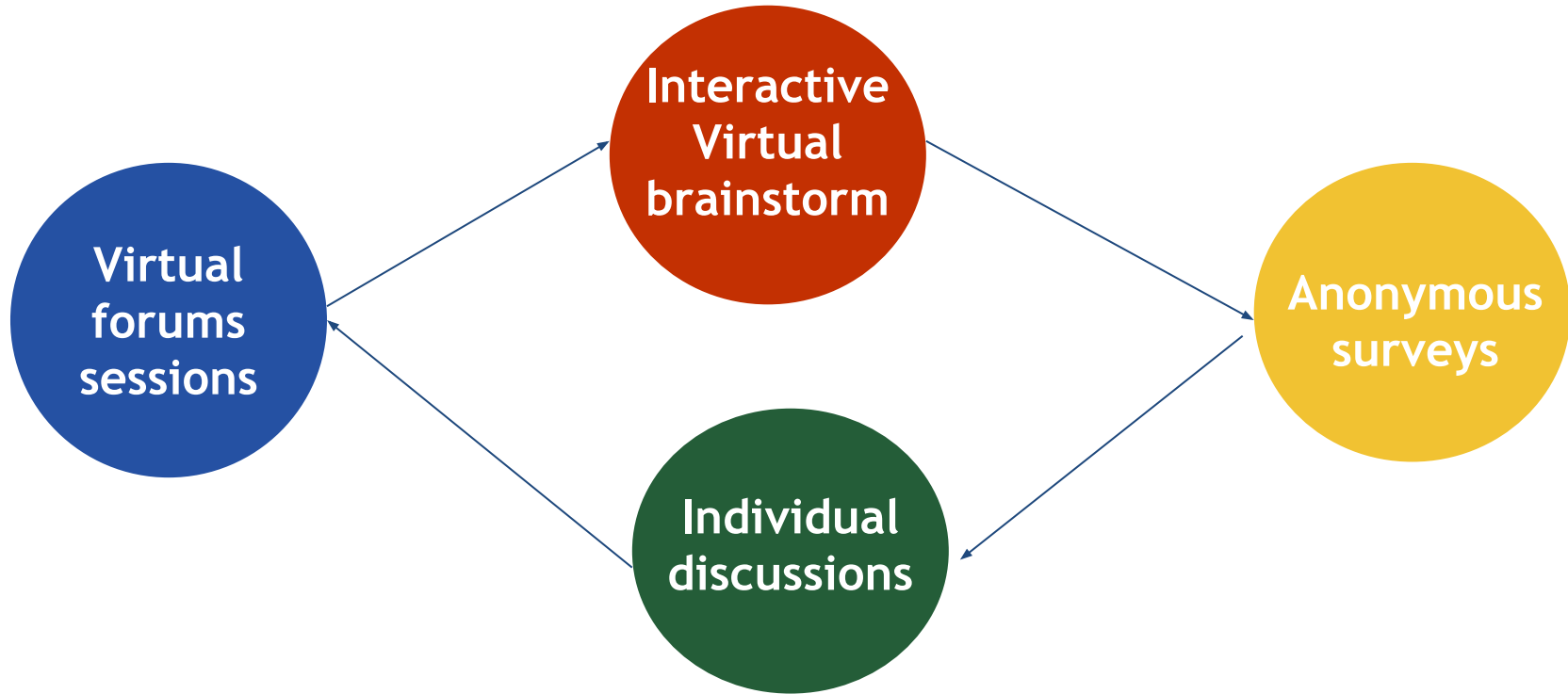
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# Planning for new model

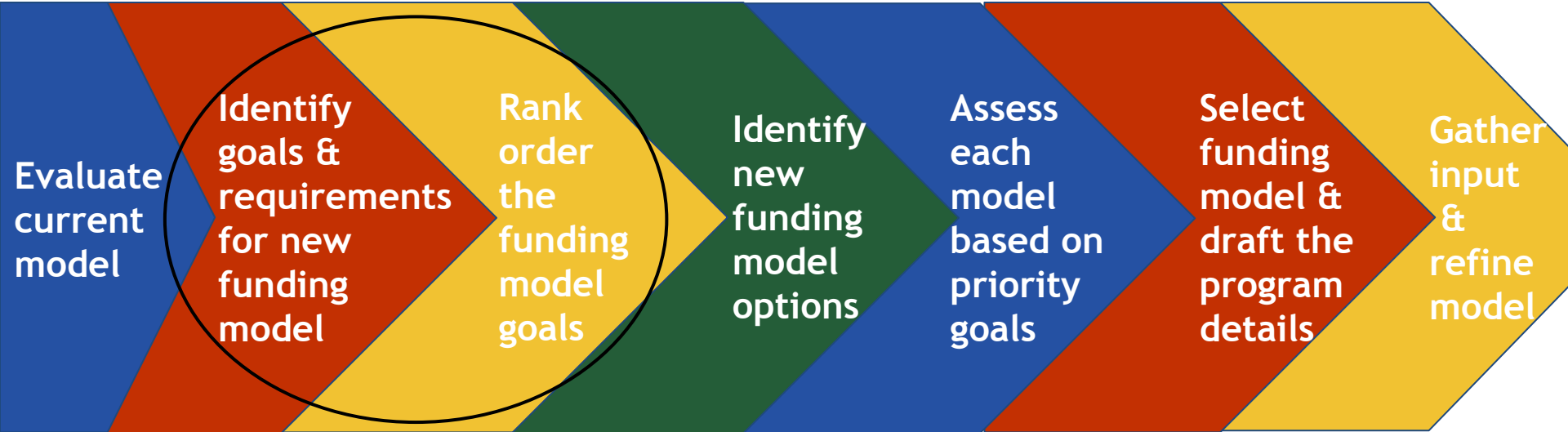
- Conducted research of other grant-making programs' funding models.
- Identified key stakeholders.
- Developed plan for stakeholder involvement & shared decision-making.
- Developed a timeline to include time for feedback.
- Used multiple avenues to solicit input.

# Employed Multiple Engagement Methods



# Funding Model Development

# Process to develop the new model



# SBHC Program Funding Approach Equity Definition

All SBHCs, regardless of location or organizational resources, have the capacity to provide quality care to as many students as possible in their school.

# Funding Approach Goals - Put sticky note on your "top 3"

Yes please Love it! Love it! First Priority Vote

Reduce administrative burden

#1

1

#2

1

vote

Vote! :) #1

Yes!

Yes please!

Yes!

Yes please!

Vote!

Vote!

#1

Yes, Please :) vote

Vote

3

Vote

#2

Improve predictability and forecasts

3

Yes please!

Vote! :)

vote

#3

Love it!

Vote! :)

#2

Vote! :) Love it! 2

Vote

2

Yes

Increase flexibility in how funds can be spent

#1

Vote

Yes please

2

vote

2

#2

Vote

😊

Please!!

3

;)

Equity

Yes!

vote

Consistency

#3

#3

Vote

#3

Transparency

;)



# SBHC Program Funding Goals

1. Reduce administrative burden.
2. Increase flexibility in how funds can be spent.
3. Improve predictability and forecasts.
4. Improve equity in funding distribution.
5. Increase consistency in distribution.
6. Promote transparency in distribution.

# Funding Approach Principles - Put sticky note on your "top 3"

**#1** **1** **1**

Preserve the delivery of quality health care services

**#1** **1** **#1** **1** **#1**

**Vote!** :)

I would integrated to this statement

**#3**

Support the most equitable distribution of funds per SBHC

**#2**

Maintain an expectation of other revenue sources

**#2** **#2** **#3** **2**

Increase ease and simplicity

**#3** **3** **3** **#2** **3**

Agree, after top 3

**3** **2** **#3**

Ensure funding for establishment, expansion, and ongoing operations

**#3** **2** **2** **#1**

**Vote!** :)

**#2** **3**

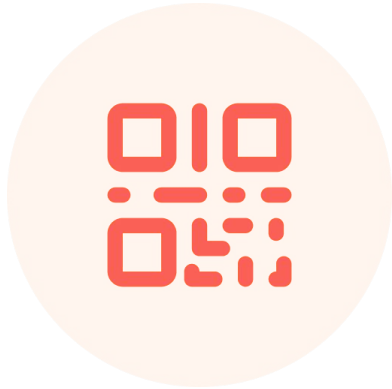
Do most good/least harm for SBHCs meeting/exceeding quality standards

**Vote!** :)

# SBHC Program Funding Approach Principles

1. Preserve quality health care service delivery in SBHCs.
2. Increase ease and simplicity of administering grant dollars.
3. Ensure continued funding for establishment, expansion, and ongoing operations of SBHCs.
4. If funding decreases, do least harm for SBHCs meeting quality standards.
5. Support the most equitable distribution of funds/SBHC.
6. Maintain an expectation of other revenue sources to promote sustainability.

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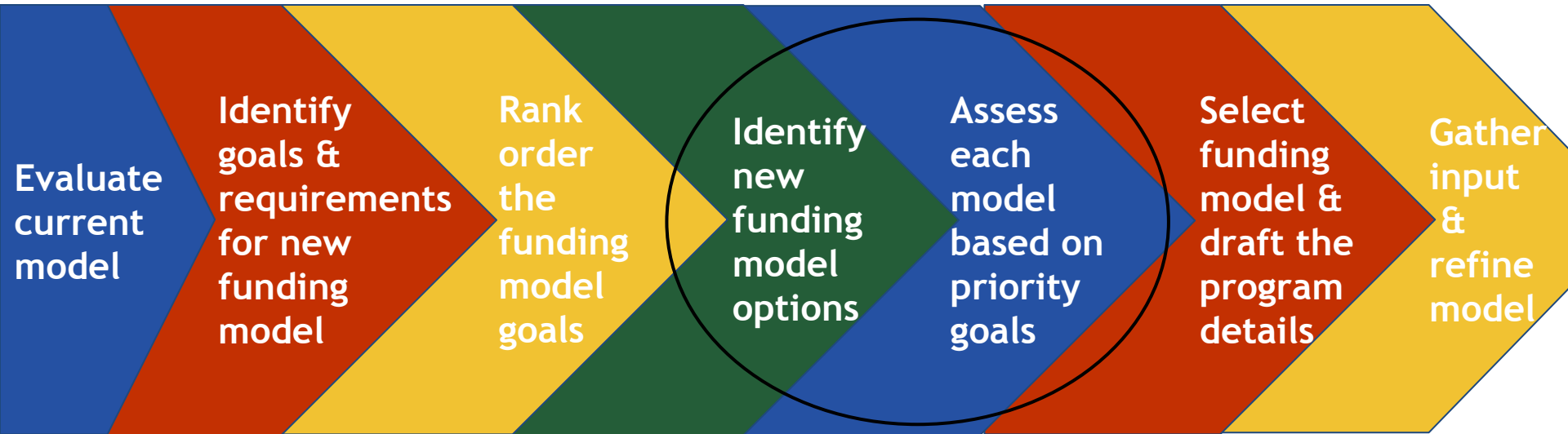
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**What stakeholder engagement tools have you found to be the most informative and effective in remote settings? Click all that apply/that you've used.**

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# Process to develop the new model



# Funding Models Explored

- Performance-based models
  - Based on quality metrics.
- Formula models
  - Based on variables (e.g., # of visits, # of provider hours).
- Tiered models
  - Based on number of sites per grantee/assumes economies of scale.
- Base + boost funding models
  - Equal base amount + boost based on categories of choice.

# Funding Goals by Model

	Current	Perfor. based	Formula	Tiered	Base + Boost
1. Reduce administrative burden	Red	Red	Yellow	Yellow	Green
2. Increase flexibility in how funds can be spent	Red	Red	Green	Green	Green
3. Improve predictability and forecasts	Red	Red	Red	Green	Green
4. Improve equity in funding distribution	Red	Yellow	Yellow	Yellow	Green
5. Increase consistency	Red	Yellow	Yellow	Green	Green
6. Promote transparency in distribution	Red	Yellow	Green	Green	Green



# New Funding Approach Principles by Model

	Current	Perfor. based	Formula	Tiered	Base + Boost
1. CDPHE grant dollars should preserve the delivery of quality health care services	Yellow	Green	Yellow	Yellow	Yellow
2. Increase ease and simplicity of administering grant dollars	Red	Red	Yellow	Yellow	Green
3. Ensure funding for establishment, expansion, and ongoing operations of SBHCs	Yellow	Yellow	Yellow	Green	Green
4. In event of decrease in grant dollars, do most good/least harm for SBHCs meeting/exceeding quality standards	Red	Green	Yellow	Yellow	Yellow
5. CDPHE grant dollars should support the most equitable distribution of funds per SBHC	Red	Yellow	Yellow	Yellow	Green
6. Maintain an expectation of other revenue sources to promote sustainability	Yellow	Green	Green	Green	Green

# Selection: Base + Boost Funding Model

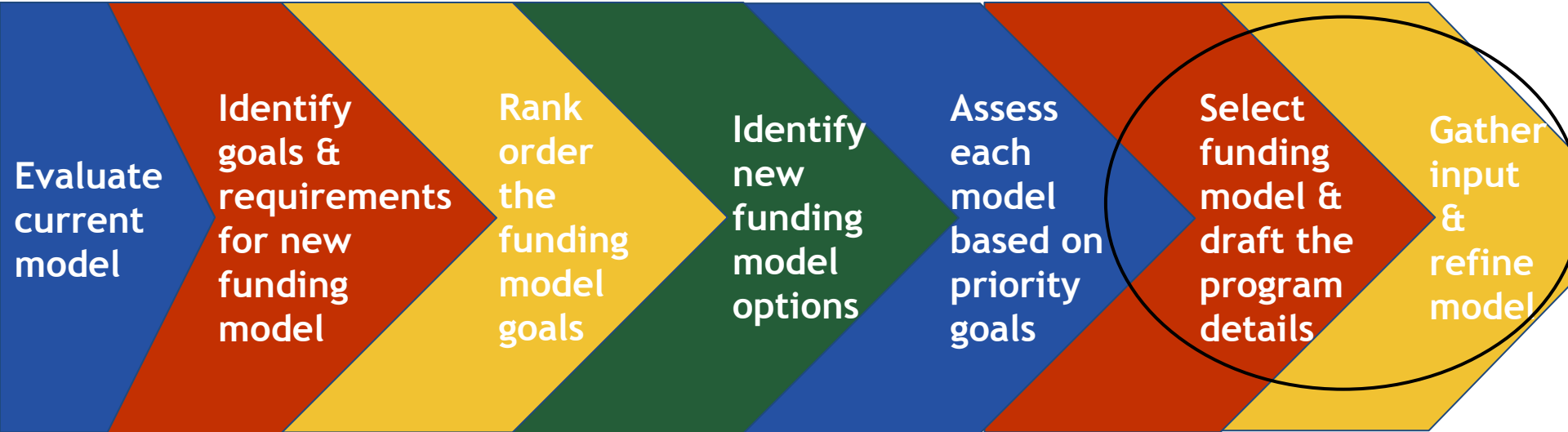
## Base award

- Evenly distributed across all Operating SBHC sites.
- Eligibility tied to meeting the Operating SBHC requirements.

## Boost awards

- Awarded to Operating SBHC sites based on site characteristics.
- Not all sites may be eligible for Boost awards.

# Process to develop the new model



# Stakeholder Input on Base+Boost Funding Model

## Overall feedback on the base + boost model:

- Many agreed that it is the model most aligned with our funding goals and principles.
- Some concern that the model may not provide an incentive for SBHC expansion to new sites.

## Base and total funding amount recommendations:

- Many want base funding set from \$50,000-\$70,000.
- Several expressed need for total funding ~\$80,000 for SBHCs open year round and sites supported by non-FQHC medical sponsors.
- Request to taper funding cuts from current grant.

# Boost Categories - Put sticky note on your "top 3"

#2 #1 #1  
Rural/Frontier  
Location  
#3 #2

#2  
Non-FQHC  
Medical  
Sponsor

#2 #3  
Only one SBHC  
site

#3 #1  
Student  
population  
demographics  
(e.g., free &  
reduced lunch)  
#2 #3  
#3

#3 #1  
Innovation for  
expanding  
reach (e.g.,  
telehealth  
extension hub)  
#2 #1  
#1

#2 #3  
Other - write  
suggestions on  
a sticky on the  
next page

# Stakeholder Input: Boost Funding Categories

## Most endorsements:

- Data indicating student need or population demographics.
- SBHC implementation of innovative strategies to expand student reach.

## Medium number of endorsements:

- Rural/frontier location.
- Full-time behavioral health services.
- SBHC hours of operation.

## Mixed responses:

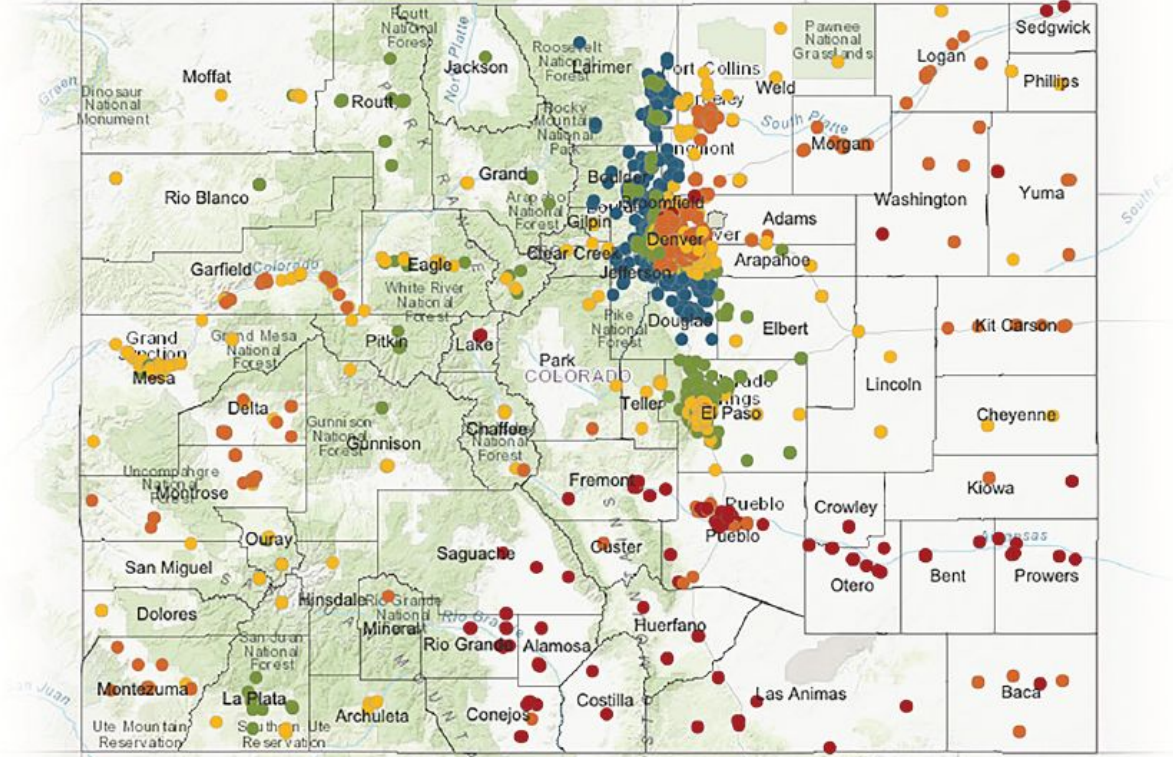
- Non-Federally Qualified Health Center (FQHC) medical sponsor.

# CDPHE SBHC Program Team Boost Category Analysis

- Considered the number of stakeholder endorsements & context discussed in meetings, email, and surveys.
- Assessed alignment with SBHC Program funding principles & program priorities.
- Identified reliable, publicly-available data sources.
- Assessed the ability to fairly evaluate eligibility for boost category.
- Analyzed funding impact by host school SBHC relative need as indicted in needs assessment.

# Identifying Opportunities for School-Based Health Care in Colorado

Colorado Health Institute needs assessment for school-based health centers (SBHCs) in Colorado





# SBHC Program Funding Model

**BASE**  
~90% of  
grant total  
funding



**BOOST #1 organizational need factor:**

~3% of grant total funding in Year 1-3, ~2% in year 4-5

**BOOST #2 student need factor:**

~7% of grant total funding in Year 1-3, ~3% in year 4-5

**BOOST #3 earned factor(s)\***

~5% of grant total funding in Years 4-5

\*Earned boost factor parameters to be determined by SBHC stakeholders by Year 3.



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# SBHC Operating Support Awards

**BASE**  
~90% of  
total  
grant  
funding\*



**BOOST #1 SBHC located in rural/frontier county**

~3% of total funding in Fiscal Year (FY) 2023 - 2025

~2% in FY 2026 - 2027

Distributed to SBHC Operating Support sites meeting criteria

**BOOST #2 student need factor: >70% Students of color/minority students in host school(s)**

~7% of grant total funding in FY 2023 - 2025

~2% in FY 2026 - 2027

Distributed to SBHC Operating Support sites meeting criteria

**BOOST #3 earned factor(s)\***

~5% of grant total funding in FY 2026- 2027

To be determined in FY 2024 - 2025

# Summary & Lessons Learned

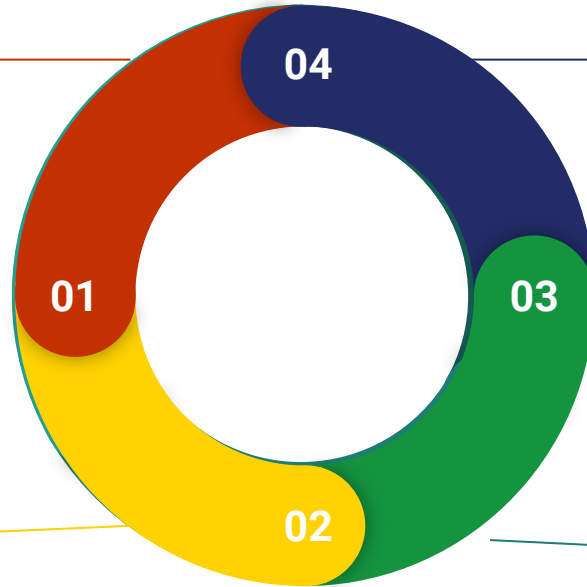
# Funding Model Development Process

## Identification of funding model goals & principles

- Identified qualities of an ideal funding approach.
- Stakeholders finalized and prioritized the funding model goals and principles.

## Analysis of funding models by SBHC program funding model goals & principles

- Researched alternative funding models with stakeholders.
- Stakeholders reviewed models against funding model goals and principles.
- Identified the merits of the base+boost model.



## Incorporated stakeholder input into funding model

- Funding model for SBHC Operating Support grantees beginning FY 23.
- Two boost characteristics driven by funding goals, principles, and stakeholder input.

## Gathered stakeholder feedback to refine the base+ boost funding model

- Conducted meetings, surveys, Jamboard forums, and email input.
- Collected boost category suggestions and rankings.
- Collected input on base funding floor and boost category amounts.

# Summary of Responses to Stakeholder Input

- Incorporated stakeholder input into each step to define model.
- Identified a model most aligned with the agreed-upon goals.
- Projected base funding within the preferred range.
- Included the top-rated boost factor categories.
- Shared tools to help grantees budget for future.

# Steps to consider

- Identify the stakeholders who need to provide input.
- Develop a timeline sufficient for stakeholder engagement.
- Identify multiple avenues to solicit input.
- Create shared goals & definitions w/stakeholders.
- Convene with other program partners throughout (e.g., YHA).

# Steps to consider

- Engage program partners (e.g., YHA) to communicate engagement opportunities.
- Use existing communication channels to raise awareness.
- Promote transparency by sharing progress.
- Prepare grantees for change by running scenarios & providing tools to calculate.

# Continuing Education Credits

- In support of improving patient care, this activity has been planned and implemented by the School-Based Health Alliance and Community Health Center Inc. and its Weitzman Institute and is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.
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- **Please go to the link for the CME web platform (Weitzman Education) posted in the mobile app to complete the post-session survey to access your continuing education credit.**
- A comprehensive certificate will be available in the CME platform after completing the post-session surveys for all sessions you attended.





# Thank you.

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