



**Sustainable Strategies
for School-Based
Health Center (SBHC)
Reimbursement**

National Alliance for Medicaid in
Education (NAME) Conference
Presentation

October 17, 2017

Agenda

- Presenter Introductions**
- SBHC Program Background**
- Missouri SBHC Initiatives**
- SBHC Spotlight: Jennings Senior High School**
- Questions & Discussion**



NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement

Presenters

Dr. Kim Ratcliffe
Associate Executive Director
Missouri School Board Association
Columbia, MO

Dr. Art McCoy
Superintendent
Jennings School District
Jennings, MO

Kymerly Walton
Senior Consultant
Public Consulting Group
Chicago, IL


Coy Jones
Senior Consultant
Public Consulting Group
Austin, TX



NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement

Session Objectives

- Evaluate a Range of SBHC Models
- Strategize Implementation of Reimbursement Methodologies
- Considerations for Long-Term SBHC Sustainability
- Strategies for Clinic Integration



NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement 4

What is a SBHC?

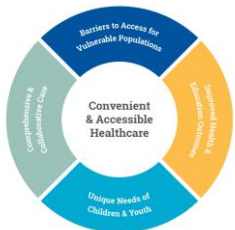
- Historical Background & Growth of School-Based Health Clinics
- Current State Support
- Overview of Clinic Models
- Medicaid & SBHCs

School-based health care is a powerful investment in the health and academic potential of children and adolescents. This model delivers convenient, accessible, and wide-ranging primary and mental health care services to students where they already spend most of their time: **in school.**

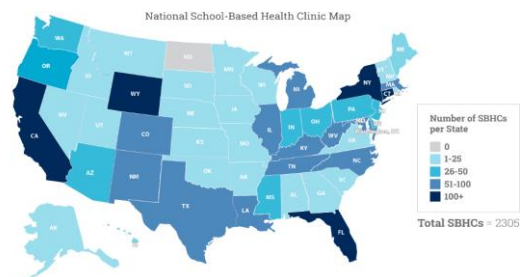
National School-Based Health Alliance

The Impact Of School-Based Health Clinics

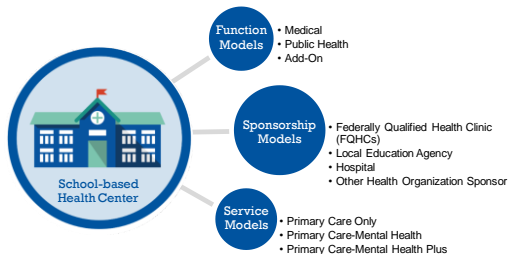
- Evidenced-based program that improves children's health and education outcomes
- Promotes increased access to quality care for underserved populations
- Growing national presence in the healthcare delivery system
- Potential to yield cost savings to the Medicaid program



National School-Based Health Clinic Landscape

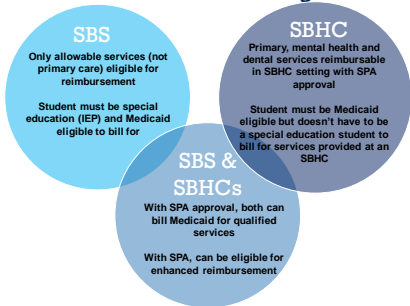


SBHCs are created through partnerships and the service mix is shaped by the unique needs of the community



These attributes lead to the different frameworks/models represented across the SBHC landscape.


School-Based Medicaid Programs vs. School-Based Health Clinic Programs




Medicaid and SBHCs

Considerations for the Inclusion of SBHCs in Medicaid


History of SBHCs and Medicaid

- 

Ever since the first SBHC was established in the 1970s, the primary goal has been to make health care more accessible for children and adolescents

 - Medicaid can support this goal by paying for eligible medical services for children enrolled in Medicaid
- 

Historically state general funds are the largest component of SBHC funding

 - Medicaid has the potential to be a more significant funding source for SBHCs
- 

In 2010 the Affordable Care Act (ACA) appropriated \$200 million to construct, expand and equip SBHCs- the first-ever authorization for a federal SBHC initiative

Healthcare Changes & Challenges

Under the ACA SBHCs were authorized for funds to support ongoing clinical operations

- This SBHC initiative was never funded by Congress

In 2014 CMS reversed the “Free Care Rule”

- The reversal eliminated a barrier schools faced in obtaining Medicaid funding for student health services

This presents an opportunity for states to strategize around the role schools can play in their health care delivery system

Policy Options

Overcoming SBHC Challenges in Medicaid through Policy

Defining SBHCs as a Medicaid Provider




Defining SBHCs as a unique Medicaid provider

- Ability to differentiate services from those provided by a sponsoring agency
- Direct attribution of quality performance and healthcare outcomes to SBHC
- Inclusion of SBHCs as part of the overall statewide healthcare delivery system
- Improved reimbursement opportunities through Medicaid and Children's Health Insurance Program (CHIP)

Illinois, Louisiana, New Mexico and North Carolina


Waiving Prior Authorization for SBHC Services

 *Waiving prior authorization for school-based health clinic services*


- SBHCs are not administratively burdened with seeking permission from a students primary care physician in order to provide services and bill Medicaid
- Medicaid reimbursement to SBHCs is expedited

Connecticut, Delaware, Illinois, Louisiana, Maine, Maryland, North Carolina and West Virginia

Mandating Managed Care Organizations Contract with & Reimburse SBHCs


 *Mandating that MCOs contract with SBHCs*

- Require that Managed Care Organizations (MCOs) contract with credentialed SBHCs in their network
- Waive prior authorization from primary care providers (PCPs) or MCOs for credentialed SBHCs
- Set confidentiality policies and procedures between MCOs, SBHC enrollees and their parents

 *Require managed care organizations to reimburse SBHCs*

- Guarantees SBHCs are compensated for "self-referred" clinic visits by MCO enrollees, even when the enrollee is "out of network"

Implementing an Enhanced SBHC Reimbursement Model

 *Implementing an Enhanced SBHC Reimbursement Model*

- This would cover the difference between a SBHC's allowable Medicaid costs and interim payments it receives through MCO reimbursement of Medicaid Fee For Service
- Establishing SBHC operating standards requires adherence to service delivery and operational standards for facilities qualifying for supplemental payment reimbursement

Dedicating State Funds to SBHCs



Dedicate state funds to provide SBHC grants or restrict allowable sponsor types

- Strong state financial support fosters new clinics and sustains existing clinics
- Requiring partnership from a federally qualified health center (FQHC), community health center or hospital provides medical oversight, facilitates billing and provides back-up coverage for enrolled students
- Sponsorship requirements promote financial sustainability and limit dependence on non-patient revenues from the state

Medicaid State Plan Evaluation


1. Evaluation of the current Medicaid State Plan for language that supports or challenges SBHC integration in Medicaid
2. Review of state plans from states with coordinated SBHC programs
3. Determine what Medicaid SBHC policies are suitable under the current State Plan and what policies would require a State Plan Amendment (SPA).

To encourage SBHC growth, it's necessary for States to take a pro-active approach in amending their State Plan to ensure Medicaid policies support a state-wide SBHC program.

Program Options for SBHCs


Overcoming SBHC Challenges through Program Design

Identify FQHCs as the Preferred Sponsor

 *Identify FQHCs as the preferred sponsorship model*


- Enhanced federal reimbursement rates and federal grant programs
- Aligned mission and vision to promote health care access
- Well-developed billing and records infrastructure
- Operations can be transferred to other providers during times of school recess

State Program Office

 *Establish a state program office*

- Serve as the coordinating authority for a state-wide SBHC network
- Acts as a knowledge center for SBHCs on billing and provides technical assistance for coding, billing and information systems
- Successful programs have provided assistance to MCOs contracting with SBHCs- serving as a regulator, providing licensure to clinics and maintain quality assurance data.

SBHC Minimum Service Standards

 *Require SBHCs to meet certain standards to receive funding*

- Establish administrative, practice and prevention and continuity of care standards and requirements
- Require an initial certification application by completing an operation profile
- Require SBHCs to pass site visits- review the facility and policies and procedures
- Require recertification after a designated amount of time

There is no gold standard for SBHC state programs, *but* it is important to recognize that successful SBHC networks receive a robust amount of state support.

Missouri SBHC Initiatives

- Missouri School Board Association SBHC Taskforce
- Missouri SBHC Project Phase I and II

Missouri School Board Association SBHC Taskforce

Missouri School Boards' Association (MBSA): The Voice for Public Education

- Mission: Helping School Boards Succeed
- School Boards Succeed when Students Achieve
- Membership representing over 94% of students in Missouri
- Most quoted educational news source

MSBA Sets the Public Agenda for Education

- Advocacy
- Legal services
- Policy services
- Education and training
- Revenue generating and cost savings programs

MSBA and Medicaid Advocacy

- 2003 MSBA Department of Student Services
- 2008 Created the MSBA Medicaid Consortium

Advocacy successes on behalf of school districts:

- Five (5) additional fee-for-service billing areas
- Additional eligible school providers
- Cost reconciliation
- New transportation formula
- Third Party Liability waiver
- Teletherapy
- Better understanding by MO HealthNet Division of requirements within context of schools

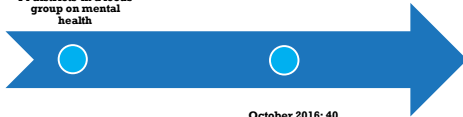
Key Advocacy Strategies

- Develop Solid Relationships with Department of Social Services Staff -- top down
- Bring into the discussion key persons from other state departments and divisions within departments (DMH, DESE, VR, DHSS)
- Schools understand the impact of statutes, regulations and policies
- Important for school personnel to understand the purpose and then problem solve together for improved practices and outcomes

MSBA School-Based Health Clinic Task Force

Goal: Develop a framework that supports the needs of students, districts and families around unmet/hard to meet mental and physical health needs.

July 2016: began with 14 districts in a focus group on mental health



October 2016: 40 school districts with a broadened agenda of physical and mental health

First Meeting: 40 Districts; 6 Departments of State; 5 Agencies/Associations

Goals for the first meeting include:

- Outline the needs of students that may be supported through school-based clinics;
- Define the boundaries within which a school-based program must be designed to protect the integrity of the educational process;
- Identify the potential obstacles facing school districts when considering school-based mental health services; and
- Propose information sources and community partners to access or invite to further inform the discussion.

What Brought Districts to the Table

- Noticeable increase in externalizing behavior
- Social stigma surrounding mental illness and health within their community
- Issues of poverty, physical and mental abuse, and abnormal behaviors considered as normal within a community
- Addressing the unmet health needs of refugee and immigrant students
- Absenteeism--One district had 1 million minutes lost due to health related absenteeism in one (1) school year
- Concern that school has become an urgent care center and school nurses have become the primary health provider
- A need for an advocate to ensure that if schools take on the health care role that they have adequate personnel and financial resources
- Achievement is being impacted by unmet physical and mental health issues
- Safety issues created by unmet health needs

What Brought Departments of State to the Table?

- To hear the school's perspective on mental health needs
- To seek more efficient and cost effective ways of meeting the physical and mental health needs of children and families across the state
- Providing expertise within the environment that health needs present themselves
- Greater access to students with unmet needs
- Create better access to community resources

Major Health Issues Identified by Schools

Mental Health

- Suicide
- Cutting/Self-Injurious Behaviors
- Aggressive Behaviors
- Explosive episodes
- Bi-Polar Disorder
- Attention deficit/hyperactivity disorder
- Oppositional Defiant Disorder
- Depression
- Anxiety
- Sexual Abuse
- Traumatizing Events

Physical Health

- Diabetes
- Obesity
- Asthma
- Sexually transmitted diseases
- Addiction
- Dental problems
- Vision and hearing problems
- Other chronic diseases or disorders
- Contagious diseases

Current School-Based Health Clinics in Missouri

Five School-Based Health Clinics in Missouri

- North Kansas City School District
- Neosho School District
- Webb City School District
- Carl Junction School District
- **Jennings School District**

Next Phase: Long-term Sustainable Missouri Program



Missouri SBHC Project

- Project Goals
- Project Approach
- Outcomes and Recommendations

**Missouri SBHC Initiatives:
Missouri Department of Social Services**

Task One: January – May 2016

Project Goal

Provide information on school-based health center (SBHC) models in other states earning Medicaid and CHIP revenue.



**Missouri SBHC Initiatives:
Missouri Department of Social Services**

Task Two: March – July 2017

Project Goal

Analyze Missouri's currently operating SBHC models and develop a written plan proposing a reimbursement methodology for implementation under the Missouri HealthNet program.



Missouri SBHC Profile

Clinic	Services
Clinic 1	Mental Health
Clinic 2	Primary Care, Mental Health
Clinic 3	Primary Care, Mental Health (Offsite)
Clinic 4	Primary Care



Key Questions to Determining Feasibility

What are the characteristics of Missouri students?

- Student health needs
- Student location and setting
- Medicaid eligibility

What are the operational characteristics of existing Missouri SBHCs?

- Service delivery models
- Sponsorship models

What would be the fiscal impact of a network of SBHCs?

- Estimated costs of a SBHC, network of SBHCs
- Projected revenue of a SBHC, network of SBHCs
- Medicaid cost savings

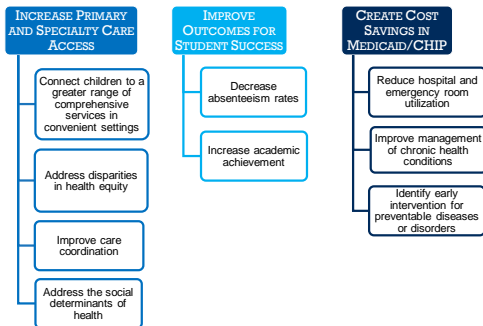
What can the State do to support a state-wide SBHC network?

- State funding support
- State administrative support


Key Questions for Determining Sustainability:

- How many students do you see and how often?
- What staffing do you need to meet student needs?
- How do you fund staffing and operation of the clinic?
- How do you measure your SBHC's success?

Opportunities for Program Success



SBHC Spotlight: Jennings High School




A NATIONALLY RECOGNIZED TURNAROUND MODEL
Superintendent of School
 Art J. McCoy, Ph.D.

NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement 47

Jennings High School Student Profile

- **Approximately 750 students in the High School and Alternative School**
- **100% free and reduced lunch**
- **99% African American**
- **100% Graduation**
- **100% College and Career Placed**



NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement 48

Needs Assessment Data

Students

- Alcohol and drug abuse
- Teen pregnancy
- Stressful or poor family relationships
- Fighting or physical aggression

Parents

- Stress and/or frequent worrying
- Stressful or poor family relationships
- Alcohol and drug abuse
- Teen pregnancy

Teachers and Staff

- Attention deficit & hyperactivity
- Stressful or poor family relationships
- Alcohol and drug abuse
- Family substance abuse

Dr. Sharon Johnson, School of Social Work, University of Missouri - St. Louis

JENNINGS' WARRIORS WELL
It is our aim for all Jennings Students to be

Well-adjusted, Well-connected, Well-dressed, Well-educated,
Well-engaged, Well-equipped, Well-fed, Well-informed, Well-known,
Well-led, Well-loved, Well-mannered, Well-paid, Well-read,
Well-respected, Well-rounded, Well-served, Well-in-Spirit,
Well-spoken, Well-supported, Well-traveled, Well-understood,
Workers, Wunderkinds, Wellness

SAUTE TO EXCELLENCE

**2017 Salute to Excellence
in Health Care**

Congratulations!

The SPOT has been selected to receive the 2017 Health Advocacy Organization of the Year Award, in recognition of its achievements and commitment to improving access to health care in the St. Louis community.



OPERATED BY:



Our Team:



Sarah Garwood, MD
Medical Director



Chardial Samuel, LCSW
SBHC Coordinator



Rochelle Moore, MA
Clinical Case Manager



Terianne Lindsey, MSN, RN CPNP
Adolescent Nurse Practitioner

School District Leads
Dr. Rhonda Key, High School Principal



Corey Dowden, MA
Youth-in-Need, Therapist

SBHC Services Provided



Dental



Well Child Visits



Hearing Exams

Our Space: Construction Phase



Our Space: Redesigned Clinic



Measurable Health Outcomes

1. Chlamydia Screening
2. Depression Screening
3. BMI
4. Annual age appropriate risk assessment
5. Well Child Visit

Adapted from the National School Based Health Alliance Performance Measures



ST. LOUIS AMERICAN
SPOT program is 2017 Health Advocacy Organization of the Year

Sometimes kids just need someone to listen, said Corinnika Tanner, a senior at Jennings High School. "There are a lot of kids who have been through a lot of things in their lives — me being one of them," Tanner said. "The SPOT is a great place to come because you know that they got your back no matter what you're going through, no matter what the situation may be."

The SPOT (Supporting Positive Opportunities with Teams) is a fully-functioning health center embedded within Jennings High School. Providing free medical services — including reproductive health care — is just one part of what they do. There is also a full-time mental health professional and case manager on hand. One of Tanner's favorite places to hang is the center's cozy room meant to relieve stress, she said.

For other favorite part about the SPOT is this: "I like to see the kids come here. They walk in with a mad face but walk out as happy as can be."

On Friday, April 28, the SPOT will receive the St. Louis American Foundation's Health Advocacy Organization of the Year at the Salute to Excellence in Health Care Awards Luncheon, an event that raises money for college scholarships through the St. Louis American Foundation.

The SPOT is Jennings opened in 2015, not long after Michael Brown Jr. was shot and killed in nearby Ferguson. The past needs assessment we found some of the kids we were working with were describing high levels of stress," said Dr. Sarah Garwood, medical director of the SPOT. "Part of the reason why we became interested in working with the school district was to provide informed care approach was because of that."

The center is the branch of Washington University in St. Louis, and its main location is located at 4169 Laclede Ave. Third floor in St. Louis' Central West End. When staff looked at their data of who is receiving services, one zip code stood out.

"When we looked at the number of visits from different parts of the city and county, the 63136 zip code happened to have the highest number of visits," said Garwood, who is also an assistant professor of pediatrics at Washington University School of Medicine.

There was also a high number of births to teen mothers in 63136, she said.

The next step was to find a location within that zip code that would remove transportation and other barriers for teens living in 63136 who could use SPOT services. While that zip code overlaps three north St. Louis County school districts (Jennings, Rosemeade Gardens and Hazelwood), they decided on Jennings. They approached then-Superintendent Tiffany Anderson at Jennings School District, who was very supportive of the idea, Garwood said. The district spent \$50,000 converting two classrooms into the health clinic. The clinic's operations are funded through various grants. It's open two days a week. The high school has 750 students, and about 400 of them have consent to receive services.

At the students who come to the clinic are screened for depression, substance use, access to dental care and symptoms of trauma, Garwood said.

"Based on results of the screening test, we try to link kids into further care," Garwood said. "So if we see a teen who screens positive for depression, we link them into mental health services or access to other services if those are needed."

Already, the SPOT has improved the students' academic achievement, said Rhonda Key, principal at Jennings High. Last year, the school's students earned 91 percent of the total points on the state's assessment test.

"We are an urban school with 100 percent free or reduced lunch population, so the proof is in the pudding," Key said. "The SPOT has taken away the excuses and removed the barriers that stop our children from being in the classrooms. And that production is seen in our academic achievement. Last year we had 100 percent graduation. I don't think that could have happened without the SPOT."

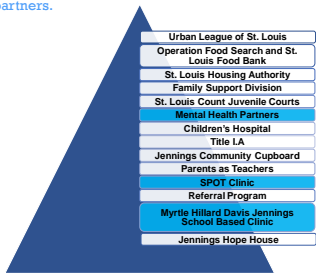
The most common thing that Key hears from students is that the SPOT is a safe place.

"They say: 'When I come here, I'm not judged,'" Key said. "That's powerful."

NAME Conference 2017 | Sustainable Strategies for School-Based Health Center (SBHC) Reimbursement 56

Collaborations in the Community

Jennings School District is meeting more and more of the needs of its homeless students with the support services provided by community agencies in partners.



Jennings High School celebrating 100 percent graduation, career placement rate

Post a note! Home News Events Programs Services Support Resources

JENNINGS, MO - The Jennings School District is celebrating a historic achievement: a 100 percent graduation rate.

"When you have such an awesome culture and climate you're able to produce amazing things and that's how we're able to be here to celebrate a 100 percent graduation rate and 100 percent career placement rate," said Jennings Superintendent Dr. Art McCloskey.

Jennings High Principal, Dr. Rhonda Kay sees all 160 Jennings High School students have graduated and are headed to college, the military, a technical/trade program or already employed.

"The people, the process, and the procedure has produced a product we can be proud of and that's when each student that enters this building as a ninth grader, we already looking at them as future employees outside of these walls," said Dr. Kay.

Karen Larkin is one of those students. He also received a \$50,000 scholarship to attend college and will major in engineering and architecture at UMKC.

"I couldn't do more!" said Larkin. "I could do it but it was hard for me. So, I'm like I'm not going to college, I know they're going to throw a math class my way I wasn't going to take, but it was like if they could do it I could do it," he said.

Dr. Kay says that can-do attitude is fostered at Jennings High when students walk in as freshmen. During their high school years, students become required to fill out at least two college applications, apply for federal student aid and take the ACT.

"We are making a difference in that every child no matter what your zip code, should achieve," said Dr. Kay.



Graduation!



Questions & Discussion
