This checklist is a resource for communities interested in planning for a new School-Based Health Center (SBHC). It is meant to serve as a guide to help those leading the planning effort think through the steps they may want to take during the community readiness stage of SBHC planning.

The community readiness stage is a one- or multi-year exploratory period during which communities decide whether or not the SBHC model will work for them. At the end of this stage, communities may opt to not move forward with the SBHC model. Others may move forward with opening a SBHC, often called the “implementation” stage of planning. Resources for this stage can be found in the accompanying “Implementation Checklist.”

The Community Readiness Strategies Checklist and associated resources are drawn from over a decade of SBHC planning grant experience by the SBHC State Program Office (SPO) and local communities. Each section highlights strategies planning communities have used to successfully open a new SBHC. Activities in support of these strategies can be “checked” as they are completed. The strategies and activities are not necessarily listed in chronological order; communities can move through these strategies in a way that works best for their local context. Some activities may be ongoing. The listed resources, including those from the SPO SBHC Planning Manual are available by request from the SPO.

SPO strongly encourages planning communities to engage local stakeholders during the planning process. Currently, only Local Public Health Authorities (LPHAs) are eligible for state SBHC funding for certified SBHCs. Therefore, if local public health is not leading the planning effort, LPHAs should be involved early in the planning process.

Local Public Health Contacts:
Directory for Local Public Health Authorities
http://public.health.oregon.gov/ProviderPartnerResources/LocalHealthDepartmentResources/Pages/lhd.aspx

SBHC State Program Office Contacts:
sbhc.program@state.or.us
971.673.0871
Strategy: Establish SBHC Planning Governance
Defining SBHC planning governance is the first step in a successful SBHC planning effort. Planning is typically led by representatives from local public health, schools, and/or medical entities, with the support of other local stakeholders. It is helpful to have a lead decision maker or agency coordinating all aspects of planning.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

- Establish who (individual or group) will be lead the SBHC planning effort.
- If local public health is not already involved, connect with your local public health authority (LPHA) about your interest in opening a new SBHC and solicit their involvement in the planning effort.
- Establish what processes are in place for obtaining approval for the SBHC planning effort (e.g., school board, County Commissioners, etc.) and determine how your planning effort will need to work with these key decision makers.
- Designate a point person for planning coordination.
- If current staff do not have capacity to lead planning, hire dedicated staff to lead the planning effort (e.g., Community Engagement Coordinator, Consultant, etc.).

Available Resources
- “Planning Phases FAQ” from the SPO SBHC Planning Manual
- Sample Community Outreach Consultant job descriptions: Available by request.
- “Addressing the Needs of the Whole Child: What Public Health Can Do to Answer the Education Sector’s Call for a Strong Partnership” Available at: http://stacks.cdc.gov/view/cdc/4185/
- “SBHC 101: Making an Informed Decision about Starting a SBHC” from the National School-Based Health Alliance. Available at: http://www.sbh4all.org/events/sbhc-101-making-an-informed-decision-about-starting-a-school-based-health-center/
Strategy: Convene a SBHC Planning Committee

The SBHC Planning Committee will serve as your advisory group for leadership throughout the planning process and beyond. Members bring a variety of community perspectives, such as education, health providers, youth and parents, to inform the direction of the SBHC. This group will form the foundation of the SBHC and ensure that the broader community has a voice in determining its direction. As you work to convene your Planning Committee, discuss who your committee will work to advise – the school board, school administration, medical sponsor, etc.

Checklist

As you work with your community to explore the SBHC model, you should consider the following:

- Establish a SBHC Planning Committee that meets regularly to guide the planning process.

- Reach out to local stakeholders (e.g., school, parents, medical providers, youth, CCO) to participate in the SBHC Planning Committee. Does your Planning Committee represent the community you will serve?

- Set regular, reoccurring meeting times that will work for busy partners.

- Designate subcommittees to focus on a particular project or area of concern, such as community outreach, medical sponsor recruitment, etc.

- Review Oregon SBHC Standards for Certification and provide an overview of SBHC model requirements to the Planning Committee.

- Work with Planning Committee and stakeholders to develop a shared vision and collaborative goals for the proposed SBHC.

Available Resources

- “Building a Planning Committee” from the SPO SBHC Planning Manual.
- Sample Planning Committee agendas. Available by request.
**Strategy: Engage local stakeholders**
One of the key tasks you and your Planning Committee will work on as you move through your planning process will be to identify key stakeholders within your community. A stakeholder can be anyone who has an interest in the proposed SBHC and may or may not be part of your Planning Committee. It is essential that the needs and interests of stakeholders are represented and addressed during the planning process. Identifying these groups and individuals will help you tailor your outreach and engagement efforts.

**Checklist**
*As you work with your community to explore the SBHC model, you should consider the following:*

- Work with your SBHC Planning Committee to identify the stakeholders in your community. This list should at minimum include parents, local medical providers, school administration, and religious and cultural groups.

- Identify what each stakeholder brings to the table or what that stakeholder role should be in the planning and/or implementation process.

- Develop a strategy for reaching out or engaging these stakeholders in the planning process.

**Available Resources**

- “Identifying Community Stakeholders” from the SPO SBHC Planning Manual
- “Mapping Community Segments in WA County” from the SPO SBHC Planning Manual.
Strategy: Understand the SBHC model
It is important for planning leadership to have a full understanding of the SBHC model, including available research and requirements for certified SBHCs in Oregon. This research will help you better understand your reasons and best practices for opening a SBHC in your community. The information gathered will also be helpful as you develop messaging and materials for your community outreach.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

☐ Review the SBHC SPO Standards for Certification.

☐ Contact the SBHC SPO for questions or clarification on Standards for Certification.

☐ Review the academic literature for peer-reviewed articles that have been published relating to SBHCs.

Available Resources

- “SBHC Literature Database” from the School-Based Health Alliance. Available at: [http://www.sbh4all.org/resources/sbhc-literature-database/](http://www.sbh4all.org/resources/sbhc-literature-database/)
- “Promoting Health Equity Through Education Programs and Policies: School-Based Health Centers” from the Centers from Disease Control Community Preventive Services Task Force. Available at: [http://www.thecommunityguide.org/healthequity/education/schoolbasedhealthcenters.html](http://www.thecommunityguide.org/healthequity/education/schoolbasedhealthcenters.html)
- American Academy of Pediatrics Bright Futures. Available at: [https://brightfutures.aap.org/Pages/default.aspx](https://brightfutures.aap.org/Pages/default.aspx)
**Strategy: Assess the need for a SBHC in 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. A needs assessment will help you better understand the priorities of the population the SBHC will serve and can influence everything from the location of your SBHC to the types of services provided. SBHC planning is often the result of recommendations following a community needs assessment process. However, if no assessments have been done prior to planning, it is important to gather some basic information about your community and the population the SBHC may serve. Many SBHC planning communities rely on grant funding to support the planning efforts and needs assessment data is often essential in a grant application.

**Checklist**

*As you work with your community to explore the SBHC model, you should consider the following:*

- Gather enough information about your community to determine if you need a SBHC and, if so, what it should look like.
- Seek out population-level data from the following suggested sources¹:
  - US Census
  - Oregon Department of Education
  - Oregon Healthy Teens Survey
  - Oregon Health Authority
  - Your local public health department
  - Your CCO Community Health Improvement plan
- Determine the appropriate method(s) to obtain additional information from the school and/or community (e.g., focus group, survey, etc.).
- Survey students, parents and/or teachers to ascertain their support for a SBHC and, if they are in support, what the SBHC should look like.
- Conduct focus group(s) with students the SBHC might serve to determine their needs and preferences for the proposed center.

**Available Resources**

- “Conducting a Needs Assessment” from the SPO SBHC Planning Manual
- “Sample Youth Focus Group Guide” from the SPO SBHC Planning Manual
- “Parent-Student-Staff Survey” samples from the SPO SBHC Planning Manual

¹ These suggested resources are not exhaustive. Connect with relevant national, state and local resources to obtain appropriate data to help you assess need in your community.
• Bethel SBHC “Toolkit for Conducting Community Assessments”: Available by request from the SPO
• CDC Community Health Improvement Navigator. Available at: http://www.cdc.gov/chinav/tools/assess.html
• Oregon Healthy Teens Survey. Available at: https://public.health.oregon.gov/BirthDeathCertificates/Surveys/OregonHealthyTeens/Pages/index.aspx
• Oregon CCO Community Health Improvement plans. Available at: http://www.oregon.gov/oha/OHPB/Pages/health-reform/certification/cco-chip.aspx
Strategy: Engage and inform your broader community about the proposed SBHC

Community outreach is an important component of your SBHC planning process. Community members are invested in their local schools and, as such, should be involved in discussions about the development of a new SBHC. There are many ways to ensure your community is informed and has an opportunity to provide feedback about the SBHC planning effort.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

- Use your needs assessment data and conversations with stakeholders to develop messaging and marketing materials for the SBHC planning effort.
- Have clear messaging materials for your planning committee to use regarding why you are exploring the SBHC model, what you hope to achieve through this planning effort, and timeline for your planning activities.
- Have planning committee reach out to the groups identified in your stakeholder analysis.
- Share information about the SBHC planning process with parents and in community settings (e.g., back to school nights, school board meetings, PTA meetings, etc.).
- Ensure stakeholders, including parents, are fully informed about the proposed SBHC and have an opportunity to have their questions answered.
- Publicize your planning effort in local media outlets (e.g., radio, newspaper, etc.).
- Create a website or social media page for your planning effort.

Available Resources
- “Community Outreach” from the SPO SBHC Planning Manual
- “SBHC 101” PowerPoint from the SPO SBHC Planning Manual
- Sample PowerPoint presentations from previous planning communities, available by request from the SPO
- “Anticipated Questions” from the SPO SBHC Planning Manual
- “Addressing Sensitive topics” from the SPO SBHC Planning Manual
• “Sample Media Release” from the SPO SBHC Planning Manual
• “Sample News Article” from the SPO SBHC Planning Manual
Strategy: Authentically engage youth and parents in the planning process
Parents and youth are important actors in school-based health care. As primary stakeholders in SBHCs, parents and youth can offer critical support in SBHC development and service delivery, as well as support for school-based health services. Effective SBHCs recognize the necessity of parent and youth participation in decision-making processes and engage these groups in various aspects of the health center.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

☐ Form a Youth Advisory Council (YAC), with an adult ally from the school providing support.

☐ Include parent representatives as part of the SBHC Planning Committee.

☐ Ensure youth have a voice in the development of their SBHC model (e.g., location, decoration, policies, etc.).

☐ Ensure parents have a voice in the development of the school’s SBHC model (e.g., location, policies, etc.).

☐ Provide opportunities for youth at the school to give feedback on the SBHC planning effort.

☐ Provide opportunities for parents to learn more about the SBHC planning effort and to voice any concerns.

☐ If possible, work with youth on a Youth Participatory Action Research (YPAR) project related to the new SBHC (e.g., determining need, assessing school community preferences, etc.). Work with youth to present findings from this project to key decision-makers and integrate recommendations into the SBHC plans.

Available Resources
- “Youth Engagement” from the SPO SBHC Planning Manual
- “Building a Youth Advisory Council” from the SPO SBHC Planning Manual
- “Creating and Sustaining a Thriving Youth Advisory Council” from the University of Michigan Adolescent Health Initiative. Available at: http://umhs-adolescenthealth.org/archives/yac-yac/
• “Youth Participatory Action Research Curriculum” adapted for Oregon by the Institute for Community Research. Available at: http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/Documents/CurriculumYPAR2014.pdf

• “Anticipated Questions” from the Washington County School-Based Health Center Initiative. Available by request from the SPO.
**Strategy: Select a well-considered location for the SBHC**

The State Program Office SBHC Standards for Certification outline the requirements for each Oregon certified school-based health center. You can find the most updated standards at [www.healthoregon.org/sbhc](http://www.healthoregon.org/sbhc). The priority for selecting a SBHC site location should always be to maximize and sustain student access to preventive, physical and mental health services. Successfully meeting this goal requires balancing a number of different considerations, particularly feasibility and cost.

**Checklist**

As you work with your community to explore the SBHC model, you should consider the following:

- Use your needs assessment data and conversations with stakeholders to identify the appropriate location for the SBHC.
- Evaluate this location for its suitability to host a SBHC (see “SBHC Site Location Guidance”).
- Work with stakeholders to secure approval through the appropriate procedures (e.g., school board vote) for locating the SBHC at this site.
- Begin conversations with stakeholders about the policies and minimum service requirements that will be required if the SBHC is sited at this location (e.g., Consent for Services policy, Access policies, etc.).
- Contact other currently certified SBHCs in your area to see if you can do a site visit. Ask if you can bring members of your Planning Committee or other interested parties. Visit more than one to see a variety of SBHC models.

**Available Resources**

- “SBHC Site Location Guidance” from the SPO SBHC Planning Manual
Strategy: Identify a medical sponsor early in the process.
All certified SBHCs in Oregon must be sponsored by a medical entity able to meet the requirements outlined in the SBHC SPO Standards for Certification. This entity could be a local public health authority, local provider, Federally Qualified Health Center (FQHC), Rural Health Clinic (RHC), or hospital. Because so many aspects of SBHC operations are determined by the medical sponsor, it is helpful to identify this entity as early in the planning process as possible.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

☐ Identify and meet with local medical entities (e.g., LPHA, Federally Qualified Health Centers, local providers) about the development of your SBHC.

☐ Ensure these potential medical sponsors have an understanding of the SBHC model and are committed to the community’s goals/vision for the SBHC.

☐ Identify a medical sponsor or, if needed, initiate a Medical Sponsor Request for Proposals (RFP) process and formalize this relationship in a written agreement (e.g., MOU, IGA, etc.).

☐ Ensure the Planning Committee and/or medical sponsor meet with other local health care providers, such as primary care, dental, or mental health providers to discuss how the SBHC can coordinate patient care.

Available Resources

- “School-Based Health Services Primary Care Features and Benefits” from the National School-Based Health Alliance. Available by request.
- Sample medical sponsor RFP. Available by request.
Strategy: Develop a SBHC business plan.
Ensuring the financial viability of your SBHC is essential for its long-term success. Sustainability does not occur in a vacuum; while creating your business plan, you should also look at the big picture of your SBHC operations. What services will you provide? How will clients access your center? Who are you partnering with? Also consider some of the systems your SBHC will need to have in place, such as billing. Draw on some of the decisions and considerations the Planning Committee has made earlier in the planning process as you examine your financial outlook. Each community is unique and therefore the elements contained in this checklist are intended to be broad and flexible enough to accommodate diverse SBHC models.

Checklist
As you work with your community to explore the SBHC model, you should consider the following:

- Create a draft business plan for at least 3 years of SBHC operations.
- Ensure the draft business plan creates a pathway for the SBHC to become self-sustaining, while being flexible enough to change with external forces.
- Solicit grant funding from local, state and national public and private sources. Solicit funding to support the “implementation” stage as well as continued operational funding in future years.

Available Resources

- “Business Plan Template” from the National School-Based Health Alliance. Available by request.
- “SBHC Business Plan Sample Outline.” Available by request.
- “Cracking the Code: How to Design a Successful Business Model for Funding and Sustainability of School-Based Health and Mental Health Services,” presented by Bill Thomas. Available at: [http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/Documents/PresentationCTC.pdf](http://public.health.oregon.gov/HealthyPeopleFamilies/Youth/HealthSchool/SchoolBasedHealthCenters/Documents/PresentationCTC.pdf)
- “SBHC Pro-Forma Business Plan” from the National School-Based Health Alliance. Available by request.
Concluding the Community Readiness Stage

The time it takes to move through the community readiness stage can vary greatly depending on the local context. Some communities are able to quickly prepare to move on to the Implementation Stage, whereas others may take many years. Others may move partially through this stage and determine, for various reasons, that the SBHC model is not a good fit for their local community. Still others may discontinue a planning effort only to have it resume again in later years.

Planning for a new SBHC is not necessarily a linear process, especially for communities that have never had a SBHC before. Many external factors, such as funding, politics, and timing, can influence your progress.

It is important to move through these strategies and activities at a pace that works for your local community. Local stakeholders, including parents, school administration, local providers, and youth, should feel they had an opportunity to participate in the planning process and have any concerns about the proposed SBHC addressed.

Regardless of the outcome, a community conversation about increasing youth access to health services is always important. Even if your community decides to not move forward with the SBHC model, we hope the community will continue conversations about how to best support youth in getting the health care they need.