

# SCHOOL-BASED HEALTH CENTER PERFORMANCE EVALUATION

Principles/ Goals	Structures	Processes	Outcomes
<p><b>1. Supports the School</b></p> <p>a) <i>Understands and respects accountability within the educational system.</i></p> <p>b) <i>Works with the school administration to develop and achieve a shared vision.</i></p> <p>c) <i>Communicates the vision to all school constituencies including teachers, support staff, students and parents.</i></p> <p>d) <i>Builds collaborative and mutually respectful relationships with school personnel.</i></p> <p>e) <i>Identifies community resources that provide support to students and promote successful learning.</i></p> <p>f) <i>Serves as a resource in times of school crises and community disasters.</i></p>	<ul style="list-style-type: none"> <li>• Mutually agreed upon vision statement for the SBHC</li> <li>• Mutually agreed upon roles and responsibilities of each party</li> <li>• Mutually agreed upon policies regarding appointment scheduling during school hours and information sharing</li> <li>• Delineated role within the school's crisis intervention plan</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with School Administration, School Nurse, Guidance Counselor, Social Worker, School Psychologist and Faculty</li> <li>• Attendance of SBHC personnel at school staff meetings</li> <li>• Presence of SBHC personnel at appropriate school functions</li> <li>• Partnership in identifying students with issues influencing educational performance</li> <li>• Training of SBHC staff on the school's crisis intervention plan and community's emergency preparedness plan and the SBHCs expected response</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition by school personnel of the value the SBHC provides in meeting educational mission</li> <li>• High satisfaction of school personnel with SBHC services</li> <li>• Increased number of appropriate referrals by school personnel</li> <li>• Reduced number of students who leave school during the day due to illness</li> <li>• In the event of a school crisis or community disaster, SBHC performs effectively according to plan</li> </ul>

<b>Principles/Goals</b>	<b>Structures</b>	<b>Processes</b>	<b>Outcomes</b>
<b>2. Responds to the Community</b>			
<p>a) <i>Assesses child and adolescent health care needs and available resources in the community through formal evaluation methods.</i></p> <p>b) <i>Informs the community of student health needs and trends.</i></p> <p>c) <i>Solicits community input to address unmet health needs and support the operations of the program.</i></p>	<ul style="list-style-type: none"> <li>• Definition of geographic service area</li> <li>• Identification of population to be served including demographic and socioeconomic characteristics</li> <li>• Identification of key health indicators</li> <li>• Continuous needs assessment</li> <li>• System for gathering data on key indicators</li> <li>• Resource manual</li> <li>• Advisory Committee with appropriate community representation</li> <li>• Communications plan</li> </ul>	<ul style="list-style-type: none"> <li>• Program development based on periodic review of data</li> <li>• Advisory Committee meetings</li> <li>• Stakeholder meetings</li> <li>• Periodic communication with the general public</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to primary care as measured by increased utilization of SBHC services</li> <li>• Recognition by community of the value of SBHC services in meeting the needs of students and responding to community values</li> <li>• High parent satisfaction</li> <li>• Improved utilization of other community resources through referrals and/or inter-program collaboration</li> </ul>

Principles/Goals	Structures	Processes	Outcomes
<b>3. Focuses on the Student</b>			
<p>a) <i>Encourages the student's active, age appropriate participation in decisions regarding health care and prevention activities.</i></p> <p>b) <i>Involves the parents or other adult caregivers as supportive participants in the student's health care whenever appropriate and possible.</i></p> <p>c) <i>Ensures confidentiality of information whether transmitted through conversation, billing activity, telemedicine, or release of medical records.</i></p> <p>d) <i>Provides services and materials that are culturally sensitive and respectful of family values and diversity.</i></p>	<ul style="list-style-type: none"> <li>• Parental consent and parental notification policies</li> <li>• Confidentiality and minor consent policy</li> <li>• Emancipated minor policy</li> <li>• Child abuse and neglect policy</li> <li>• Non-discrimination policy</li> <li>• Patient rights and responsibilities</li> <li>• Patient education materials in languages other than English, where appropriate</li> <li>• Methodology for identifying children with special health care needs</li> <li>• Methodology for identifying non-users</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of services in a manner consistent with established policies</li> <li>• Treatment of students with acute illness or injury</li> <li>• Counseling of students with behavioral issues</li> <li>• Management of students with chronic conditions</li> <li>• Provision of anticipatory guidance and health and safety education</li> <li>• Student-centered risk assessment and follow-up</li> <li>• Family assessment and follow-up</li> <li>• Outreach to non-users</li> </ul>	<ul style="list-style-type: none"> <li>• Increased enrollment for and utilization of SBHC services</li> <li>• High user and parent awareness of SBHC policy regarding access to confidential services</li> <li>• Improved user knowledge of how and when to utilize the health care system</li> <li>• Students with chronic disease or behavioral issues can demonstrate self-care skills</li> <li>• High satisfaction among users.</li> </ul>

Principles/Goals	Structures	Processes	Outcomes
<b>4. Delivers Comprehensive Care</b>			
<p>a) <i>Provides a scope of services that is consistent with identified health care needs.</i></p> <p>b) <i>Promotes availability of on-site services whenever the school is open and facilitates after-hours care 24-hour-a-day, seven-days-a-week.</i></p> <p>c) <i>Adopts generally accepted guidelines for clinical practice.</i></p> <p>d) <i>Promotes the interdisciplinary role and functions of the school-based health care team.</i></p> <p>e) <i>Coordinates and integrates efforts with existing systems to optimize complementary programs, improve continuity of care, reduce fragmentation, prevent duplication, and maintain affordable services</i></p>	<ul style="list-style-type: none"> <li>• Defined scope of services to be provided</li> <li>• Multidisciplinary team of caregivers</li> <li>• Posted hours of operation</li> <li>• Effective 24/7 on-call system</li> <li>• Staffing guidelines</li> <li>• Clinical protocols or practice guidelines consistent with nationally recognized best practices*</li> <li>• Referral relationships with other providers in the community (including lab, radiology and pharmacy)</li> <li>• Standards for medical record keeping</li> <li>• Release of information policy</li> </ul>	<ul style="list-style-type: none"> <li>• Population-based Screening</li> <li>• Early identification and treatment</li> <li>• Delivery of care consistent with best practices</li> <li>• Patient assessment</li> <li>• Patient education</li> <li>• Patient treatment</li> <li>• Patient referral</li> <li>• Management of chronic conditions</li> <li>• Anticipatory guidance, health promotion and prevention activities</li> <li>• Continuity of care</li> <li>• Quality assurance</li> <li>• Chart review</li> </ul>	<ul style="list-style-type: none"> <li>• Patient perception that well-being has improved</li> <li>• Increasing number of students receiving comprehensive well exam including risk assessment</li> <li>• Increasing compliance rates as measured by follow-up visits completed, prescriptions filled, therapy attended, referrals completed, etc.</li> <li>• Reduced number of students with disruptive behavior or discipline problems</li> </ul>

\*(American Medical Association's Guidelines for Adolescent Preventive Services, Bright Futures, U.S. Preventive Health Services Task Force, American Academy of Pediatrics, American Academy of Family Practitioners)

<b>Principles/Goals</b>	<b>Structures</b>	<b>Processes</b>	<b>Outcomes</b>
<b>5. Advances Health Promotion Activities</b>			
<p>a) Serves as a resource to school administration on the selection, development and delivery of health education curricula.</p> <p>b) Participates in classroom-based and school-wide health promotion activities responsive to the risk factors that are prevalent among students.</p> <p>c) <i>Promotes parent and community involvement in health promotion activities.</i></p>	<ul style="list-style-type: none"> <li>• Partnership between the school's health education faculty and SBHC staff</li> <li>• Coordinated risk assessment and health promotion plan</li> <li>• Age appropriate health education materials</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of classroom health education segments</li> <li>• Display and distribution of multilingual health education materials in SBHC (pamphlets, posters, models, videos, etc.)</li> <li>• School-wide health and safety promotional events</li> </ul>	<ul style="list-style-type: none"> <li>• Increased student awareness of health threats and risk factors</li> <li>• Reduced high risk behaviors among students</li> <li>• Increased positive health and safety behaviors among students</li> <li>• Increased student understanding of important health and psychosocial issues</li> <li>• Increased student ability to access valid health information and health promoting products and services</li> <li>• Increased student knowledge of health care rights and responsibilities</li> <li>• Increased student ability to communicate about and advocate for improved personal health</li> <li>• Increased participation of parents in health promotion activities</li> </ul>

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<b>6. Implements Effective Systems</b>			
<p>a) <i>Ensures compliance with all relevant laws and regulations.</i></p> <p>b) <i>Develops and measures annual program goals and objectives.</i></p> <p>c) <i>Maintains a physical plant which is adequate to deliver high quality services and assure patient comfort and privacy.</i></p> <p>d) <i>Develops all necessary policies and procedures, training manuals, and memoranda of agreement or understanding.</i></p> <p>e) <i>Develops a human resources system for hiring, credentialing, training and retaining high quality, competent staff.</i></p> <p>f) <i>Collects, evaluates and reports health outcomes and utilization data.</i></p> <p>g) <i>Establishes quality improvement practices including but not limited to assessment of patient and community satisfaction.</i></p> <p>h) <i>Develops strategies and systems to support long-term financial stability.</i></p>	<ul style="list-style-type: none"> <li>• Organizational chart</li> <li>• Mission statement</li> <li>• Goals and objectives</li> <li>• Administrative policy and procedure manual</li> <li>• Clinical policy and procedure manual</li> <li>• Appointment system and scheduling standards</li> <li>• Tracking system for missed appointments, follow-up appointments and lab reports</li> <li>• Incident reports</li> <li>• Staff credentialing</li> <li>• Staff training</li> <li>• Personnel evaluation and salary review</li> <li>• Facility maintenance</li> <li>• Strategic business/marketing/financial plan</li> <li>• Billing and collection system</li> </ul>	<ul style="list-style-type: none"> <li>• Licensing, Certification and/or Accreditation</li> <li>• CLIA compliance</li> <li>• Medicaid EPSDT compliance</li> <li>• Medical record keeping according to accepted standards and demonstrating collaboration and communication among providers</li> <li>• Formal quality assurance monitoring of clinical and administrative functions</li> <li>• Financial audits</li> </ul>	<ul style="list-style-type: none"> <li>• Staff knowledge of current laws and regulations affecting delivery of services</li> <li>• Treatment for high volume, high risk problems consistent with current professional knowledge</li> <li>• High SBHC provider and staff satisfaction</li> <li>• Low SBHC provider and staff turnover</li> <li>• Increased provider productivity</li> <li>• High patient and parent satisfaction with ease of appointment-making and waiting time</li> <li>• Operations within budget</li> <li>• Eligibility for reimbursement from public and private third-parties</li> </ul>

Principles/Goals	Structures	Processes	Outcomes
<b>7. Provides Leadership in Adolescent and Child Health</b>			
<p>a) <i>Participates in national and local organizations that focus on adolescent and child health.</i></p> <p>b) <i>Contributes to the body of knowledge on the health care needs of adolescents and children.</i></p> <p>c) <i>Promotes the School-Based Health Center as a training site for health care professionals.</i></p> <p>d) <i>Advocates for the resources necessary to increase access to physical, mental and dental health services for adolescents and children.</i></p> <p>e) <i>Informs elected officials, policy-makers, health professionals, educators, and the community-at-large regarding the unique value, acceptability, efficiency and convenience of the school-based health center model of health care delivery.</i></p> <p>f) <i>Forms partnerships to develop stable, sustainable funding mechanisms for expanded services.</i></p>	<ul style="list-style-type: none"> <li>• Local Conferences</li> <li>• National Conferences</li> <li>• Journal Articles</li> <li>• Annual Reports</li> <li>• Videotapes</li> <li>• Web sites</li> <li>• Vehicles to communicate with state and local health authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Preceptoring of students in the health professions</li> <li>• Research</li> <li>• Outcome evaluation</li> <li>• Process evaluation</li> <li>• Clinical trials</li> <li>• Medical professional training</li> <li>• Curriculum development</li> <li>• Public education and advocacy</li> <li>• Use of student volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public awareness of the health care needs of children and adolescents</li> <li>• Greater number of children and adolescents with a medical home</li> <li>• Improved access to primary care</li> <li>• Increased exposure of health professionals to the SBHC model</li> <li>• Legislation and regulation supportive of the SBHC model</li> <li>• Increased investment in SBHCs by federal, state, local and private funding sources</li> <li>• Increased participation of SBHCs in Medicaid and Child Health Insurance Plans</li> <li>• Appropriate contracts with managed care organizations</li> </ul>