



THE CENTER FOR HEALTH AND HEALTH CARE IN SCHOOLS

Advancing School-Connected Programs and
Policies for Children's Health and School Success

About CHHCS

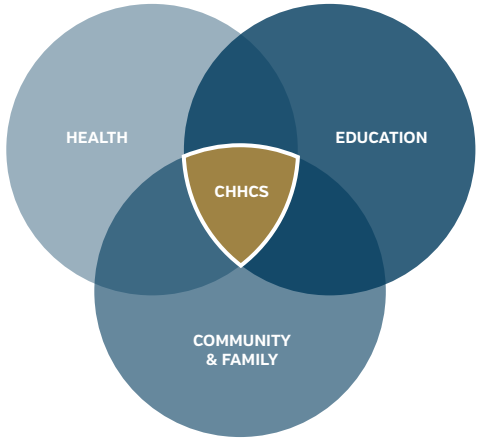
MISSION:
To promote
children's health
and school success
by advancing
school-connected
programs, policies
and systems.

The Center for Health and Health Care in Schools (CHHCS) is a nonpartisan policy, resource and technical assistance center with a **25-year history** of developing school-connected strategies for better health and education outcomes for children. CHHCS partners with foundations, government health and education agencies, school districts, and providers across the country to support their school-connected initiatives.

Located at **The George Washington University School of Public Health and Health Services**, CHHCS applies its expertise in children's health and education policy to build and sustain services and programs grounded in evidence of what works. This expertise is anchored in **more than 80 years of combined staff experience** in managing school-connected programs and developing supportive policies and practices.



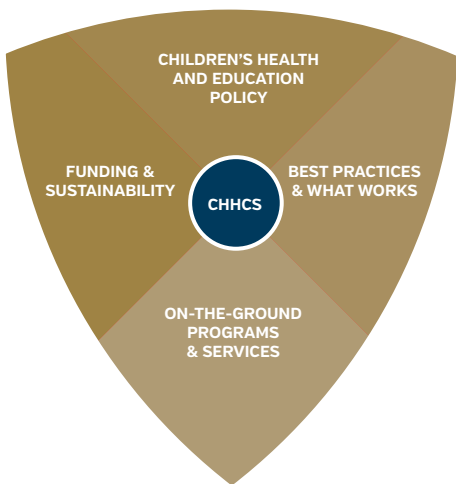
Areas of Expertise



CHHCS specializes in researching and advancing effective school-connected programs, policies and systems, using the school location as a place-based solution for improving children's overall health and school success. With the school day averaging 7-8 hours, schools are a critical venue for children's health and education outcomes. School-connected programs may include:

1. School-employed professionals such as nurses, counselors and health educators
2. Community-based organizations such as health or mental health centers that employ professionals who visit or work full-time in a school, e.g. school-based health centers and mental health providers
3. Networks of hospitals and, sometimes, payer organizations that organize, deliver and sustain school-located services

To enhance the impact of school-connected efforts, CHHCS integrates **health, education, and family systems** by facilitating communication among key experts to drive collective action. Over time, CHHCS has developed a national network of leading stakeholders including researchers, practitioners, funders and policymakers that work across these areas.



With this school-connected, integrated approach, CHHCS provides 80+ years of combined experience and expertise in:

- Navigating the **children's health and education policy** worlds at the federal, state and local levels
- Applying the latest **best practices and what works** to achieve results
- Designing, delivering, and managing school-connected systems and **on-the-ground programs and services** that take into account the evolving policy landscape
- Maximizing **funding and sustainability** by identifying current and future revenue streams, outlining concrete steps to secure that funding, and building organizational capacity to achieve sustainability

CHHCS expertise spans the **key fields** associated with children's health and school success, including both prevention and intervention approaches for each:

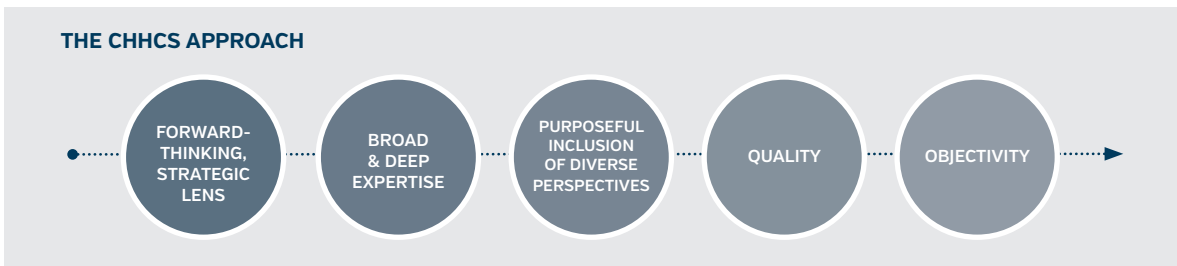


Clients and Stakeholders

CHHCS partners with the following groups to help advance their school-connected work allowing children to **stay healthy and succeed** in school.

As a result of their **hands-on, customized support** from CHHCS, clients report they:

- Consider and pursue practical financing models for sustainability
- Better understand funder needs and present their work to funders to build stronger relationships
- Think more broadly, strategically, and out-of-the-box to solve complex problems and identify new opportunities
- Improve their performance measurement and evaluation efforts
- Nurture a broader network of collaborative relationships with peers and key influencers
- Strengthen their leadership, presentation, communication, and advocacy skills



CHHCS Services

EXAMPLES OF CHHCS PROJECTS

Fund development for school-connected health programs

Strategic and business planning for school-connected health services including school-based health centers (SBHCs), school mental health programs, school oral health programs, school nursing and blended programs

Program development and piloting of integrated school-community partnerships

Program evaluation of school-connected health programs and policies

CHHCS provides the following **services** to help clients improve children's health and school success:

- **Technical Assistance, Consulting, and Capacity Building.** Strategic guidance and support to develop, strengthen, evaluate and sustain systems and programs, and to develop the programmatic and organizational capacity of providers, schools and institutions
- **Research, Analysis and Dissemination.** Cutting-edge research and analysis with a particular focus on interpreting and translating complex data and concepts for a range of audiences in order to drive effective action, practice and policy
- **Program Management.** Upfront development and ongoing management of major grants and collaborative initiatives including day-to-day program operation and coordination, facilitating partnerships, and engaging community stakeholders
- **Convening.** Design and execution of multi-sector convenings to foster knowledge exchange, joint decision making, and stronger collaboration between stakeholders in the health, education and community sectors from the local to the national levels
- **Knowledge Center.** A national clearinghouse of information including regularly published online resources such as grant opportunities, current news, job postings, trainings, presentations and research reports



CHHCS Solutions

CHHCS solutions apply our expertise and services in three distinct areas



CHHCS Solutions

FINANCING AND SUSTAINING CHILDREN'S HEALTH AND SCHOOL SUCCESS



CHHCS is the leading national expert on financing for school-connected programs, policies and systems that focus on children's health and school success. Through its continuous research and thought leadership, CHHCS identifies not only the revenue streams available today, but also those potentially available in the future. Going beyond theory and analysis, CHHCS brings a practical step-by-step approach to pursuing those revenue streams.

CHHCS helps foundations, state and local government agencies, school districts as well as nongovernmental organizations to:

- Identify and position themselves to pursue the full range of current and future revenue streams and funding opportunities using a practical step-by-step approach
- Save significant time and resources in locating and securing funding
- Chart the changes in revenue streams and related policies over time
- Build capacity within institutions for cost-effective management and improved prospects for sustainability

CASE STUDY

The Colorado Health Foundation

The Colorado Health Foundation (TCHF) launched a \$12 million program to increase the number of Colorado's school-based health centers (SBHCs) and provide technical support for applicants and grantees. The program goals were to support planning and implementation of more than 20 new school-based health centers and expand mental and physical health services in existing ones. TCHF contracted with CHHCS to provide technical assistance in launching this landmark initiative.

During a year-long period, CHHCS collaborated with the foundation to assemble and staff a state-wide advisory committee that met quarterly to guide creation of the new initiative.

Results

With input from TCHF and the advisory committee, CHHCS developed tools and products to advance program goals. These included:

- A comprehensive self-assessment tool for prospective grantees to determine their readiness to launch a new SBHC
- A SBHC business-planning road map to help grantees secure financial viability
- A SBHC financing options white paper that laid out current and prospective financing strategies and opportunities in Colorado

RELATED PUBLICATIONS

Behrens D, Lear JG, Acosta Price O. Developing a Business Plan for Sustaining School Mental Health.

Behrens D, Lear JG, Acosta Price O. Improving Access to Children's Mental Health Care: Lessons from a Study of Eleven States.

Acosta Price, O. and Lear JG. School Mental Health Services for the 21st Century: Lessons from the District of Columbia School Mental Health Program.

CHHCS Solutions

BUILDING STATE AND LOCAL SYSTEMS FOR CHILDREN'S HEALTH AND SCHOOL SUCCESS



CHHCS works with state- and district-level system leaders to integrate and prioritize disparate strategies that range from targeted interventions to broader prevention efforts, coordinate approaches to oral, physical and behavioral health, and tailor solutions to the unique context of each school and school district.

CHHCS helps foundations, state and local government agencies, school districts as well as nongovernmental organizations to:

- Build bridges among diverse stakeholders to better integrate their efforts
- Focus limited resources to maximize impact and sustainability
- Incorporate the latest, and future, best practices in program and policy
- Connect and mobilize community partners to ensure effective implementation on-the-ground

RELATED PUBLICATIONS

Behrens D, Lear JG. Strengthening children's oral health: views from the field. *Health Aff.* 2011;30(11):2208-2213.

Center for Health and Health Care in Schools. *Visioning the Future: School-Based Wellness Centers in Delaware, the Next 25 Years.* December 2008. Accessible on the [web](#).

Lear JG. Health at School: A Hidden Health Care System Emerges from the Shadows. *Health Aff.* 2006; 26 (2): 409-419.

Lear JG. Astoria revisited: New hope in the struggle to link community- and school-based care? *Arch Pediatr Adolesc Med.* 2011;165(3): 279-281.

CASE STUDY

Delaware Department Of Health And Nemours Health And Prevention Services

The Delaware Division of Public Health, the Delaware Department of Education and Delaware Department of Health and Social Services joined Nemours Prevention and Health Promotion in sponsoring a comprehensive review of the 25 years of Delaware's school-based health center (SBHC) operations. These state agencies and Nemours invited CHHCS to assist in the review.

CHHCS consulted with key stakeholders both to clarify the history of the Delaware SBHC initiative and to identify strategies to strengthen SBHC sustainability and impact. This process involved analyzing existing operations, researching background information, interviewing key informants, and facilitating a state-wide summit attended by local and state stakeholders. As an objective facilitator

with expertise in the field, CHHCS led these representatives through a decision-making process that clearly framed the issues and created common ground for reinforcing partnerships.

Results

A set of strategies, recommendations, and practical next steps to strengthen school-based health center programming across the state of Delaware.

CHHCS Solutions

IMPROVING HEALTH AND SCHOOL SUCCESS FOR VULNERABLE CHILDREN



CHHCS is a leading expert in school-connected programs and policies that help vulnerable children stay healthy and succeed in school. Children who are low-income, immigrants and refugees, or physically or emotionally challenged have been a special focus. In this work, CHHCS emphasizes the importance of linking schools with the multiple other systems that impact the well-being of vulnerable students, including primary care providers, hospital systems, government social services, and other community supports.

CHHCS helps foundations, state and local government agencies, school districts as well as nongovernmental organizations to:

- Connect, coordinate and align school-connected efforts to best support vulnerable students
- Ensure a link between vulnerable student-focused programs and policies, and a broader agenda to improve health and success for all students
- Focus limited resources to maximize impact and sustainability
- Incorporate the latest, and future, best practices in program and policy

RELATED PUBLICATIONS

Acosta Price, O, Fishman J, Chapman, MV. Building on strengths: a school-based mental health program. In: Hunting KL, Gleason BL, eds. *Essential Case Studies in Public Health: Putting Public Health into Practice*. Sudbury, MA: Jones and Bartlett Learning, 2011.

Kugler EG and Price OA. Go Beyond the Classroom to Help Immigrant and Refugee Students Succeed. *Phi Delta Kappan*. November 2009, vol. 91 no. 3: 48-52.

Center for Health and Health Care in Schools. *Children of Immigrants and Refugees: What the Research Tells Us*. George Washington University, 2011.

Acosta Price O, Ellis BH, Escudero PV, Huffman-Gottschling K, Sander MA, & Birman D. *Implementing Trauma Interventions in Schools: Addressing the Immigrant and Refugee Experience*. In Yeakey CC [Series Ed.] & Notaro SR [Vol. Ed.], *Health Disparities Among Under-served Populations: Implications for Research, Policy, and Praxis*. England: Emerald Group Publishing Limited, 2012.

CASE STUDY

Caring Across Communities

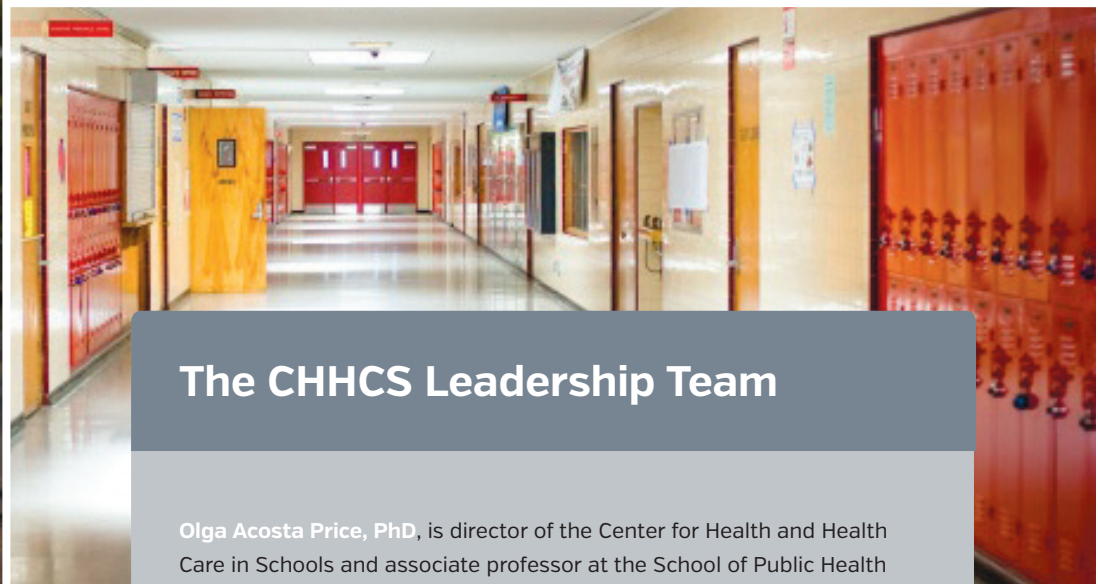
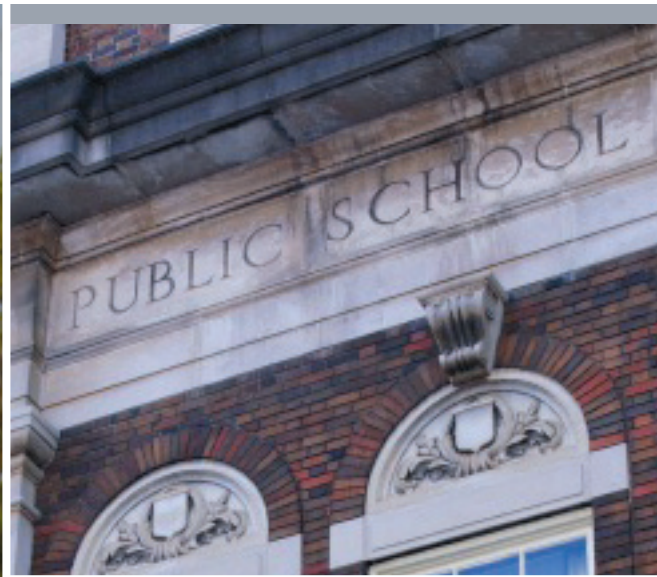
CHHCS served as the National Program Office for Caring Across Communities (CAC), a national initiative of the Robert Wood Johnson Foundation, to implement school-connected mental health programs for immigrant and refugee children in 15 communities across the United States.

Grantee organizations were funded to provide culturally and linguistically accessible services to children and their families through a partnership among school districts, community mental health centers, multi-cultural service organizations, and other partners at the local and state levels. Programs were conducted in more than 20 languages across 36 schools, and included school-wide mental health promotion projects, group counseling, individual counseling, and home visitation services.

Through a variety of methods, CHHCS staff offered consultation and technical assistance on issues that included program implementation and mental health service delivery, cultural adaptation, program evaluation, partnership development, system integration, communications and marketing, legal and political issues, mental health interpretation, parent engagement, and sustainability.

Results

Over three years, CAC programs supported more than 9,000 students ages 3–18, engaged more than 4,600 parents/caregivers, and partnered with more than 4,500 other adults—teachers, counselors, other school health professionals—interested in working with immigrant and refugee youth.



The CHHCS Leadership Team

Olga Acosta Price, PhD, is director of the Center for Health and Health Care in Schools and associate professor at the School of Public Health and Health Services, at the George Washington University. She previously served as director of the School Mental Health Program, D.C. Department of Mental Health. Before coming to Washington, Dr. Acosta Price was Associate Director at the Center for School Mental Health Assistance and assistant professor at the University of Maryland School of Medicine in Baltimore.

Donna Behrens, RN, MPH, BSN, is the associate director of the Center for Health and Health Care in Schools. Before coming to the Center, Ms. Behrens held the position of Executive Director of the Maryland Assembly on School-Based Health Care. Prior to that, she served as Director of Health Policy and Director of the School-Based Health Center Initiative in the Maryland Governor's Office for Children, Youth and Families.

Julia Graham Lear, PhD, is senior adviser and founder of the Center for Health and Health Care in Schools. She serves as a professor in the Department of Prevention and Community Health in the George Washington University School of Public Health and Health Services. She has worked to develop school-based health programs and services to promote the well-being of children and adolescents for more than 25 years.

For more information about CHHCS or our team, contact:

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