

DESIGNING A SUCCESSFUL BUSINESS MODEL FOR FUNDING & SUSTAINABILITY
WASHINGTON COUNTY SCHOOL-BASED HEALTH CENTER INITIATIVE

Key design elements of a successful School-Based Health and Mental Health Services (SBHMHS) business model:

ACCESS DECISIONS AND FACTORS

Host School Site	OURS	YOURS?
<ul style="list-style-type: none"> ▫ High ▫ Middle ▫ Elementary 	High Schools	
<ul style="list-style-type: none"> • Host School Size ▫ Host School ▫ School District(s) 	1,700-2,000 7,500 (3)-39,500	
<ul style="list-style-type: none"> • District Need ▫ % FRL Take-up ▫ # 0-18 Medicaid ▫ # 0-18 Uninsured 	38-63% 3,365-21,000 645-4,585	
<p>Operations</p> <ul style="list-style-type: none"> ▫ Partial/Full Week ▫ Non-School Hours ▫ School Year ▫ Year Round 	Both Before & after 10 months Partial summer	
<ul style="list-style-type: none"> • Parent Involvement ▫ Encouraged ▫ Minor Consent Law ▫ Required 	Encouraged Followed Not for 14+	
<ul style="list-style-type: none"> • Physical Access ▫ External Entrance ▫ Parking ▫ Public transportation 	Yes Yes Varies	
<p>Service Access</p> <ul style="list-style-type: none"> ▫ Host School Only ▫ Host and Feeders ▫ All District Students ▫ All 0-? in District ▫ Employee Children ▫ District Employees 	All 0-21 in districts, plus employees and children of employees	
<ul style="list-style-type: none"> ▫ Adults in District ▫ Community Clinic 		

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CLINICAL AND SYSTEMS DECISIONS

	OURS	YOURS?
• Clinical Services		
▫ Primary Care	Yes	
▫ Dental	Partial	
▫ Behavioral	Yes	
▫ Mental Health	Yes	
▫ Substance Abuse	Yes	
• Integration		
▫ Clinical	Yes	
▫ Electronic Records	Yes	
▫ Front Office/PM	Yes	
▫ Back Office/Billing	Yes	
• Patient-Centered Primary Care Home		
▫ Tier I		
▫ Tier II	PCPCH	
▫ Tier III	Tier III	
• Medical Sponsor		
▫ FQHC/Look-Alike	FQHC	
▫ Hospital System		
▫ Outpatient Clinic		
▫ School System		
• Reproductive Health Services		
▫ Examinations	Required	
▫ Contraception	Referral Only	
• Staffing		
▫ Primary Care		
. <input type="checkbox"/> MD/PA	PA	
. <input type="checkbox"/> Fam.NP/Ped.NP/NP/RN	FNP/PNP	
. <input type="checkbox"/> MA/OA	MA	
▫ Dental		
. <input type="checkbox"/> Dentist		
. <input type="checkbox"/> Expanded Practice	Expanded Practice Hygienist	
. <input type="checkbox"/> Dental Hygienist		
▫ Behavioral Health		
. <input type="checkbox"/> Psychologist/Psy.NP		
. <input type="checkbox"/> Social Worker	LCSW/CADC	
. <input type="checkbox"/> Counselor	LMFC	

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REVENUE DECISIONS AND FACTORS

	OURS	YOURS?
• Insurance		
▫ Commercial		
▫ Medicaid	All	
▫ Medicare		
• Reimbursement		
▫ Commercial	\$60-110	
▫ Medicaid	\$90-100	
▫ FQHC with wraparound payments	\$200	
• Self-Pay/Uninsured		
▫ Co-pay/Deductible	Yes	
▫ Free/Sliding Scale	Sliding scale (\$15 up)	

DEVELOPING A MULTI-YEAR SBHMHS BUSINESS PLAN, BUDGET AND METRICS
 Key inputs, outputs and metrics for sustainability in a multi-year SBHMHS business plan and budget:

PROJECTED EXPENSES FOR BUSINESS MODEL IN YEAR 3

	OURS -10 mo.	YOURS?
• Personnel		
▫ Salaries	\$114,000 (FNP/MA)	
▫ Benefits	<u>\$ 33,000 (29%)</u>	
▫ Subtotal	\$147,000	
• Services & Supplies		
▫ Contracted	\$ 59,000 (MH)	
▫ MIS	\$ 18,000	
▫ Other	<u>\$ 12,500</u>	
▫ Subtotal	\$ 89,500	
▫ Indirect	<u>\$ 26,000 (11%)</u>	
• Total (w/0 in-kind)	\$262,500	

PROJECTED REVENUES FOR BUSINESS MODEL IN YEAR 3

PRIMARY CARE	OURS	YOURS?
• Clinic Days		
▫ Months Open	10	
▫ Clinic Days	175	
• Encounters		
▫ Patients	656 (33-39%)	
▫ Encounters/Patient	2.0	
▫ Total Encounters	1,312	
▫ Encounters/Day	7.5	
• Productivity Target		
▫ Encounters/Day	9.0	
• Payor Mix Targets		
▫ Commercial/Other	10%	
▫ Public	50%	
▫ Uninsured	40%	
• Projected Revenue Targets		
▫ Commercial/Other	\$ 14,500 (@\$110)	
▫ Public	\$123,250 (@\$200)	
▫ Uninsured	<u>\$ 7,250</u>	
▫ Subtotal	\$145,000	
• Program Income		
▫ % Total Expenses	55%	

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MENTAL HEALTH	OURS	YOURS?
• Clinic Days		
▫ Months Open	10	
▫ Clinic Days	175	
• Encounters		
▫ Clients	86 (4-5%)	
▫ Encounters/Client	7.5	
▫ Total Encounters	648	
▫ Encounters/Day	3.7	
• Productivity Target		
▫ Encounters/Day	5.0	
• Payor Mix Targets	OURS	YOURS?
▫ Commercial/Other	40%	
▫ Public	50%	
▫ Uninsured	10%	
• Projected Revenue Targets		
▫ Commercial/Other	\$16,000 (@\$67)	
▫ Public	\$60,000 (@\$200)	
▫ Uninsured	<u>\$ 4,000</u>	
▫ Subtotal	\$80,000	
• Program Income		
▫ % Total Expenses	30%	
 PRIMARY CARE & MENTAL HEALTH		
• Program Income		
▫ Primary Care	\$145,000	
▫ Mental Health	<u>\$ 80,000</u>	
▫ Subtotal	\$225,000	
▫ % Total Expenses	86%	
• Grants		
▫ State Allocation	\$53,000	
▫ Other Grants	<u>\$ 8,000</u>	
▫ Subtotal	\$61,000	
▫ % Total Expenses	23%	
• Total Revenues	\$286,000	
▫ % Total Expenses	109%	

PERFORMANCE METRICS – FROM START-UP TO SUSTAINABILITY

TARGETS: REVENUES As a % of Expenses	OURS	YOURS?
• 3rd Year Revenues		
▫ From Patients	86%	
▫ From Grants	<u>23%</u>	
▫ Total	109%	
• 2nd Year Revenues		
▫ From Patients	60% (~71% Yr. 3)	
▫ From Grants	<u>45%</u>	
▫ Total	105%	
• 1st Year Revenues		
▫ From Patients	35% (~41% Yr. 3)	
▫ From Grants	<u>70%</u>	
▫ Total	105%	
• Partial Year Revenues		
▫ From Patients	10% (~12% Yr. 3)	
▫ From Grants	<u>95%</u>	
▫ Total	105%	