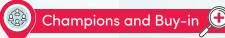# SCHOOL-FRIENDLY HEALTH SYSTEMS ROADMAP

Vision statement: A School-Friendly Health System is a health system working to ensure all children achieve optimal health and reach their full academic potential.

Internal Situation and Needs Assessment

- Provide an inventory of programs and initiatives that interact with schools
- Identify resources, people, policies are already in place that support SFHS
- Map your organization's service area to the education system's structure
- Identify and develop additional partnerships or programs you'd like to pursue
- Determine the outcomes or methods of measuring impact that current programs have in place, if any

Think of this as your pre-trip inspection: Kick the tires, adjust the mirrors, and get familiar with the vehicle you're about to take on the road.

Champions and Buy-in

- Identify the internal champions at different decision-making levels, both clinical and non-clinical
- Determine who needs to say "yes" to get started
- Identify who or what is likely to slow or stop momentum
- Gather the information that decision-makers need to become supporters instead of disengaged or detractors

External Situation and Needs Assessment

- Identify the aspects of your community health needs assessment that are school-related
- Engage schools and families in your SFHS strategy by developing outreach programs, hosting informational workshops, and creating collaborative initiatives that encourage participation and feedback
- Identify your school partner's goals and pain points
- Ensure that your partnership arrangements with schools are appropriately intentional and clear

SPEEDBUMPS!

There will be setbacks and hurdles along the way – some expected, some not. Some you might encounter early on include:

- *Suspicion (What does that hospital want??)*
- *Lack of buy-in from key decision-makers*
- *Lack of understanding (internal/external/regional)*
- *Organizational and interpersonal politics*
- *Data-sharing challenges (HIPPA/FERPA)*

Time to Pick up Co-pilots and Passengers: This is not a solo journey! Make sure everyone who needs to be is aboard.

- Celebrate small wins and take credit for big ones.
- Be open about challenges and learning.
- Convene when you can and listen to others.

Tell your story throughout!

Now you're building speed: Put some miles behind you. Appreciate landmarks. Get on the two way radio when you can. Demonstrate ability.

Form SFHS Strategy & Action Plan

- Evaluate how your current programming aligns with external partners' goals and needs
- Determine your unit of change, focusing on whether it's systemic or programmatic
- Outline your near and long-term goals
- Define your key performance indicators (KPIs)
- Create a solid funding plan
- Define your internal and external policy agenda
- Develop a communication plan to effectively engage with internal and external partners
- Align your SFHS strategy with hospital strategic plans, government relations priorities and community health needs assessments
- Establish a clear meeting and communication structure

Map Your Route: The bus is loaded. Set a course together!

SPEEDBUMPS!

- *Staff/leadership turnover*
- *Insufficient funding and/or capacity*
- *Compassion fatigue*
- *National politics/administration and policy changes*

Established Organizational Infrastructure

- Build permanence and institutional memory status
- Evaluate the extent to which programs and systems are embedded versus tied to one person
- Align your org chart to support and reflect a SFHS
- Standardize SFHS services to ensure consistent and equitable delivery across partners and patients
- Make public and external commitments about school-friendliness
- Be accountable to those commitments

Open Road: You're humming now.

Evaluation and Improvement

- Identify what's working well and what isn't
- Evaluate your KPIs and determine if new goals and/or KPIs are needed
- Decide what should be sunset and what should be scaled
- Clarify what's funded and what's not, and why
- Determine how you will engage and gather input from families, schools, and students
- Evaluate whether you need additional resources to create an effective structure that drives desired outcomes
- Create a plan to sustain and improve your SFHS status

Refuel & Adjust Course as Needed: The terrain is never as clear as the map. Parts fail and roads close. That's ok! Double back, take pit stops and detours, cover short cuts.

EXIT

DON'T HESITATE TO TAKE OFF RAMPS

Sometimes ideas, programs, and partnerships don't take off or run their course. That's ok! Normalize iteration and learning from mistakes as well as successes. Flexibility is key!

For more information go to:

QUICK NOTE:

"Roadmap" may suggest a set, linear path, which this is not! Your organization may take these steps in different order, skip steps, or add intermediary ones. School programs and partnerships are ongoing as you start and continue on the road.

Internal Situation and Needs Assessment

- ✔ Provide an inventory of programs and initiatives that interact with schools
- ✔ Identify resources, people, policies are already in place that support SFHS
- ✔ Map your organization's service area to the education system's structure
- ✔ Identify and develop additional partnerships or programs you'd like to pursue
- ✔ Determine the outcomes or methods of measuring impact that current programs have in place, if any

Notes

Internal Situation and Needs Assessment

Strategic Questions

What is the inventory of programs and initiatives that interact with schools?

What resources, people, policies are already in place that support SFHS?

How does your organization's service area map to the education system's?

What other partnerships or programs do you want to develop?

What outcomes or methods of measuring impact do current programs currently have in place if any?

Potential Tactics

✔ Conduct organizational survey

Tools

✔ Sample surveys and methodologies

Additional notes

Champions and Buy-in

- ✔ Identify the internal champions at different decision-making levels, both clinical and non-clinical

- ✔ Determine who needs to say "yes" to get started

- ✔ Identify who or what is likely to slow or stop momentum

- ✔ Gather the information that decision-makers need to become supporters instead of disengaged or detractors

Notes

Champions and Buy-in

Strategic Questions

Who are the internal champions at different decision-making levels?

Who needs to say "yes" to get started?

Who or what is likely to slow or stop momentum?

What information do decision makers need to become supporters vs disengaged or detractors?

Potential Tactics

- ✔ Socialize SHFS framework; connect to national movement
- ✔ Form internal advisory group
- ✔ Create workgroups around shared interests (to bridge dept. divides)

Tools

Additional notes

5

External Situation and Needs Assessment

✔ Identify the aspects of your community health needs assessment that are school-related

✔ Engage schools and families in your SFHS strategy by developing outreach programs, hosting informational workshops, and creating collaborative initiatives that encourage participation and feedback

✔ Identify your school partner's goals and pain points

✔ Ensure that your partnership arrangements with schools are appropriately intentional and clear

Notes

External Situation and Needs Assessment

Strategic Questions

What aspects of your community health needs assessment are school-related?

How will you engages schools and families in your SFHS strategy?

What are you school partner's goals and pain points?

Are your partnership arrangements with schools appropriately intentional and clear?

Potential Tactics

✔ Form/tap into community advisory group

✔ Form/tap into parent advisory group

✔ Conduct external survey

✔ Research/study the landscape of school health programming

Tools

Additional notes

Form SFHS Strategy & Action Plan

- ✔ Evaluate how your current programming aligns with external partners' goals and needs
- ✔ Determine your unit of change, focusing on whether it's systemic or programmatic
- ✔ Outline your near and long-term goals
- ✔ Define your key performance indicators (KPIs)
- ✔ Create a solid funding plan
- ✔ Define your internal and external policy agenda
- ✔ Develop a communication plan to effectively engage with internal and external partners
- ✔ Align your SFHS strategy with hospital strategic plans, government relations priorities and community health needs assessments
- ✔ Establish a clear meeting and communication structure

Notes

Form SFHS Strategy & Action Plan

Strategic Questions

How does your current programming align with external partners' goals/needs? If it doesn't, what would?

What are you near and long-term goals?

What is your unit of change?
e.g., is your focus systemic or programmatic?

What are your KPIs?

What is your funding plan and/or goals?

What is your internal and external policy agenda?

How will you communicate with internal and external partners?

How does/could your SFHS strategy align with hospital strategic plans, government relations priorities and community health needs assessments ?

What type of meeting/communication structure will support success?

Who has to approve the strategy?

Potential Tactics

✔ Strategic planning process

Tools

Additional notes

Evaluation and Improvement

- ✔ Identify what's working well and what isn't
- ✔ Evaluate your KPIs and determine if new goals and/or KPIs are needed
- ✔ Decide what should be sunset and what should be scaled
- ✔ Clarify what's funded and what's not, and why
- ✔ Determine how you will engage and gather input from families, schools, and students
- ✔ Evaluate whether you need additional resources to create an effective structure that drives desired outcomes
- ✔ Create a plan to sustain and improve your SFHS status

Notes

Strategic Questions

What's working? What's not?

How are your KPIs?

Are new goals and/or KPIs needed?

What should be sunset? What should be scaled?

What's funded and what's not, and why?

How will you engage and gather input from familiy, schools and students?

Do you need additional resources to have an effective structure to drive desired outcomes?

How will you sustain and improve your SFHS status?

Potential Tactics

✔ Formal feedback collection from partners e.g., survey, interviews, advisory meetings

✔ Conduct an equity analysis to determine how you are reaching schools/districts with greatest need

Tools

Additional notes

Established Organizational Infrastructure

- ✔ Build permanence and institutional memory status
- ✔ Evaluate the extent to which programs and systems are embedded versus tied to one person
- ✔ Align your org chart to support and reflect a SFHS
- ✔ Standardize SFHS services to ensure consistent and equitable delivery across partners and patients!
- ✔ Make public and external commitments about school-friendliness!
- ✔ Be accountable to those commitments

Notes

Established Organizational Infrastructure

Signs you may be here

✔ Your programs have a collective umbrella/name (e.g., SFHS Center of Excellence)

✔ Your executive leaders have a SFHS-related metric tied to their performance

Strategic Questions

How're you building permanence and institutional memory?

How're you standardizing SFHS services to ensure consistent and equitable delivery across partners/patients?

To what extent are programs and systems embedded vs. tied to one person, for example?

What public/external commitments have you made about school-friendliness

How does your org chart support/reflect a SFHS?

How are you accountable to those commitments?

Potential Tactics

✔ Transfer organic structures to functional structures, as needed

✔ Succession planning

Tools

Additional notes

SFHSs Learning Collaborative

Children's Wisconsin
Kids deserve the best.

Cincinnati Children's

CHOC

St Luke's Children's

Children's NEBRASKA

Children's Mercy KANSAS CITY

Children's National

New Cohort Members!

UPMC CHILDREN'S HOSPITAL OF PITTSBURGH

Children's Healthcare of Atlanta

Monroe Carell Jr. Children's Hospital at Vanderbilt

Le Bonheur Children's Hospital

Children's MINNESOTA The Kid Experts

Texas Children's Hospital

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