



The Colorado Health Foundation™

Business Plan Template for School-Based Health Care Programs *A Tool for Planning, Implementing and Sustaining Successful Programs*

- Type of Program:**
- School-Based Health Center**
 - School-Based Mental Health Service**
 - School-Based Oral/Dental Health Service**

Introduction

The Colorado Health Foundation is committed to making the best, most effective use of its resources. For that reason, the Foundation encourages all its applicants to build strong public-private partnerships and make maximum use of available public dollars. By rigorously developing public funding and developing programs anchored in these resources, applicants are likely to secure substantial and sustainable funds that will secure the project's future.

While nonprofit and public agencies are sometimes unfamiliar with the language of "the business plan," they are very familiar with the opportunities and challenges associated with developing a plan: thinking ahead, identifying project strengths, strategizing to overcome obstacles and planning for financial stability. The value of a formal business plan is that this standard template guides the project planning process in such a way as to assure that elements key to project success are addressed and that identified gaps are filled. Especially in a difficult economic environment, the Foundation is committed to supporting its prospective grantees in launching a new or expanded school-based health care program by encouraging the use of business techniques with a proven record of achieving operational success.

The Business Plan

While there are multiple approaches to developing a business plan, the outline below includes the components that are most frequently utilized. A description accompanies each component to help you complete each section. **This is intended to be a four-year business plan.** Depending on developments and changes, the business plan may need to be updated periodically throughout the four years.

As will become evident, the business plan is not just about strategizing for how a project can sustain itself in the long term; the plan recaps the organization's past, imagines its future and serves as a communications tool to help key audiences understand what the organization will do and what it expects to accomplish. Additional resources to assist in preparation of the business plan are listed at the end of the outline.

Business Plan Components

Title Page

Include applicant organization name, a list of the board of directors or members of responsible policy board, the chief executive officer or executive director, and the office address, telephone, e-mail address and web site URL.

Executive Summary

This is a concise summary of your entire plan. It conveys where you are now and where you want to go. Because the executive summary reflects both key facts and best thinking about your project, it is the last section you will write. The executive summary presents highlights of the following topics:

1. *Project purpose.* A statement that explains the goals and objectives of the school-based health care program, including program activities and services and their impacts and outcomes.
2. *Problem to be addressed.* Why this project is needed, i.e., what health needs were identified in the Readiness Assessment.
3. *Applicant organization.* Who is the applicant organization, where is it located, how many employees does it have, what is its “core” business. Please provide financial background of the applicant. Please explain how and why the organization was identified as the appropriate applicant organization for the school-based health care project.
4. *School district/school information.* In what school district and school will the program be located. Identify the district and school leaders involved in the program, including the superintendent, principal(s) and other key staff.
4. *Organization and management structure.* A description of the organizational structure and leadership of the school-based health care program, including a description of the proposed project partnership, the services that the applicant and partners currently provide, and how the applicant and partners will function in relation to project activities. Who will employ the practitioners and provide them with malpractice insurance? What organization(s) will handle billing for the services provided? What organization will own the medical records? Is there a Memorandum of Understanding between the school district and the partnering organization(s) that describes the roles and responsibilities of each party?

5. *Market analysis.* Based on the Readiness Assessment, what health needs exist in the current market and who will the project serve? What is the applicant's capacity to succeed given current market conditions, i.e., need and resources in the community.

6. *Marketing and communications plans.* Describe how you plan to market the services. How will you communicate with the school, community, students and their families? What media relations and strategies will you use.

7. *Financial situation/needs.* What are the financial requirements to initiate services and revenue projections?

Mission

Provide a clear and concise statement for your project. Why does/should it exist and what is its purpose? This purpose will drive your programs, services and daily activities. As a result, all partners should participate in developing the mission statement.

History

Briefly describe the history of the school-based health care program. For an existing school-based health care program, describe when it was founded and why, what major organizational changes has it undergone (e.g. growth, new locations, fiscal agent/contractual changes, renovations, etc.). For a new school-based health care program, describe how the idea for the program was initiated, who was involved and the process you went through to plan the program.

Goals and Objectives

What do you want to accomplish and why? Who are the intended beneficiaries? Goals are general statements of what you want to achieve and provide programmatic direction. Objectives are clear, realistic, specific, measurable and time-limited statements of action that, when completed, will move you towards achieving the goal.

Operations

A. Location and Facilities

Describe the physical location of your school-based health care program. Describe the facility in terms of square footage and the function of the rooms. If possible, include an architectural drawing of the space.

B. Operating Procedures

Provide an overview of the operations of your school-based health care program, including information about what agencies, guidelines, etc., direct your service delivery (e.g. CDPHE policies, FQHC guidelines, Title X guidelines).

C. School-based health care services

For existing programs, provide an overview of the services you currently provide through your school-based health care program and the services you propose to add. For new programs, describe the services you plan to offer. Will these change over the next four years? Will you add new services as the program matures? Include primary and ancillary services. Describe how your program assists uninsured children and adolescents with enrolling in Medicaid and CHP+. For services not provided by your program, describe your referral network and procedures for referring students.

Personnel and Resources

A. Leadership and Management

For existing programs, indicate who manages/supervises the school-based health care program. Include names, titles and responsibilities. For new programs that have not yet hired staff, indicate the management structure, position titles, qualifications and hiring plans. Because school-based health care programs are a partnership, be sure to indicate the responsibility of each partnering agency.

B. Staffing and structure

Describe the staffing of your school-based health care program, including positions, responsibilities, and hours worked per week. If your program uses volunteers, include information about their responsibilities, hours worked, etc.

Provide information about your community partners and what role they play in the operations of the school-based health care program. Also include information about your relationship with the school and school district or governing board in which the program is located, including what role the school has in governance, oversight and operations.

Market Analysis

Describe the current and projected need for your proposed services as experienced by the target audiences (this could extend beyond just students in the school where the services are located) and reflected in the data collected in the Readiness Assessment. Describe the project's geographic service area and the demographics of its target population, including overall size, ages, ethnicity, languages spoken, free and reduced lunch participation, etc. What are the major

employers in the area? Assess the availability of similar programs and services and discuss the comparative advantage of the services you will offer. Discuss the challenges and opportunities that you and your partners expect to face during the first several years. Challenges might include items such as anticipated declines in tax revenues and project cuts in public spending or increases in the number of low-income and/or uninsured families served by the target school(s). Opportunities might include factors such as new partnerships and collaborations or a stronger community commitment to better health outcomes for children.

Marketing and Communications

When starting a school-based health care program or writing a business plan for an existing program, it is important to familiarize yourself with some marketing concepts. These concepts help you think about your product (health care services) in terms of how to understand what your customer needs and wants and how you will meet their needs and wants. A product is anything that can be offered for attention, acquisition, use or consumption that might satisfy a customer's want or need. It includes physical objects, services, events, persons, places, organizations and ideas. A want is what a customer would like. A need is what the customer considers a necessity. Service delivery is the process of supplying the services that our customers want and need. Pricing refers to determining the best price for your service. Consider the prices that competitors charge, your costs, and what the consumer is willing and able to pay. Finally, advertising is a form of communication whose purpose it to inform potential customers about products and services and how to obtain and use them. It is a specific action taken to reach our customers.

A. Product

The product is

The customers need...

The customers want...

B. Service delivery

The clients will access services by ...

Barriers to delivering school-based health care services include...

C. Pricing

Provide an overview of what you charge for services delivered in your school-based health care program. Include an explanation of how you developed your fee schedule. If you offer a sliding fee schedule for uninsured clients, include it here. Indicate how you plan to bill for services provided to insured customers.

D. Marketing Messages

Explain the primary messages for your promotional materials. If you have a slogan or tag line, include it here. If you have different messages for different audiences (students, parents, school staff) describe them here.

E. Advertising/Marketing/Promotion Strategies

Outline your plan for advertising your school-based health care program here. Include specific information about the audience, the activities, the timeline, resources required and the expected outcome.

Financial Situation and Needs

Summarize the budgeting assumptions you used to develop the financial plan. Here are some sample assumptions that school-based health care programs may make:

- Facility will be available as an in-kind contribution from school. (Indicate whether this includes maintenance, janitorial service, etc.?)
- The program will have a certain amount of base funding in the form of government grants.
- The program will offer a competitive compensation package. Include specific salary ranges by position.
- The program will bill Medicaid, CHP+ and private insurance.
- The program will serve XX users per year.
- The program will/will not be open in the summer.

Using the information gathered in the business planning process, please complete the SBHC Financial Template and include it as an appendix to this plan. In order to give programs an idea of how variances in utilization, payer mix, reimbursement rates, etc., affect the program's financial health, please complete two versions of the tool. The first version should be the best-case scenario, based on your assumptions. The second version should contain more conservative estimates. The tool will help you develop an income statement for your school-based health care program. Please carefully review the Instructions tab of the spreadsheet prior to completing the tool. The estimates for utilization, insurance coverage, staffing costs, etc., should reflect the specific information gathered during the business planning process for your school-based health care program.

Evaluation and Assessment

Describe the factors that will be evaluated to assess the success of the project. Outline the approach and strategies you will use to monitor project development and conduct the project evaluation. Also describe how you will collect, store and analyze data.

Appendices

(Please include the following as attachments to your plan.)

- A. *Organization chart*. A graphic representation of how participating entities will relate to each other.
- B. *Resumes of key team members*.
- C. *Memoranda of understanding*. Please include copies of MOUs between partners in the school-based health care program.

D. *Testimonials*. What others say about your work

E. *SBHC Financial Template*. Please include two versions of the SBHC Financial Template with the business plan. One version should contain a best-case scenario; the other should contain more conservative estimates.

Additional resources

Developing business plans

SCORE. Steps for Developing a Nonprofit Strategic Business Plan.

<http://www.scoreknox.org/library/steps.htm>

The Bridgespan Group. Business Planning for Nonprofits: What It Is and Why It Matters. 2008.

<http://www.bridgespan.org/LearningCenter/ResourceDetail.aspx?id=2382>

Building highly effective organizations

Manda Salls. It's Back to Business-Basics for Nonprofits. Harvard Business School Working Knowledge. 2004. <http://hbswk.hbs.edu/item/3934.html>

Heather McLeod Grant and Leslie R. Crutchfield. Creating High Impact Non-profits. Stanford Social Innovation Review. 2007.

http://www.ssireview.org/articles/entry/creating_high_impact_nonprofits/