

UCSF Elev8 Healthy Students & Families project is an interprofessional academic-practice partnership that supports five middle school health centers located in underserved neighborhoods of Oakland, California. UCSF School of Nursing (SON) and UCSF School of Dentistry (SOD) faculty leadership collaborate with the Alameda County Center for Healthy Schools and Communities and partners in local Federally Qualified Health Centers (FQHCs), the Oakland Unified School District and community-based nonprofit organizations to place advanced-practice nursing and dental clinical faculty and students in the Elev8 School Health Centers (SHCs) for faculty practice, student clinical practicums and innovative quality improvement projects, screening and other interprofessional service learning opportunities. The goals of UCSF Elev8 partnership are to:

- 1) Provide high quality physical, mental and dental health services, case management and chronic disease prevention and care to Elev8 students
- 2) Engage UCSF students in interprofessional service learning opportunities including clinical practice, quality improvement and health education to Elev8 students and families (Interprofessional Education Collaborative Expert Panel, 2011).
- 3) Develop new models of financially sustainable and integrated health care service delivery in a school-based environment (Keeton, Solimanpour & Brindis, 2012) and lifelong learning opportunities for school-based providers

In its first two years, the major achievement of UCSF Elev8 has been its ability to leverage the academic-practice partnership to increase the capacity of the SHCs and to provide more interprofessional student learning opportunities to nursing and dental students. UCSF students worked alongside clinic staff and UCSF faculty to conduct mass oral health, body mass index, STI and psychosocial screens at several of the Elev8 sites increasing the outreach and billing capacity of our partner FQHCs. Self-reflections by nursing and dental students were integral to these service learning experiences: “Poverty impacts every child I see at Havenscourt [Middle School] and since I have only seen racial minorities, racism most certainly impacts into their situations on a broader level. I often have to reassess my most basic clinical inclinations, like suggesting they eat or promoting exercise, because there may not be food in the house or a safe place to play.” Three Quality Improvement projects in the areas of mental health, obesity and asthma were identified by clinics and carried out by UCSF NP students with faculty mentoring. Four teams have been assigned so far for QI projects this year, using the Plan Do Study Act model to build on the previous year’s QI accomplishments.

After two years of building relationships with partners, engaging with Elev8 students and families, and learning about the school and health center environments, UCSF Elev8 also achieved the following accomplishments:

- Four UCSF advanced-practice nursing faculty provided weekly practice in four SHCs.
- UCSF dental and NP students revised and delivered a curriculum about the health benefits of drinking tap water in collaboration with science and math teachers. These students also piloted health careers discussions with Elev8 students.
- UCSF faculty co-chaired a committee with Oakland Unified School District (OUSD) Wellness to bring a revised condom availability policy before the School Board. A UCSF SON FNP student contributed to this work by co-authoring a policy brief to support advocacy with the school board and was published in the Journal of Pediatric Health Care (Sayegh, Rose & Schapiro, 2012).

### **Names, partners**

Naomi A. Schapiro, RN, PhD, CPNP  
HS Clinical Professor, Project Director, UCSF Elev8 Healthy Students & Families  
naomi.schapiro@nursing.ucsf.edu  
415-476-4696

Tracey Schear, LCSW, Director  
Alameda County Center for Healthy Schools and Communities,  
[Tracey.schear@acgov.org](mailto:Tracey.schear@acgov.org)  
510-667-7991

## **Preparing for Your First Meeting**

### **Date/Time**

This partnership has been in existence for two years. We had a series of meetings with community stakeholders before the partnership began: 1. Meeting with the grant funder, the UCSF Development Office and Safe Passages, a community nonprofit organization that coordinated Oakland Elev8 on 2/16/11; 2. A meeting on 4/29/11 with Oakland Unified School District and Alameda County Health Care Services Agency; 3. Multiple smaller meetings with the FQHCs who manage each health center.

### **Place of Meeting**

The first meeting took place at UCSF; subsequent meetings were held in various locations in Alameda county, in order to facilitate participation by community stakeholders and partnership participants

### **What do you and your partner need to know about you and your organization?**

It was important for us to acknowledge that Atlantic Philanthropies had invited us to submit a proposal to help increase the sustainability of the five Elev8 clinics, and why we were well placed to do so. We communicated the mission of the Department of Family Health Care Nursing: to optimize the well-being of children and their families by fostering excellence in working with underserved and vulnerable populations. We shared our history of long term clinical and training partnerships with all of the clinics and the Health Department involved in Oakland

UCSF School of Nursing  
Nomination for 2013 exemplary Academic-Practice Partnership Award

Elev8 and our collaboration with the School of Dentistry. We shared the expertise, diversity and language capabilities of PNP, FNP and dental faculty and students.

## **PARTNERSHIPS**

### **Initial meeting**

#### **What is the right partnership activity for you and your partner?**

We have helped improve sustainability by providing nurse practitioner (NP) faculty to provide clinical services, dental faculty to facilitate interprofessional oral health education and screenings, nursing and dental students to deliver health education, billable screening and quality improvement projects.

The clinics and community agencies have helped us by providing training sites for students, faculty practice for faculty, partnerships for innovative projects and deep and meaningful service learning for students to increase their cultural humility and understanding of social determinants of health.

#### **What documents about your organization should you bring to the meeting?**

At initial meetings, we brought documents about the Department of Family Health Care Nursing, our interdisciplinary Leadership Education in Adolescent Health traineeships and a Federal HRSA MCHB grant, Nursing Leadership in Adolescent and Young Adult Health, awarded to our Department from 2008-2013, to demonstrate our commitment to community service, the diversity of our NP graduates, and our expertise in adolescent health.

#### **What do you have to offer?**

We explained to our partners that we could offer faculty with expertise in school-based and adolescent care, and PNP/FNP and dental students who are anxious to improve their skills in community-based oral health and developmentally appropriate preventive and confidential services. We have placed NP students in nursing with Elev8 partners for meaningful quality improvement projects, satisfying Masters degree program planning requirements while making a significant difference in services provided in each clinic.

As faculty embedded in multiple clinic sites, we could be well placed to notice best practices at each setting and set up annual cross-trainings to share them with other partnership members.

#### **What is your vision for this partnership and does your partner share this vision?**

We and our partners share a commitment to health equity and to culturally and

UCSF School of Nursing  
Nomination for 2013 exemplary Academic-Practice Partnership Award

developmentally appropriate health services, and to innovative models of school health services during a time of health care reform (Keeton, Soleimanpour & Brindis, 2012).

**Who else needs to be involved in both organizations? Is top leadership involved?**

The project development involved the Dean of the School of Nursing, the Department Chair of Family Health Care Nursing, the Chair of the Department of Public Health Dentistry, the UCSF Development Office, and Medical/Advanced Practice nursing and dental leadership at each FQHC, clinic managers, the Wellness Department of Oakland Unified School District and Alameda County Center for Healthy Schools and Communities.

**What is the business case for the partnership?**

School health centers in California are able to bill a mix of MediCal (California's Medicaid), sensitive services MediCal, County-supported indigent care and Family Planning Access Care and Treatment (Family PACT), even if they are not the patient's primary care provider. Licensed school health centers serving high need youth can apply for billing rates that are higher than their parent FQHC. Faculty NP practice offers the clinics increased flexibility around staffing, and the ability to bring in students for high-volume, mentored billable BMI, sexually transmitted infection (STI) and oral health screenings and preventive care that also enhance student learning. Alameda County provides additional financial support and technical assistance to each of 26 SHC in the County.

Some faculty time is initially grant-supported, with the plan to move to FQHC-supported faculty clinic placements in the future.

**Subsequent Meetings**

**Do you have clarity on goals and vision?**

The overall vision remains clear. As we have gained trust of community partners, we have been able to develop detailed goals and action plans that are specific to each of the five Elev8 sites. For example, we increased from one NP faculty to four placed in Elev8 sites by the second year of the partnership, and have been sought out by each partner clinic for special initiatives, including obesity interventions and mental health consultation.

**What are the details and time line of the initiative?**

Year 1: Develop relationships, offer technical assistance, offer NP faculty time and assistance with oral health screenings and initiatives. Provide intensive oral health education projects developed through nursing-dental student collaboration.

UCSF School of Nursing  
Nomination for 2013 exemplary Academic-Practice Partnership Award

Year 2: Increase faculty and student time in clinics. Offer parent engagement activities, dental student health careers curriculum and NP student Quality Improvement projects.

Year 3: Work with individual sites on obesity, school wellness and mental health initiatives. Develop case management protocols and training for dental providers. Increase dental-nursing student collaboration delivering clinical services. Move toward increased use of billing agreements between UCSF and the clinics for faculty practice.

### **Whom can we call for expert consultation if needed?**

We can call on our local partners, especially Oakland Unified School district and the Alameda County Center for Healthy Schools and Communities; our expert evaluators from the UCSF Institute for Health Policy Studies, led by Claire Brindis, DrPH; and the national School-Based Health Alliance [formerly known as the National Alliance of School Based Health Care or NASBHC] and partners in other communities of the national Elev8 project

<http://www.sbh4all.org>

<http://www.elev8kids.org>

### **What are the expected outcomes of the activity?**

The expected outcomes are increases in the number of billable visits per year at each SHC, and increasing percentages of middle school students served; increased exposure of graduate nursing and dental students to a diverse, underserved environment; increased sustainability of each SHC.

## **ENVIRONMENT**

### **Is this the right time for this partnership?**

Yes. The Oakland Elev8 project had just invested in building five new health centers and included dental exam rooms for the first time. They were looking for help in implementing dental services and achieving greater integration of services within the schools. The Schools of Dentistry and Nursing were both looking for more inter-professional learning experiences. The Oakland Unified School District was already working on a community schools model that included comprehensive health and wellness services and welcomed technical assistance and help in revising health-related policies.

**What are the issues that will facilitate or impede the development of the partnership?**

Factors that could potentially impede the project were an initial distrust by some partners of University motivations for community involvement, and continuing cuts to public funding of health care and changes in reimbursement of health services.

Factors that can facilitate the partnership are past and ongoing training relationships between the Department of Family Health Care Nursing (FHCN ) and the FQHCs involved in the project, the support of the Alameda County Center for Healthy Schools and Communities, integrated evaluation of our project with other SHC projects, and ongoing support for SHC on the State and Federal levels.

**Whose time will be required?**

Most meetings are conducted by the Project Director and Project Coordinator, We meet as needed with clinic managers, providers and school health administrative staff from each site, and at least yearly with School Wellness staff from Oakland Unified School District and Alameda County. We have an interprofessional project Leadership team with faculty and administrators from Nursing and Dentistry.

**When will the meetings be scheduled?**

We have UCSF leadership team meetings 4-6 times a year, as needed, and meet with higher level administrators from Oakland Unified School District and Alameda County once or twice a year. NP faculty have weekly commitments to the SHCs when they are open and, dental faculty meet as needed for special projects. The Project Director and Coordinator attend monthly meetings at each site, when possible.

## **ENVIRONMENT**

### **Space**

**What space is required for the activity?**

The initial Oakland Elev8 project provided funding to construct new school health centers at the 5 Elev8 sites, with 2 medical exam rooms, 1 dental exam room and additional therapy/conference/meeting rooms. The faculty practice takes place at these clinics. Some screenings and health fairs are conducted in gymnasiums or other school locations.

**What equipment and supplies are needed?**

Equipment and supplies are supplied through school health center budgets. The UCSF Elev8 budget contains some funding for technological enhancements at each site, and oral health supplies for screening and varnish.

**What money is needed?**

As noted above, the development of the collaboration was grant-funded, however the operational costs of the clinics are supported by third party billing and public funds.

**Where are we meeting?**

Most meetings take place at each Elev8 site, at County Health Cares Services administrative offices and at Oakland Unified District administrative offices.

**Where will we present outcomes?**

We present the results of our formal evaluations and outcomes of site-by-site activities to partners in meetings.

We have presented outcomes at yearly national gatherings of the all Elev8 projects.

We have presented outcomes publicly at the National School Based Health Association (formerly National Association of School Based Health Care) conferences in 2012 and 2013, are preparing conference submissions for 2014 and journal articles.

**ENVIRONMENT**

**Regulation**

**What are the policies or regulatory issues that will impede or facilitate development of the partnership on both sides?**

School health centers in California have some limitations in billing if they are not the child's primary care provider. The partnership is facilitated by California's progressive adolescent confidentiality policies and generous funding for confidential care. Alameda County and local school districts have shown steadfast support for school health care, facilitating opportunities for collaboration, training and technical assistance from the University. Ongoing need for the University for clinical practice sites and students training and service learning opportunities facilitates support on the University side

## **Context**

### **How will the partnership be funded?**

Funding for school health center construction. came through Federal grants and Atlantic Philanthropies; Oakland Unified School district funds facilities operation. Each health center is a satellite of an FQHC until independent licensing is achieved, and operates under third party billing with additional County support. Faculty are supported by State and grant funding, with increasing amounts recouped by billing the FQHC for faculty time.

Through strategic use of student volunteer hours with embedded faculty supervision, billable time of FQHCs can be increased while students gain valuable skills.

### **What are the constraints of both partners?**

Limited budgets, increasing deliverable expectations for each institution with flat or sometimes diminishing financial compensation.

### **What history do the partners have with each other and each others' institutions?**

UCSF already had training contracts with the three main Federally Qualified Health Centers that also covered school-based sites; many of the clinic NPs are graduates of our programs. Several faculty, including the UCSF Elev8 Project Director had worked for one of the FQHCs in the past and was currently providing NP clinical services and precepting as UCSF Faculty at a high school health center in a neighboring school district.

There have been past agreements between UCSF and Alameda County Health Care Services Agency for placing prelicensure students in public health settings and past histories of collaboration.

## Academic-Practice Partnerships Partnership Expectation and Outcome Metrics Worksheet

[outcomes tracked in blue]

Partnership Goals	Activities	Outcomes
<p>1. Provide high quality physical, mental and dental health services, case management and chronic disease prevention and care to Elev8 students</p>	<ul style="list-style-type: none"> <li>• Planning started with UCSF Elev8 Leadership team during proposal development</li> <li>• Met with Safe Passages and funder, Atlantic Philanthropies; Alameda County Center for Healthy Schools and Communities and FQHC partners to further develop and pilot ideas</li> <li>• Dental faculty worked with community dental partners to disseminate preventive best practices, promote effective case management for children identified with caries at screenings</li> <li>• Plans developed by NP student QI team to increase integration of Coordination of Service Teams (COST) at each school site with the SHC</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluations of SHC performance by contracted evaluators show increasing visits at HC and increasing faculty participation - <b>increased from 1 to 4 embedded faculty in Year 2 of Project.</b></li> <li>• Faculty will contribute to increased numbers of visits and increased % of students who return to class (instead of going home) after seeking care. <b>In a new site, faculty NP helped increase % of students returned to class from 34% to 73%, and total visits increased from 944 to 1548 from 2011-12 to 2012-13.</b></li> <li>• Evidence of university and community partners working together sustainably as evidenced by Practice agreements &amp; MOUs. <b>Active MOUs in place for student placements at all sites; Practice agreements with FQHCs who are leads in the 5 Elev8 sites, each renewed for Year 3.</b></li> <li>• Documentation of UCSF SON, SOD students in school health education, screening and case management projects: <b>In 2012, NP &amp; dental students screened and offered fluoride varnish to</b></li> </ul>

		<p>1748 youth, and NP students screened 242 for teen risks, BMI and STI. With faculty/preceptor support, all visits were billable</p> <p>All sites will increase #s of students with dental caries who are referred to appropriate care. In Yr 2, baseline, families of 139 youth were contacted, and 121 received restorative care.</p>
<p>2. Engage UCSF students in interprofessional service learning opportunities including clinical practice, quality improvement and health education to Elev8 students and families</p>	<ul style="list-style-type: none"> <li>• Increase social justice components of introductory courses in SON FNP/PNP programs; provide course credit and/or clinical hours for service learning experiences</li> <li>• Develop self-reflection tool (2011-2012) and refine (2012-2013) based on evaluation of student self-reflections</li> <li>• UCSF SOD faculty will provide Nurse Practitioner students with training in dental terminology, providing screenings and teaching students to do fluoride varnishes for early adolescents.</li> <li>• Nursing and dental students develop and deliver health education and health careers curricula as part of their health education sessions in math, science, and after school classes.</li> <li>• UCSF SON &amp; SOD will provide screening and direct health and dental services, including fluoride varnish and bacterial counts, to provide models for increasing access to oral health care.</li> <li>• Graduates are more likely to seek employment working with diverse and underserved populations after employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of educational offerings, NP student evaluations, student demonstrations of skills Tracked in student clinical logs (Typhon), course assignments</li> <li>• UCSF SON and SOD students achievement of learning objectives linked to community-based health care service learning, through analysis of self-reflection tools. Self-reflection tools piloted in Year 1, approved through IRB in year 2; students access tools on line before/during/after community engagement projects. Analysis in progress.</li> <li>• Track #s of students who receive interprofessional training (120+); # of courses where students receive credit for service learning opportunities. [1 dental course, 2 nursing courses, each running over multiple teaching quarters]</li> <li>• Increase # of Nursing and Dental students who interact with middle school youth and # of youth that receive exposure to enhanced health messages</li> </ul>

		<p>&amp; exposure to health careers. In years 1 and 2, over 150 Nursing and Dental students have interacted with youth in the Oakland Elev8 sites.</p> <ul style="list-style-type: none"> <li>Track numbers of students seeking employment in underserved communities after graduation. Evaluation in process of first graduating group after project begun</li> </ul>
<p>3. Develop new models of financially sustainable and integrated health care service delivery in a school-based environment and lifelong learning opportunities for NP and dental providers.</p>	<ul style="list-style-type: none"> <li>UCSF SON &amp; SOD will work with Partners to create a quality improvement collaborative to maintain and monitor the evidence- based standards</li> <li>Develop and maintain listserv to disseminate best practices</li> <li>Nursing Faculty offered expert NP clinical practice and infrastructure development to fledgling SHCs at Elev8 sites.</li> <li>QI projects by UCSF NP students related to HP 2020 goals &amp; objectives at Elev8 sites</li> <li>Technical assistance to clinics to increase enrollment of eligible youth through Gateway and maximize services to uninsured youth</li> <li>Billable mass screenings, using students and nursing and dental faculty to increase patient care and billing capacity (see #1 above)</li> </ul>	<ul style="list-style-type: none"> <li>Document provider listserv posts, technical assistance meetings, trainings to share best practices, and collaboration on best practices</li> <li>Cross-site trainings in Year 1 and Year2; listserv posts sharing best practices; 8+ technical assistance meetings in Year 1, 2 to develop NP protocols, confidentiality and HIPAA-FERPA interface agreements at SHC sites.</li> <li>Working with local Children’s Hospital to develop mental health consultation for SHC providers</li> <li>Track student QI projects for outcomes and catalysts to further change</li> <li>Year 2: 3 teams of students, year 3 4 QI projects</li> <li>Year 3: 4 QI teams starting projects;UCSF collaborating with</li> </ul>

		<p>3 SHCs to deliver innovative obesity management programs &amp; Track payer mix at each SHC, to document increase in Medicaid billing, decrease in lower reimbursement (Family PACT) or self-pay (no charge); work with SHCs to document increase in HEDIS measures to bolster negotiations with local Medicaid managed care plans for SHC reimbursement. SHC all trained in Medicaid enrollment where possible; payer mix and HEDIS measures being tracked for year 3</p>
--	--	--