
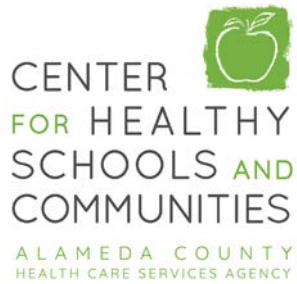




Alameda County School Health Initiative Framework

Seeding
Innovation

CENTER 
FOR HEALTHY
SCHOOLS AND
COMMUNITIES
ALAMEDA COUNTY
HEALTH CARE SERVICES AGENCY



A publication of the Center for Healthy Schools and Communities | Alameda County Health Care Services Agency

Comments, questions, and request for additional information can be directed to:
hellochsc@acgov.org

Center for Healthy Schools and Communities (CHSC)
1000 San Leandro Blvd., Suite 300
San Leandro, CA 94577
achealthyschools.org

© 2020 CHSC

Cover artwork: Sedy Santamaria

CONTENTS



Seeding Innovation

Alameda County School Health Initiative Framework

Foundational Elements	4
TREE ROOTS.....	4
Transformative Leadership.....	4
Capacity Building.....	4
Dynamic Partnerships	5
Equity Lens.....	5
Infrastructure and Integration.....	5
Focus on Impact	5
Smart Financing.....	5
Stakeholder Engagement.....	5
Program Areas	6
TREE BRANCHES.....	6
School Health Centers	6
Family Partnership	6
Healthy Spaces and Places.....	7
School-Based Behavioral Health	7
Youth Wellness and Leadership.....	7

Foundational Elements

The Center for Healthy Schools and Communities (CHSC) has developed a framework to guide our efforts and support the field. Having a strong framework helps create a vision that inspires and aligns stakeholders. It provides clarity and becomes a tool for communicating both the essence and details of an initiative. Our framework is guided by the belief that, together, we can cultivate the opportunities and support that young people need to be healthy and successful in school and in life.

While every school and community we work in is unique, we have identified several foundational elements, or “roots,” that are essential to the impact and long-term stability of school health initiatives. At CHSC, we support our partners in a myriad of ways to cultivate and strengthen these roots – by convening collaboratives, developing frameworks and tools, and providing training and coaching.



TREE ROOTS

Transformative Leadership

THINKING AND ACTING BEYOND BOUNDARIES

Systemic change happens when leaders at all levels think and act across boundaries, challenge assumptions and the status quo, and work creatively to solve problems and advance a health and education equity agenda.

CHSC builds the leadership capacity of county and partner staff by training them to excel in seven competency areas that are essential for creating more effective equitable health and education systems. Additionally, we place special focus on supporting young people to become transformational leaders who actively participate in program planning, policy-making, and decision-making across our programs and initiatives.

Capacity Building

STRONG ORGANIZATIONS, STRONG PEOPLE

Investing in the capacity of individuals and organizations strengthens the potential to manage change, collaborate, and fulfill missions. Successful initiatives require assessing the needs of partner organizations and the overall collaborative, and dedicating resources to support the development of partners, their staff, and the initiative as a whole.

CHSC provides a range of services that support individuals and organizations while they build these roots, transform systems, and deliver effective health and educational support. Services include coaching and consultation, facilitated communities of practice, trainings and workshops, and ready-to-use toolkits. CHSC also acts as an intermediary or backbone organization for partner collaboratives, focusing on infrastructure and skill-building.

Dynamic Partnerships

DEEP COLLABORATION CREATES DEEPER IMPACT

When partners come together with a shared vision of certain goals and outcomes, their collective impact is greater than that of an individual organization acting alone. In deep collaboration, partners create trusting relationships, wrestle with challenges, take risks together, and are open to change in order to build aligned systems. Across our programs and initiatives, CHSC promotes partnership practices that help partners share decision-making and align their activities for deeper impact. We provide frameworks, tools, and technical assistance for dynamic partnership practices such as coordination structures and partnership agreements.

Equity Lens

EACH AND EVERY CHILD GETS WHAT THEY NEED TO THRIVE

As long as factors such as race, class, and neighborhood have an impact on health and educational outcomes, initiatives must be committed to support those furthest from opportunity. Applying an equity lens starts by identifying inequities and their underlying causes, and then by embracing cultural humility, and engaging groups whose voices are not traditionally heard. This foundation informs all planning and decision making, from the individual to the systems level.

CHSC brings an equity lens to all our work and consciously shifts the conversation to “all children.” We use data to identify opportunity gaps. We apply that information to carefully target resources so that each and every child gets what they need to be successful.

Infrastructure and Integration

INTEGRATING WELLNESS AS A CONDITION FOR STUDENT SUCCESS

Schools and districts ensure that all students, regardless of ability, get what they need to succeed in school. This requires an infrastructure that integrates health and wellness efforts and the partnership of students and school districts with each other and with the academic program. Key components of this infrastructure are: a multi-tiered system of supports (MTSS); coordination of services teams (COST); integrated district-wide professional development and coaching plans; and district- and school-wide policies and practices that institutionalize the work as integrated with and not separate or additional to the district’s core work.

Focus on Impact

THE DESTINATION DEFINES THE JOURNEY

Successful initiatives define and track their progress toward clear results and make mid-course adjustments. An ongoing focus on results and evaluation, starting at the beginning of an initiative, helps collaborators drive their action in alignment.

CHSC uses our results framework internally and with our partners to guide development of desired outcomes and key strategies. We develop evaluations, data-sharing agreements, and other tools as needed, to track our progress toward these results and to adjust our strategies as needed.

Smart Financing

SUSTAINABILITY STARTS ON DAY ONE

Talking explicitly and often about financing is key to growth and sustainability. Smart financing encompasses a vast array of strategies that leverage resources across sectors, build shared investments, and secure long-term commitments. CHSC uses a multi-pronged approach to smart financing. Core support for school health services, e.g., local bond and tax measures, blended funding across public departments, revenue-generating strategies, including third-party billing, and partnerships across public, private, and non-profit sectors.

Stakeholder Engagement

ALL STAKEHOLDERS HAVE A VOICE

All stakeholders in the school system are recognized as valuable members of the school community. This means that staff, students, caregivers, partners, and district leadership are informed and have varied opportunities to engage in planning and implementation of school health efforts, i.e., providing input and feedback, serving on planning or advisory committees, becoming trainers or ambassadors, and leading implementation.

Program Areas

In our Framework for School Health Initiatives, strong roots support the growth and success of five program areas, or “branches.” At the Center for Healthy Schools and Communities (CHSC), we develop, fund, and in some cases directly provide a range of supports across these program areas. When all the pieces and partners are in place, schools can support the healthy development and success of the whole child, their family, school, and community.



TREE BRANCHES

School Health Centers

BRINGING HEALTH TO WHERE YOUTH ARE

School health centers (SHC) are both clinics and places for students to experience positive youth development opportunities. Successful SHCs go beyond co-locating services on a school site; they have trusting and collaborative relationships with youth, families, schools, health providers, and the community. CHSC has been innovating with SHCs for two decades in partnership with schools, districts, and health providers, contributing to SHCs becoming a nationally recognized best practice for improving health outcomes for youth. Our network of 29 SHCs offer integrated and confidential health and wellness services to more than 21,000 students annually. And they are sustainable – we have never closed a school health center.

Family Partnership

SUPPORTED FAMILIES ARE SUPPORTIVE FAMILIES

Families are children’s first teachers and they are fundamental to their academic success and healthy development. CHSC partners with families and our network of schools and providers to build relationships, connections, and stability. As family support is most successful when schools engage with families in trusting, collaborative relationships, we provide leadership opportunities and parent education in our school-based work county-wide. We have recently begun working with other public agencies, school districts, and community-based organizations to develop one-stop hubs for families to access resources and enroll directly in health coverage and other public benefits in welcoming school district locations.

Healthy Spaces and Places

TRANSFORMING INSTITUTIONS INTO COMMUNITIES

A physically and emotionally safe environment is conducive to teaching and learning – a positive physical environment with caring relationships, culturally relevant pedagogy, and trauma- and resilience-based practices for students, staff, and families. CHSC works with schools and districts to create these environments that enhance relationships and create the space for students (and staff) to take risks and explore new skills and interests. We provide training and coaching, support school- and district-wide climate teams and initiatives, and partner with districts to build out multi-tiered systems of support that include school climate efforts and coordinated access to support services.

School-Based Behavioral Health

BUILDING NURTURING SCHOOL COMMUNITIES

Social-emotional health is a critical ingredient for learning. When schools are able to support the whole child, all students can thrive and succeed. Developing school-based behavioral health systems that promote social-emotional learning at the district and school level requires partnership from the entire behavioral health field – city and county health departments, community mental health providers, and substance abuse and prevention programs. This type of approach also requires a shift in perspective. A shift from reactive to proactive, from illness to wellness, and from working with individual students to supporting the entire school community. CHSC and our partners have taken this work to scale, investing over \$25 million annually in all 18 school districts and at over 170 schools.

Youth Wellness and Leadership

YOUTH VOICES GUIDE THE FUTURE

When young people have opportunities to develop their leadership skills and voice their opinions, they guide powerful and positive community change. CHSC supports youth programs that create places of safety, belonging, and possibility in school-based and school-linked settings. Across our programs and initiatives, we create opportunities for young people to access youth-friendly health and wellness support, develop their talents, explore career possibilities, and build the relationships and skills needed for success.



Our School Health Initiative Framework.

Strong roots support productive branches and solid growth.

School Health Centers

Family Partnership

School-Based Behavioral Health

Healthy Spaces and Places

Youth Wellness and Leadership



Transformative Leadership

Focus on Impact

Capacity Building

Infrastructure and Integration

Dynamic Partnerships

Smart Financing

Equity Lens

Stakeholder Engagement

About Us

As part of Alameda County Health Care Services Agency, the Center for Healthy Schools and Communities (CHSC) has worked for over 20 years with school districts, community partners, youth, families, and policymakers to build school health initiatives that create equitable conditions for health and learning. Together we have developed 28 school health centers, expanded behavioral health supports to over 190 schools, built and lead operations of the REACH Ashland Youth Center, supported youth wellness and family partnership initiatives, and implemented targeted equity strategies for youth furthest from opportunity. Our school health programs and partnerships address urgent health and education inequities and create opportunities for all young people to cultivate their strengths, resiliency, and promise. We focus on supporting the physical health of students – knowing that students can't learn if they are sick, hungry, or absent from school. But we also focus on other aspects of wellness that youth and families need to thrive: social, emotional, spiritual, intellectual, environmental, and occupational. For more information about CHSC's work, please visit our website at achealthyschools.org



How It Works

Look for the School Health Works icon anywhere on the CHSC website to find resources, tools, guides, and videos to help health and education leaders to build school health initiatives.

achealthyschools.org/resources