

# State of California—Health and Human Services Agency Department of Health Care Services



# Student Behavioral Health Incentive Program Frequently Asked Questions

The following frequently asked questions (FAQs) about the Student Behavioral Health Incentive Program (SBHIP) are organized in seven categories:

- General Program Information
- SBHIP Timeline
- Managed Care Plans (MCPs) and Selected Partnerships
- Needs Assessments
- Targeted Interventions
- Funding
- Contact Information

### **General Program Information**

#### 1. What is the SBHIP?

SBHIP is a program that originated from State law (AB 133, Welfare & Institutions Code Section 5961.3) and is intended to address behavioral health access barriers for Medi-Cal students through targeted interventions that increase access to preventive, early intervention, and behavioral health services by school-affiliated behavioral health providers for TK-12 children in public schools.

#### 2. What are the objectives of SBHIP?

The objectives of SBHIP are to:

- a. Break down silos and improve coordination of child and adolescent behavioral health services for those enrolled in Medi-Cal through increased communication with schools, school affiliated programs, managed care providers, counties, and mental health providers.
- b. Increase the number of TK-12 students enrolled in Medi-Cal receiving behavioral health services provided by schools, school-affiliated providers, county behavioral health departments, and county offices of education.

- c. Increase non-specialty services on or near school campuses.
- d. Address health equity gap, inequalities, and disparities in access to behavioral health services.

### 3. Which students are impacted by the program?

SBHIP is targeted at TK-12 students enrolled in the State Medicaid program, Medi-Cal. However, it is anticipated the behavioral health infrastructure investments will ultimately benefit all students, including Medi-Cal and non-Medi-Cal beneficiaries.

#### 4. Will the program be available statewide?

SBHIP will be implemented at the county level and is voluntary for Medi-Cal MCPs, which will be implementing the program. While it is expected that the program will be implemented in most counties, there may be some counties in which the MCPs may choose not to participate.

#### 5. What is a Local Education Agency (LEA)? (New Item – 2/2022)

Local Education Agencies (LEA) include school districts, county offices of education, charter schools, California Schools for the Deaf, and California Schools for the Blind (California Education Code Section 49005.1(c)).

#### **SBHIP Timeline**

### 1. When does the program start and end?

SBHIP is a three-year program which begins January 1, 2022, and ends December 31, 2024. While funding will no longer be available for the program after 2024, it is DHCS' goal that the infrastructure and partnerships developed as a result of the program will be sustained after the end of the three-year program.

### 2. How will the program be implemented (i.e., will the SBHIP services be available on day one)? (Updated – 2/2022)

SBHIP will be implemented in phases. In the first year of the program (2022), the focus will be on building relationships between local educational resources and MCPs to support a behavioral health needs assessment of the local student population. That needs assessment is intended to inform what behavioral health targeted interventions will best support local student population. After the behavioral health needs assessment is completed (by December 31, 2022), the MCPs and their local partners will select targeted interventions and submit a project plan to implement those targeted interventions to the California Department of Health Care Services (DHCS). After DHCS approval of those project plans, the MCPs and local partners will begin implementing those targeted interventions in selected schools the first and second quarter of 2023.

# 3. Can targeted interventions be implemented before the needs assessment is completed? (Updated – 2/2022)

Yes, during the program planning phase (August 2021–December 2021), stakeholders recommended that in certain instances, targeted interventions should be able to be implemented before the needs assessment has been completed. This may include instances where there are existing strong partnerships between the MCPs, and local educational partners and the local behavioral needs are clear. Project Plans for targeted interventions to be implemented before the needs assessment is completed, must be submitted to DHCS no later than June 1, 2022 to be eligible for payment in October 2022. MCPs may still submit Project Plans after this date but no later than December 31, 2022 to receive payment in April 2023. Regardless of the disbursement date, incentive payments will be linked to the rating period in which milestones were completed (e.g., payments made to an MCP for milestones completed in 2022 will be linked to the 2022 rating period). All Project Plans will depend on DHCS approval of the completed Project Plan per the SBHIP Deliverables and Scoring and Evaluation Criteria (Section 9) outlined in the SBHIP Overview and Requirements Document.

SBHIP Timeline	Date
SBHIP Design Period: DHCS works with stakeholders to develop metrics, interventions, and goals to inform incentive payments to Medi-Cal MCPs	August 2021 – December 2021
Medi-Cal MCPs submit Letters of Intent to participate in SBHIP due to DHCS	January 31, 2022
Medi-Cal MCPs work with County Office of Education to select SBHIP partners	First Quarter 2022
Medi-Cal MCPs submit SBHIP Partners Form	March 15, 2022
Medi-Cal MCPs and selected partners conduct Needs Assessment	Second/Third Quarter 2022
OPTIONAL: MCPs develop and submit accelerated Project Plan(s) for each targeted intervention and each county to DHCS	June 1, 2022
Medi-Cal MCPs submit completed assessment package to DHCS	December 31, 2022
OPTIONAL: MCPs submit Bi-Quarterly Report if they submitted an accelerated Project Plan(s) on June 1, 2022	December 31, 2022
Medi-Cal MCPs:	December 31, 2022
<ul> <li>Select targeted intervention(s) and student population focus on selected intervention(s)</li> </ul>	
Submit project plan to DHCS	
Medi-Cal MCPs and selected partners implement targeted intervention(s)	2023/2024
Medi-Cal MCPs submit Bi-Quarterly Report	Bi-Quarterly 2023/2024
Medi-Cal MCPs submit Project Outcomes Report for each targeted Intervention	Third/Fourth Quarter 2024
SBHIP operations close	December 31, 2024

# 4. Can MCPs submit Project Plans between the June 1, 2022, and the December 31, 2022, deadline? (New Item – 2/2022)

Yes, DHCS encourages early submission of the Project Plan. If MCPs submit Project Plans after June 1, 2022, they can start implementing their Project Plans for Targeted Interventions upon DHCS approval but will not receive any Targeted Intervention payments until April 2023. Payments made to an MCP in 2023 for milestones completed in 2022 will be linked to the CY2022 rating period.

#### 5. When are Bi-Quarterly reports due? (New Item - 2/2022)

The SBHIP Bi-Quarterly Report is a required component of the SBHIP. SBHIP Bi-Quarterly Reports are required for each targeted intervention selected within the following timeframes:

- Beginning on June 30, 2023, the SBHIP Bi-Quarterly Report must be submitted by the end of every other quarter throughout the duration of the project or until the Project Outcome Report has been submitted.
- If the Project Plan is submitted by June 1, 2022, the first Bi-Quarterly Report is due by December 31, 2022.

### Managed Care Plans (MCPs) and Selected Partnerships

### 1. What collaboration is expected between local educational partners and the MCPs?

The MCPs are expected to work with County Offices of Education (COEs) to identify Local Education Agencies (LEAs) for partnership in the program. Once partner LEAs are identified, the MCP and LEA will work together on completing the needs assessment and targeted intervention project plan, and then implementing those targeted interventions. Collaboration is expected throughout the program duration, with the intent of collaboration continuing post-implementation.

### 2. What if MCPs are unable to engage the County Office of Education (COE)?

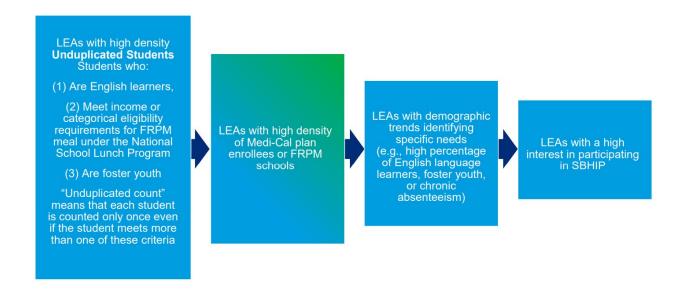
MCPs are required to show they have attempted to contact the COE. The expectation is the MCP attempts to contact the COE at minimum three times and engages the technical assistance contractor for support in making contact. If the COE is unable to establish engagement, the MCP must work directly with educational entities (e.g., LEAs) and include signatures, as appropriate.

#### 3. Are MCPs required to partner with all LEAs in a county?

All MCPs serving the same county, collaboratively are required to partner with a minimum of 10% of LEAs within the county. On a case-by-case basis, the MCP may partner with fewer than 10% of LEAs if the MCP has demonstrated a good faith effort to partner. MCPs will be required to identify instances when an LEA wanted to partner but was not chosen in the final needs assessment document.

## 4. Are there criteria for MCPs to determine which LEAs to select for partnership? (Updated – 2/2022)

MCPs are expected to work with County Offices of Education to select LEAs with the greatest need as determined by the MCPs and COE. Understanding that all partnerships are optional, the following depicts the priority order in which LEAs should be considered for partnerships. However, DHCS understands that needs can be different in every county. DHCS encourages MCPs to collaborate with COEs to identify the right LEAs for SBHIP partnership.



#### 5. Is there a timeframe for MCPs to identify selected partner LEAs?

MCPs are required to formally identify LEA partners by March 15, 2022, with DHCS.

#### 6. What documentation is needed to confirm the partnerships?

MCPs will be required to submit documentation of partnerships, including contact information for those partnerships with DHCS. MCPs are expected to receive signatures from the COE superintendents on the form identifying the LEA partners. However, in some instances, this may not be possible. In those exception cases, MCPs will be required to document that the MCP has attempted to contact the COE at least three times and has engaged the technical assistance contractor for support in making that contact. Signatures from LEA partners will be required if COE signatures are not possible.

## 7. Are MCPs required to create MOUs with partners to participate in SBHIP? (New Item – 2/2022)

If there is a partnership in place, MOUs are required for:

- Partnerships between MCPs, County Offices of Education (COEs), and Local Education Agencies (LEAs)
- MCPs collaborating with other MCPs to implement SBHIP targeted interventions within a county

MOUs are optional between MCPs and County Behavioral Health (BH) Departments.

# 8. Is the Partners Form (due on 3/15/22) binding for the entire duration of SBHIP? (New Item – 2/2022)

The Partners Form is intended to be binding. However, DHCS encourages MCPs to add partners, as appropriate, and MCPs should inform DHCS if LEA partners are added. Alternatively, if a situation arises in which LEAs or other partner stakeholders can no longer participate, DHCS and Guidehouse will offer technical assistance.

#### **Needs Assessments**

#### 1. What is the needs assessment?

The needs assessment is intended to identify areas for behavioral health opportunities for TK-12 Medi-Cal students within the selected LEAs in each county.

#### 2. Will there be more than one needs assessment in each county?

There will be one needs assessment per county. In instances where there are multiple MCPs in a county participating in SBHIP, MCPs may work together or separately on completing the needs assessment with their selected LEA partners. The MCPs will then collaborate to synthesize assessment(s) into one document.

# 3. What are the expectations for the "10% LEA threshold" in completing the needs assessment in instances where there are multiple MCPs in a county?

In counties with more than one participating MCP, it is expected that the MCPs collectively reach the 10% LEA threshold for partnership. For example, if in a given county the 10% threshold is 10 LEAs and there are two participating MCPs, one MCP (MCP A) could partner with six LEAs and the other (MCP B) could partner with four LEAs. The needs assessment for MCP A would reflect the findings for the six partner LEAs and the needs assessment for MCP B would reflect the findings for the four partner LEAs. The two MCPs do not need to collaborate on a collective needs assessment for that county, but the MCPs will be required to collaborate on timing so that both are completed and submitted at the same time as one document

# 4. What is the denominator used to calculate the "10% LEA threshold"? (New Item – 2/2022)

The denominator is the total number of LEAs within a county, based on the Public Districts Data Files (<a href="https://www.cde.ca.gov/ds/si/ds/pubschls.asp">https://www.cde.ca.gov/ds/si/ds/pubschls.asp</a>). Submitted needs assessments must at a minimum include 10% of the LEAs in the county. The formula to calculate the 10% minimum is as follows:

 [Number of LEAs with whom the MCP(s) is partnering] / [Total number of LEAs within the county]

In counties with more than one participating MCP, DHCS expects that the MCPs collectively reach the 10% LEA minimum threshold for partnership.

# 5. If current data is not available, will data from previous years be accepted to fulfill the Data Collection Strategy component of the Needs Assessment? (New Item – 2/2022)

The rationale for requesting data from 2020 or later was to make sure needs assessments reflect the current needs of students, in large part due to COVID-19 pandemic, and to capture any potentially "new" needs in the local community. The needs assessment should reflect the

current needs of students. However, DHCS will allow for data collected prior to 2020 in cases where more recent data is not available. For data collected prior to 2020, the MCP must notify DHCS and indicate efforts to identify more recent data.

#### 6. What is the timeframe for completing the needs assessment?

The needs assessment is to be completed on or before December 31, 2022.

## 7. What should be included in the behavioral health services budget? (New Item – 3/2022)

Behavioral health services are defined as a continuum of mental health and SUD services and supports that include prevention, early intervention, outpatient, crisis, and residential and inpatient services. Budget items may include but are not limited to, salaries, benefits, materials, supplies, training, indirect costs, or other expenses. Items considered to be under the purview of behavioral health services may vary among LEAs, so please include a narrative response or a behavioral health services budget worksheet along with the estimated percentage of behavioral health services funding, relative to the total LEA budget.

### **Targeted Interventions (TIs)**

#### 1. What are Targeted Interventions?

AB 133, Welfare & Institutions Code Section 5961.3, directed DHCS to work with stakeholders to develop targeted interventions for SBHIP incentive payments. The final list of 14 targeted interventions is intended to define broad parameters for acceptable behavioral health interventions. The 14 targeted intervention categories include:

- Behavioral Health Wellness (BHW) Programs: Develop the infrastructure for, or pilot BHW programs, to expand greater prevention and early intervention practices in school settings (examples include building a school site dedicated and appropriate for BHW activity, planning, partnership development, and capacity building for programs such as Mental Health First Aid and Social and Emotional Learning) by Medi-Cal MCPs. The project may build or expand a dedicated school behavioral health team to engage schools, and address issues for students with behavioral health needs. Projects include, but are not limited to, infrastructure, capacity building, partnership development, materials, training programs, and staff time. If wellness programs already exist, the project may build on and expand on these efforts.
- Telehealth Infrastructure to Enable Services and/or Access to Technological Equipment: Increase behavioral health telehealth services in schools, including app-based solutions, virtual care solutions, and by investing in telehealth infrastructure within the community health worker or peer model. Ensure all schools and students have access to equipment to provide telehealth services, like a room, portal, or access to tablets or phones, within their school with appropriate technology. The project may build the capacity of behavioral health professionals through trainings in order to utilize this mode of service delivery.

- Behavior Health Screenings and Referrals: Enhance Adverse Childhood Experiences and other age and developmentally appropriate behavioral health screenings to be performed on or near school campuses, and build out referral processes in schools (completed by behavioral health provider), including when positive screenings occur, providers taking immediate steps, including providing brief interventions (e.g., motivational interviewing techniques) on or near school campuses and ensuring access or referral to further evaluation and evidence-based treatment, when necessary.
- Suicide Prevention Strategies: Implement a school suicide prevention strategy and/or expand/improve upon existing LEA suicide prevention policy obligations. The project may include the development of culturally defined practices for targeted populations.
- Substance Use Disorder: Increase access to SUD prevention, early intervention, and treatment, including expanding the capacity for providers to conduct SUD activities on or near school campuses. Capacity building may include efforts to increase Medication Assisted Treatment where feasible and co-occurring counseling and behavioral therapy services for adolescents. The project may include investments to build infrastructure and establish or expand capacity of new or existing collaborations between schools and providers to enhance referral mechanisms to ensure students can be referred for school-based SUD services.
- Building Stronger Partnerships to Increase Access to Medi-Cal Services: Build
  stronger partnerships between schools, MCPs, and county behavioral health plans so
  students have greater access to Medi-Cal covered services. This may include providing for
  technical assistance, training, toolkits, and/or learning networks for schools to build new or
  expand capacity of Medi-Cal services for students, integrate local resources, implement
  proven practices, ensure equitable care, and drive continuous improvement.
- Culturally Appropriate and Targeted Populations: Implement culturally appropriate and
  community defined interventions and systems to support initial and continuous linkage to
  behavioral health services in schools. The project may focus on unique, vulnerable
  populations including, but not limited to, students living in transition, students that are
  homeless, and those involved in the child welfare system. The project may include offers to
  cover staff time and training for providers on interventions.
- Behavioral Health Public Dashboards and Reporting: Improve performance and outcomes-based accountability for behavioral health access and quality measures through local student behavioral health dashboards, or public reporting.
- Technical Assistance Support for Contracts Medi-Cal managed care plans execute
  contracts with county behavioral health departments and/or schools to provide preventive,
  early intervention, and behavioral health services. It is expected that this targeted
  intervention would go above and beyond the MOU requirement.
- Expand Behavioral Health Workforce: Expand the school-based workforce (including building infrastructure and capacity for) by using community health workers and/or peers to expand the surveillance and early intervention of behavioral health issues in school aged kids. The project may include coverage for the cost to certify peers to provide peer support services on school-based sites. Particular focus on grades 5–12, since young people tend not to see their primary care provider routinely after their vaccinations are complete.

- Care Teams: Care teams that can conduct outreach, engagement, and home visits, as well as provide linkage to social services (community or public) to address non-clinical needs identified in behavioral health interventions. The project may include investments to implement or expand the capacity of existing care teams.
- IT Enhancements for Behavioral Health Services: Implement information technology and systems for cross-system management, policy evaluation, referral, coordination, data exchange, and/or billing of health services between the school and the MCP and county behavioral health department.
- Pregnant Students and Teens Parents: Increase prenatal and postpartum access to
  mental health and SUD screening and treatment for teen parents. The project may include
  investments to build the capacity of providers to serve this unique population on or near
  school campuses by providing training, and specialized program development, including
  school-based or school-linked sites to provide services.
- Parenting and Family Services: Providing evidence-based parenting and family services for families of students, including, but not limited to, those that have a minimum of "promising" or "supported" rating in the Title IV-E Clearinghouse Prevention Services or the California Evidence-Based Clearinghouse for Child Welfare.

# 2. Is there a minimum number of targeted interventions that must be implemented in each county? (Updated – 2/2022)

MCPs must implement a minimum of one to four interventions in each county (depending on the size of the county's potential incentive payment allocation) to be eligible to receive the full incentive payment amount. The minimum number of targeted interventions by county can be found in the table below.

Minimum Number of Targeted Interventions	County
1	Alpine, Amador, Calaveras, Colusa, Del Norte, Glenn, Inyo, Lake, Lassen, Mariposa, Mendocino, Modoc, Mono, Nevada, Plumas, San Benito, Sierra, Siskiyou, Tehama, Trinity, Tuolumne, and Yuba
2	Butte, El Dorado, Humboldt, Marin, Napa, Shasta, Sutter, and Yolo
3	Imperial, Kings, Madera, San Luis Obispo, and Santa Cruz
4	Alameda, Contra Costa, Fresno, Kern, Los Angeles, Merced, Monterey, Orange, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, San Mateo, Santa Barbara, Santa Clara, Solano, Sonoma, Stanislaus, Tulare, and Ventura

MCPs have the below options to meet the minimum number of targeted interventions:

- If there is only one MCP in the county, the MCP must implement the minimum number of targeted interventions to receive full funding.
- If there is more than one MCP in the county, MCPs can:

- Collaborate on all targeted interventions. MCPs must implement the county minimum number of targeted interventions to receive full funding.
- Not collaborate on any targeted interventions. Each MCP must individually implement the minimum number of interventions to receive full funding.
- Collaborate on some but not all targeted interventions and implement interventions independently of one another. For example, in a two-plan county with a minimum of two targeted interventions, an MCP could implement one targeted intervention on its own and collaborate with the county's other MCP on the second targeted intervention to meet the two-intervention minimum. The total number of interventions each MCP is engaged in (including both collaborative and independently implemented interventions) must meet the county's minimum number of interventions for an MCP to receive full funding.

MCPs will be required to implement the targeted interventions with the LEAs and other local partners. Targeted interventions cannot be implemented solely by the MCP.

3. If an MCP implements the same targeted intervention in multiple LEAs within the same county, will that intervention be considered as more than one targeted intervention? (New Item – 2/2022)

No, the intervention will count as one targeted intervention.

4. If an MCP and their partner(s) wish to implement a large initiative that has multiple parts that fall into multiple targeted intervention categories, would this count as multiple targeted interventions? (New Item – 2/2022)

If the components fall into more than one distinct targeted intervention categories, the initiative would count as multiple targeted interventions.

#### 5. How will the effectiveness of the targeted interventions be measured?

Medi-Cal MCPs will be required to select one of two performance outcome metrics for each targeted intervention. Performance outcome metrics include:

- Performance Outcome Metric #1: Increase access to behavioral health services (capacity, infrastructure, sustainability, behavioral health service) for Medi-Cal beneficiaries on or near campus
- Performance Outcome Metric #2: Increase access to behavioral health services (capacity, infrastructure, sustainability, behavioral health service) for Medi-Cal beneficiaries provided by school-affiliated behavioral health providers

Medi-Cal MCPs, in collaboration with selected partners, will be required to select two, distinct Performance Measures to demonstrate achievement of the Performance Outcome Metric. Examples of Performance Measures may include but are not limited to: number of students attending a suicide prevention program, number of BH telehealth services provided, number of BH providers, number of CARE Team members, number of BH staff trainings, number of students attending BH trainings, frequency of BH presentations, number of BH Wellness rooms). The performance measures and performance outcome will be defined in the initial

project plan and reported on in the final project outcome report, which will be completed at the end of the program.

### 6. What documentation with the LEA is needed to execute the targeted intervention?

The MCPs will be required to execute memorandums of understanding (MOUs) with selected partners for each targeted intervention. One MOU may be signed with an LEA if multiple targeted interventions are being implemented in that LEA. If an MOU is being executed between the MCP and a community-based organization (CBO), documentation of an agreement between the CBO and LEA will also be required.

### **Funding**

#### 1. How much funding is allocated for SBHIP and who will receive it?

SBHIP is funded with \$389 million over the three-year timeframe of the program. Payments will be made to MCPs. Of the \$389 million, \$39 million is available to be distributed for completing the needs assessment and \$350 million is available to be distributed for the targeted interventions.

# 2. Is financial reporting to DHCS required for using MCP funds? (New Item – 2/2022)

No, DHCS does not expect MCPs to submit budgetary information to DHCS. MCPs are required to identify in the Project Plan the percentage of the allocation funding for each identified TI. However, DHCS is not directing Medi-Cal MCPs on how to spend incentive payment dollars.

# 3. How is funding allocated by county for the needs assessment and for the targeted intervention?

The needs assessment funding methodology is based on LEA count, MCP count, Medi-Cal member months per plan per county, and other factors as appropriate. The targeted intervention funding methodology is based on Medi-Cal enrollment, the number of unduplicated pupils by county, and other factors as appropriate.

### 4. Is there a minimum amount allocated for each county?

Each county will receive at least \$225,000 for the needs assessment and at least \$500,000 for the targeted interventions.

#### 5. How many targeted interventions are required to receive full funding?

- **Counties allocated less than a quarter of a percent** of the statewide total are required to complete a minimum of one intervention.
- Counties allocated between a quarter of a percent to one half of a percent (minimum \$500k per targeted intervention on average) are required to complete a minimum of two interventions. Those counties that would receive less than \$500k per intervention on average will be required to complete a minimum of one intervention.
- Counties allocated between a half of a percent to three quarters of a percent (minimum \$500k per targeted intervention on average) are required to complete a minimum of three interventions. Those counties that would receive less than \$500k per intervention on average will be required to complete a minimum of two interventions.
- Counties allocated between three quarters of a percent and up (minimum \$500k per targeted intervention on average) are required to complete a minimum of four interventions. Those counties that would receive less than \$500k per intervention on average will be required to complete a minimum of three interventions.

### 6. How and when will funding be distributed? (Updated – 2/2022)

DHCS is still finalizing the funding allocation and distribution schedule. However, MCPs will, at a minimum, receive funding on the dates listed below based on successful completion of the associated milestones and subsequent DHCS approval Incentive payments will be linked to the rating period during which performance is measured. Additional details will be forthcoming.

Milestone	Funding Allocation	Funding Distribution Date
Submission of the Letter of Intent and LEA Partners Form	50% of the total needs assessment allocation	April / May 2022
DHCS Approval of Need Assessment	50% of the total needs assessment allocation	April 2023
DHCS Approval of Project Plan	Up to 50% of the targeted intervention allocation	October 2022 (Project Plans submitted on or before June 01, 2022) April 2023 (Project Plans submitted after June 01, 2022)
DHCS Approval of Project Outcome Report	TBD	April 2025

Note: Upfront funding for Letter of Intent and LEA Partners Form is considered unearned funds until completion and approval of the Needs Assessment. A percentage of upfront funding for the Project Plan is considered unearned funds until completion and approval of the Project Outcome Report. The upfront funds percentage amount is not indicative of what may be earned for the Letter of Intent and LEA Partners Form and the Project Plan.

### **Contact Information**

### Whom do I contact for more information?

SBHIP Webpage: <a href="https://www.dhcs.ca.gov/studentbehavioralheathincentiveprogram">https://www.dhcs.ca.gov/studentbehavioralheathincentiveprogram</a>

SBHIP Deliverables Email: <a href="mailto:sbhip@dhcs.ca.gov">sbhip@dhcs.ca.gov</a>

SBHIP Technical Assistance Contractor: <a href="mailto:sbhip@guidehouse.com">sbhip@guidehouse.com</a>