

**Student Health Services 2009-2010**  
**Blueprint for Excellence Strategic Plan Update**  
**May 2010**

**Student Health Services Mission Statement**

The mission of the University of South Carolina's Student Health Services is to provide a wide spectrum of services that meet the primary health care, developmental, and psychological needs within a diverse community by promoting personal, social, emotional and intellectual development and well-being.

Our goals are created in the spirit of enhancing the educational experience by modifying or removing health-related barriers to learning, promoting optimal wellness, and enabling individuals to make informed decisions about health-related concerns. We strive to empower members of the Carolina community to be self-directed and well-informed consumers of healthcare.

We offer uncomplicated access to quality healthcare, education, advocacy, and prevention services provided by compassionate staff dedicated to making those services accessible, affordable, and safe for the Carolina community through ethically sound practice, confidentiality, and integrity.

**Diversity Statement**

Student Health Services believes that for a campus community to be truly healthy, it must be guided by the values of multicultural inclusion, respect, and equality. Intolerance has no place at an institution of higher learning. Student Health Services supports all individuals, regardless of race, regional or national origin, age, gender, religion, disability, illness, or sexual orientation. We encourage the Carolina community to be actively involved in the struggle to end oppression, to prevent bias-related violence in our campus communities, and to take action to eradicate injustice.

**Blueprint 2009-2010 Update**

Student Health Services has met many challenges during the past fiscal year, including a significant increase in the severity and number of patient visits, including a record number of flu-related illnesses due to the H1N1 pandemic. Inadequate facilities and space further complicated this massive increase in patient visits. Through thorough and comprehensive strategic planning, flexibility of our staff, and the collaborative efforts throughout our campus community, we met them.

The H1N1 and seasonal flu viruses impacted our daily operations, our relationships with departments throughout campus, and our outreach efforts. We organized early, forming a campus-wide Pandemic Planning Committee to combat a pandemic through information, communication, and immunization. The University received local, regional and state recognition for our efforts in prevention and employing appropriate mitigation strategies for H1N1. While this significantly decreased the impact of the virus on our campus, the General Medicine Clinic still saw a 17 percent increase in workload as compared to summer/fall 2008, with top diagnoses of upper respiratory infections, Pharyngitis, bronchitis/sinusitis and influenza like illnesses.

The general economic downturn, increasing health insurance premiums, and legislative changes like the Federal Deficit Reduction Act (which eliminated reduced pricing of drugs) affected our profit margin, and therefore, our approach to delivery of our services. Employees examined their business models, determining creative ways to generate revenue and cut costs. While expanding our services and integrating them into a holistic model in a contracting fiscal environment has been a challenge, each of our departments has success stories this fiscal year.

Student Health Services was recognized nationally when we sponsored the Southern College Health Association (SCHA) 2010 Conference and hosted more than 200 college health professionals from throughout the Southeast this March. This collaborative effort between the health center staff, the School of Public Health, School of Medicine, Environmental Health and Safety, and Emergency Management and Law Enforcement involved many USC faculty and staff as key presenters. The president of the American College Health Association, who was in attendance, designated it the best SCHA conference in 25 years.

While the GMC faced unprecedented challenges in addressing H1N1, it expanded services, improved quality and maintained its role as a teaching institution, providing learning opportunities for nursing, residents, athletic training, exercise science students, and health information management. In July, the GMC implemented an Electronic Health Record system, which is moving the clinic to a system of secure, paperless administration, allowing for confidential communication of lab results to patients and confidential messaging between medical providers and patients. This system also gives students the ability to make appointments at their convenience, at any time. Continued improvements and upgrades to the Electronic Health Record system will improve our already high level of patient satisfaction, our efficiency and our overall quality of care.

This year our Sexual Health and Violence Prevention (SH&VP) department's third annual Project Condom program garnered attention nationwide and internationally in college health as an effective way to engage students in safe sexual health. SH&VP's efforts were recognized again when USC was ranked first in the Southeastern Conference in the 2009 Trojan Sexual Health Report Card. This ranking was based on accessibility of services and information, contraceptive availability and cost, sexually transmitted infection (STI) testing and cost, sexual assault programs, peer groups and Web site usability, and student opinion of the health center. SH&VP also provided advocacy to victims of sexual assault, interpersonal violence, harassment, stalking and hate crimes. The department had great success in its initiatives through outreach, engagement and continued development of its student peer groups.

SH&VP was honored for its work this year with a community partnership award from Sexual Trauma Services of the Midlands. USC's Greek Life gave SH&VP the first ever Community Partnership Award for the outreach efforts and the impact it has had on its members.

Through the programs, services and outreach of our Campus Wellness department, USC gained acclaim when it was designated a Fit-Friendly Company by the American Heart Association. Prevention is a major focus of Campus Wellness' programming, and its efforts have had a significant impact on our campus community's ability to gain and maintain optimal health. The department has thought creatively, collaborating with the health center's Lab, to offer screening and counseling to students, faculty, and staff. It addressed stress, the primary impediment to academic success, and began offering a biofeedback program and a "De-stress Fest" each semester. It developed a weekly walking/running program to encourage faculty and staff to be more active during the day. Campus

Wellness also expanded outreach, presenting workshops on nutrition, body image, wellness, tobacco cessation, colon cancer and more.

The Lab at Student Health Services saw test volume increase 18 percent this fiscal year, as compared to last year. Implementation of the Laboratory Information System (LIS) improved quality of service through reduced errors, improved results delivery, and record keeping. These improvements were instrumental in managing the increased workload during the H1N1 outbreak. Completion of the interface with Professional Pathology Services will make all laboratory results accessible through the Electronic Health Record. Coupled with an additional Medical Assistant to process send-out orders and assist with specimen collection, the Lab is meeting increased demand for its services.

Women's Care maintained its initiative to expand and improve quality of services through "Well-Woman visits," addressing stress management, fitness, nutrition, and preventive care, while completing many operational measures to contain costs. Women's Care also revised its practice model, expanded outreach activities directed toward individual students and diverse student groups, and developed relationships with campus partners. As the department continues providing patient care, teaching student healthcare providers, and participating in research, it will continue improving the patient and employee experience.

The Pharmacy has been disproportionately affected by the economy, insurance reimbursement rates and legislation. While it has struggled to contain costs, yet maintain adequate inventory to fill prescriptions, over-the-counter sales continue to increase due to more self-treatment and provider recommendation. At the same time, technology is changing the face of the Pharmacy's operations. Patients can call in prescription refills instead of waiting in line, and can now order refills online through our secure Web portal MyRxSpace. These innovations will allow for more efficiency, higher levels of customer satisfaction, and cost savings.

The Counseling and Human Development Center saw a 7 percent increase in visits this year, with top diagnoses of depression, anxiety, and sleep disorders. Relationships with campus partners have been important to the Counseling Center's success. Through the Behavior Intervention Team (BIT) process, managed in conjunction with the Office of Judicial Programs and University Housing, the Counseling Center conducted 83 student assessments. The BIT program has expanded significantly at 166% in the past three years. Expanded outreach efforts include our Bystander Accountability Task Force with the Carolina Community Coalition, our Student Educators for Emotional Development (SEED) program and the USC Active Minds Chapter. The Counseling Center also coordinated the first South Carolina Collegiate Mental Health Conference, which 80 mental health professionals from schools around the state attended.

As Student Health Services conducts business throughout the remainder of the fiscal year, we will continue providing quality healthcare, education, and advocacy and prevention services to our campus community, supporting our mission of academic success.

**Goal 1: Improve quality of healthcare services to the University community that promotes academic success.**

Supports Division Goals 2, 3, 4.

**Initiative 1a:** Provide affordable services to ensure that a broad and diverse population is being served.

**Action plan:** Provide services to enhance the quality of health care and monitor demographics to ensure a diverse population is being served.

**KPI:** Demographics of population are collected and reflect the population of the University.

**Results:** Between July 1, 2009 and May 14, 2010, Student Health Services clients and patient demographics were as follows (populations by percentage):

Department	Female	Male	White	African American	Asian	Hispanic	Other
Student Health Services Overall	66.6	33.3					
Campus Wellness	45	55	79	8.2	4	.032	.054
SH&VP	69	30	69	10	7	3	10
Counseling Center	64.4	35.6	75	11	5.6	6.5	1.9
General Medicine Clinic	56.5	43.4	74.8	7.9	4.2	2.4	.5
Pharmacy	58.8	41.1					
Women's Care	100	0					

**Analysis of KPI Achievement:** With the University student population of 55 percent female and 45 percent male, Student Health Services is serving a relatively reflective population, though slightly skewed towards the females. This does point to the opportunity expand services and outreach efforts targeting men. Since minorities comprise 24 percent of the University student population, and 30 percent of our clients and patients were members of a minority group, our outreach efforts, programs and services are well researched, planned and implemented.

**KPI:** Number of services being provided to diverse populations and/or the utilization of existing services has increased.

**Results:** Expanded outreach, programs and services within Student Health Services increased traffic 17 percent this fiscal year, for a total of 56,063 client and patient visits as follows:

Department	Appointments
General Medicine Clinic	24,449
Pharmacy customers served	7,364
Lab patients	11,915
Lab tests (in-house and sent out)	31,904

*(11,855 students/60 staff)*

Radiology Department orders	2,225	
Counseling Center	13,053	(2,258 patients)
Immunization/Allergy	5,844	
Women's Care	7,423	
Sexual Health & Violence Prevention	125	
Orthopedics/Sports Medicine	754	
Physical Therapy	491	
Massage Therapy	76	
Nutrition Consultations	756	
First Responder Calls	527	(326 emergency calls, 201 non-emergency, 118 alcohol-related.)

Campus Wellness:

Body fat estimations	1,217	(783 students, 434 faculty/staff)
Blood pressure screening	577	(208 students, 369 faculty/staff)
Cholesterol consults	66	
Choose to Lose participants	121 fall	(23 students, 42 faculty/staff)
	188 spring	(45 students, 63 faculty/staff)
Exercise consultations	354	(294 students, 60 faculty/staff)
Massage therapy	71	
Nutrition consultations	670	(634 students, 36 faculty/staff)
Biofeedback (stress) consultations	46	(30 students, 16 faculty/staff)
Tobacco cessation	8	(2 students, 6 faculty/staff)
Cooking demonstrations (2)	44	
Grocery store tours (6)	86	
BLAST sessions (4)	95	
Peer massages (9)	348	
UWalk	51	(faculty/staff program)
Walktober	202	(144 students, 58 faculty/staff)
Presentations participants	3,093	(67 to 1,967 students; 6 to 109 faculty/staff)

As illustrated above, Campus Wellness significantly increased its services and programs to meet the needs of our campus community and to promote wellness. It also partnered with the Lab expand services. They formed a faculty/staff wellness initiative in which 60 people took advantage of a State Health Plan benefit and received health screening lab work. The same service was offered to students. As a result, 70 students used the service. In April the two departments collaborated to bring MTV's Get Yourself Tested (GYT) to campus, which encouraged testing for STIs. As a result of that initiative:

- 28 males and 9 females were tested for Chlamydia
- 28 males and 7 females were tested for gonorrhea
- 27 students were tested for HIV
- 25 students were tested for syphilis

The Counseling and Human Development Center implemented a triage consultative process, which has resulted in a marked increase in the speed at which students receive treatment and the efficiency of medical providers, since clients are prescreened.

The Pharmacy began offering prescription transfer service from other pharmacies as a convenience to patients, a telephone refill service, and Web-based refill service, which decrease wait time in the pharmacy.

The number of prevention and Well-Woman visits through Women's Care increased 25 percent, indicating its commitment to patient care by teaching prevention and healthy habits. Women's Care also began offering IUD and Implanon birth control methods, urgent care visits, and travel/administrative physicals, further expanding its reach into the student population.

**Analysis of KPI Achievement:** The 56,063 clients and patient visits to Student Health Services this fiscal year is an overall 17 percent increase in visits from last year. The emergence of the H1N1 pandemic contributed to this increase, but the expansion of our services was also a significant contributor. Patient and client demand, health trends and the need to provide a richer experience resulted in new and expanded services this fiscal year. As a result, we have extended our reach into our campus community, meeting the demands of a diverse body of students, faculty and staff.

**KPI:** Outreach capacity is increased through the development of programs.

**Results:** Student Health Services, as a whole, forged relationships with Housing, Facilities, Student Life, Academics, Parking Services, Campus Recreation, Administrators, Student Media and state and local agencies to create awareness of the seasonal and H1N1 viruses and communicate prevention strategies including good hygiene and vaccination. Flu shot clinics were held in outdoor clinics on the Russell House Patio, Strom Wellness & Fitness Center plaza, in the Coliseum parking lot and after business hours in the Thomson Student Health Center to reach members of the campus community unable to attend during traditional business hours. This outreach effort resulted in more than 5,000 H1N1 vaccinations and 4,500 seasonal flu vaccinations. According to the National College Health Assessment, 37.5 percent of our students surveyed reported receiving vaccination against influenza in last 12 months, as compared to 25.8 percent in 2008.

Many departments within Student Health Services give presentations to student, faculty and staff organizations, in classrooms and at the request of special groups. The following table details the top ten most frequently given presentations. Numbers reflect actual presentations, not participants.

<b>Topic</b>	<b>Presentations</b>
<b>Sexual Health/ Interpersonal Violence</b>	180
<b>Self Hypnosis</b>	110
<b>Nutrition/Exercise</b>	74
<b>Stress</b>	38
<b>Mental Health</b>	17
<b>Suicide</b>	13
<b>Healthy Relationships</b>	11
<b>Body Image/ Eating Disorders</b>	9
<b>Healthy Carolina</b>	8
<b>Diversity</b>	5
<b>Alcohol</b>	3

For the fiscal year, SH&VP provided advocacy services to 125 new clients comprised of 36 sexual assault victims, 18 instances of relationship violence, 19 incidents of harassment or stalking, 51 sexual health consults and one reported hate crime.

SH&VP provided services to the campus community including:

- 24-hour, on-call services for student victims of interpersonal violence
- Assistance with temporary alternative housing and permanent relocation
- Crisis intervention
- Safety planning
- Academic and medical advocacy
- Guidance through the criminal and student judicial processes
- On- and off-campus referrals
- Sexual health consultations
- Access to free condoms
- Unbiased atmosphere for healthy communication of gay, lesbian, bisexual, transgendered, and questioning (GLBTQ) ) issues
- Programming for USC classes, student organizations and residence halls

- Annual campus-wide awareness campaigns including Domestic Violence Awareness Month, World AIDS Day, Stalking Awareness Month, Safe Spring Break Week and more
- Conducting educational outreach through presentations, totaling 1860 to 4,280 participants this fiscal year

The Student Health Services Lab was instrumental in working with DHEC as a sentinel site, which aids the state in the surveillance and containment of H1N1 during the pandemic. The laboratory is increasingly working with staff in Campus Wellness to expand its services and utility through wellness screening and health promotion. Through the State Health Plan, it is providing glucose and lipid screening and implemented a new walk-in testing procedure to aid faculty, staff and students in obtaining these tests and providing counseling regarding their lab results. The Lab also assists students with lab orders from physicians outside campus.

**Analysis of KPI Achievement:** All departments within Student Health Services developed programming in accordance with research and trend data to enable behavioral change. By developing programming that targets specific health needs within our campus community, and seeking out opportunities to establish a dialogue with those targeted groups, we are expanding the value of our services and the impact on our students' success. Continued promotion of outreach activities and evidence-based program development will support our mission.

**Action plan:** Implement a comprehensive Peer Network group that enhances collaboration among the SEED peers, Sexual Health and Rape Education (SHARE) peers, Peer Health Educators (PHEs), and other student peer groups to enhance educational programs.

**KPI:** Peer health network is developed with a structured training program.

**Results:** Leaders from Campus Wellness, the Counseling and Human Development Center, and SH &VP developed an inclusive peer education curriculum, based on the BACCHUS modules, to train all 28 Student Health Services peers using that methodology. Instead of peers taking separate courses, peers met for peer leadership training together. Preliminary feedback is that students profit from cross-training within the disciplines. This enhances the peer network, enabling a sense of ownership and providing an invaluable experience. All peer students also obtained National Certification as peer educators.

**Analysis of KPI Achievement:** The Student Health Services peer health network has been developed and has a solid foundation of integrated curriculum and training. This results in significantly enhanced quality of outreach programs.

**KPI:** Structured peer health network training program is assessed based on learning outcomes and indicates quality programming and knowledge acquisition.

**Results:** The Counseling and Human Development peers, Campus Wellness peers and SH&VP peers are working towards national certification in GAMMA and BACCHUS, which attests to their leadership and presentation skills. Every SHARE Peer that plans to do presentations must enroll and pass the HPEB 301 class. In spring semester, we had eight peers enrolled.

**Analysis of KPI Achievement:** The peer health network is meeting the criteria for this KPI because of the structured requirements for educators to be certified in GAMMA, BACCUS and completion of

HPEB 301. The test each student takes attests to their knowledge, and the supervised peer education outreach sessions ensure the quality of the program. Evaluation of the learning outcomes is ongoing.

**Initiative 1b:** Continue to develop outcomes-based assessment for programs and services.

**Action plan:** Continue to develop and review outcomes-based assessments for all programs and services.

**KPI:** Outcomes-based programs and services are identified, developed, and assessed annually.

**Results:** Evaluation is a critical component of program, service, and outreach development. SH&VP began implementing outcome-based assessments for all its programming using follow-up surveys to gauge learning outcomes. The Counseling Center conducts patient assessments during an initial session and at three month intervals thereafter. Its outreach initiatives also include follow-up surveying to gauge skills acquisition. In November, Campus Wellness conducted a peer review of the registered dietitian. Women's Care also conducts regular assessment of its patient visits including analysis of content and communication effectiveness and likelihood of patient behavioral change.

Quality assurance studies conducted by Student Health Services departments further aid program development and assessment.

Women's Care conducted a quality study to increase type-specific testing of genital herpes simplex virus (HSV) infection in patients, which had not been done before, so patients could receive better treatment. A HSV infection can be either one of two viral types, HSV-1 or HSV-2, and counseling and management of each is different. While most providers assume a clinical diagnosis of HSV is actually the HSV-2 virus, the Women's Care study found that 48 percent of patients were HSV-1 positive, 33 percent were HSV-2 positive, and 19 percent were actually negative. These findings resulted in improved patient counseling, raised awareness among healthcare providers of incidence of HSV1 and HSV2, and open discussion regarding serology available for HSV and the limitations.

SH&VP conducted a study to determine if follow-up surveys for its "What Your Peers Never Told You About Sex" class were effectively measuring the effectiveness of the class content.

The study determined that the survey accomplished the goal of evaluating the effectiveness of the program as follows:

- 92 percent said the course was an effective way to reach college students
- 91 percent said the course empowered them to practice healthy sexual behaviors
- 71 percent said the course helped them understand the importance of using condoms correctly
- 52 percent reported feeling more confident about talking more openly about sex

Because of the study, SH&VP is making improvements to its survey tool, including more STI-specific content in the course, and considering using peer health educators and graduate assistants give the presentation.

The GMC, Women's Care, the Counseling Center, and the registered dietitian have conduct a peer review twice annually to evaluate the services provided to patients and clients. Additionally, the GMC and Women's Care conducted a medical records release audit to ensure patient privacy.

The Counseling Center began using a self-assessment screening tool in which patients self reported on their condition. This screening tool allows for a longitudinal evaluation of patient progress over time, and allows for statistical improvement on both an individual and collective basis. As a result, the Counseling Center has a standardized tool which not only benefits the patient, but allows for a quantitative analysis of the quality of one of its services.

**Analysis of KPI Achievement:** Student Health Services has done an extensive job including and increasing outcomes-based programming and evaluative measures. During the AAAHC on-site visit for re-accreditation, the department was commended for its outstanding outcomes-based assessment and overall quality improvement program.

**KPI:** Outcomes-based assessments show improvements/positive change in one or more of the following areas: knowledge/attitudes, health behaviors, skills, acquisition/utilization, and symptom severity/frequency.

**Results:** Women's Care conducted a study to determine the effectiveness of information at visits. The results were as follows:

- 90 percent of patients reported "receiving useful preventative health information."
- 87.5 percent reported "better understanding of healthy living" as a result of this encounter
- 75 percent reported they "moderately to strongly agree" that "information provided in this encounter will positively affect present and/or future health behavior"
- 75 percent reported they "moderately to strongly agree" that "information provided in this encounter was relevant to their academic success at USC"

Campus Wellness' Choose to Lose program continues to be popular. In fall 2009:

- 121 (30 students, 91 faculty/staff) signed up for the program with 65 (23 students, 42 faculty/staff) completing the class (attended 80% of the sessions). Of these, 23 did post measurements:
  - 139.25 pounds lost
  - 41.36 percent body fat lost
  - 166.95 inches lost

One hundred eighty-eight people signed up for Choose to Lose spring 2010, with 108 actively participating.

Campus Wellness surveyed Choose to Lose participants at the conclusion of the program and found that they wanted more weekly workout sessions and for the program to extend through the entire semesters. As a result, Campus Wellness has extended the program an additional week and is offering small group instruction in weight room basics so participants can work out on their own more effectively.

**Analysis of KPI Achievement:** Outcomes-based assessments are showing that Student Health Services clients and patients are becoming more aware of health issues, acting on that information and changing behavior as a result. This assessment aspect is a critical component of program development.

**Action Plan:** Continue to develop, assess and expand collaborative relationships with other campus departments and/or community partners.

**KPI:** Campus advisory committees to include student representatives are developed, assessed and expanded.

**Results:** College of Nursing students rotate weekly for clinical coursework and experience. They also assisted in our H1N1 vaccination clinics this fall at a time when we had more demand for vaccines than our staff could support. At least two nurse practitioner students also rotate during the school year. School of Medicine residents do rotations through Women's Care. Athletic and Sports Management Program students shadow our providers during the spring semester.

Twelve graduate assistants are employed throughout Student Health Services. The Counseling Center has an excellent training program that employs three interns and one post-doctoral student. We also assist in the learning of USC's social work and psychology students by providing four spaces for them.

Additionally, Midlands Technical College Health Information Management students do rotations in our medical records department.

**Analysis of KPI Achievement:** While Student Health Services does a thorough job incorporating students into the learning environment and in education and outreach through the peer health educator program, it has been a challenge developing campus advisory committees including student representatives. The Medical Director meets and maintains contact with Student Government officers to garner input as well as to inform them of Student Health Services programs and plans.

**1c Initiative:** Develop collaborative relationships with other campus departments and/or community partners.

**Action plan:** Increase partnerships and collaboration with faculty and staff to promote innovation and ensure Student Health Services mission accomplishment.

**KPI:** Partnerships and collaborative efforts with faculty and staff to promote innovation and ensure Student Health Services mission accomplishment are increased.

**Results:** Student Health Services has many campus partners in academics, state and local public health agencies, the College of Nursing, School of Medicine and Pharmacy, University Housing, the Campus Ministry, Multicultural Affairs, the Counselor Education Department, the College of Social Work, the Office of Student Judicial Programs and many others.

The most extensive collaborative effort of Student Health Services occurred during the H1N1 pandemic by reaching out campus-wide to bring a united front to handle education, prevention and mitigation strategies. Although the number of H1N1 cases was significant, USC had a lower number of confirmed cases than many of its sister institutions.

Student Health Services collaborated with the Graduate School to conduct several health promotion presentations including expanded services and availability, and understanding health insurance. This has resulted in a greater satisfaction and understanding of how insurance works and how students can navigate the system to improve insurance claims being paid. Although a high number of large claims

have resulted in a tremendous loss ratio of USC's policy, the enhanced return on claims being paid is evident as well. Students are also more satisfied with our services and accessibility.

The Counseling Center has conducted annual breakfasts with the campus chaplains, which has resulted in cross referrals (we bring them in to discuss students' spiritual dilemmas, and they bring students in to our providers to help handle severe psychological distress) and better working relationships in campus tragedies, such as with the recent incident at the Sigma Nu fraternity.

The Pharmacy is also developing partnerships, providing medications and pharmaceutical supplies to other University departments for clinic use, lab use, research studies, and grant programs.

Women's Care has multiple collaborative partnerships across campus including:

- WCC Collaborative Partnership with Women's and Gender Studies Program
- USC School of Medicine: by providing clinical assistant professor, clinical site rotations for residents, nurse practitioners, first-year medical students, and research (PAP Study for Freshman, Department of Obstetrics and Gynecology, *Risk Taking Behavior in Adolescent Females*)
- Women's Mentor Network
- Graduate Student Association (Roundtable on Women's Care Services and Student Health Services)
- SART, SARV, Orientation Programs, and others

Campus Wellness partnerships include:

- Office of Multicultural Student Affairs: provided a healthy cooking demonstration
- Sororities/academic classrooms outreach: provided education and promote dialogue about body image
- School of Public Health, the College of Education, and University 101: offering the Personal Wellness Profile

SH&VP collaborative efforts include:

- Referral of 100 percent of its survivors of interpersonal violence to the Counseling Center
- Working with investigators and victims advocates from USC Law Enforcement
- Membership on Richland County's Sexual Assault Response Team, as well as organizers of the Campus Sexual Assault and Relationship Violence Team
- Partnership with Sexual Trauma Services of the Midlands
- Outreach to campus organization including Greek Councils, Carolina Productions, Daily Gamecock, Housing, Office of Multicultural Student Affairs, Substance Abuse Prevention Education, Women's Care, Men & Masculinity Class, Thomas Cooper Library, University 101, Student Government, and NPHC
- Off-campus: Palmetto AIDS Life Support Services, South Carolina HIV & Aids Council, Tell Them, SC Initiative to Prevent Teen Pregnancy, SC Contraceptive Access Initiative, ONE Condom, and Palmetto Health

**Analysis of KPI Achievement:** Partnerships formed by Student Health Services departments and individuals are a vital component of accomplishing our mission of supporting student success. Each department above has reached out to organizations, departments and faculty, ensuring cross-campus saturation of information related to Student Health Services.

**Initiative 1d:** Mandatory hard waiver policy is implemented for all USC students.

**Action Plan:** Develop plans to implement hard waiver insurance policy by 2010.

**KPI:** Benchmarking will be completed to identify other institution's policies and practices.

**Results:** Benchmarking was completed to gauge other university participation in mandatory hard waiver policy and was submitted to administration.

**Analysis of KPI Achievement:** Completed.

**KPI:** Development and revision of a white paper to be distributed to appropriate personnel.

**Analysis of KPI Achievement:** White paper was completed and is now being utilized nationwide to illustrate the benefits of all students having health insurance.

**Goal 2: Support and maintain a work environment that is safe, equitable, honest, fair and respectful of the inherent dignity and worth of all employees.**

Supports Division Goals 3, 5

**Initiative 2a:** Provide opportunities for professional staff growth and development to maintain a highly qualified, diverse work staff.

**Action plan:** Continue to support, encourage and monitor continuing education of staff members.

**KPI:** The number of professional development and/or academic credit hours obtained by staff is collected.

**Results:** Student Health Services supports and encourages professional development and keeps track of the specific hours attended by all staff members. Staff members are responsible for maintaining a file of their continuing education credits. As an example, the GMC full-time medical providers achieved 425.25 hours, and full-time nursing staff achieved 147 hours of continuing education. Additionally, professional support staff has completed professional development programs through USC.

All areas have maintained licenses and have been duly credentialed by Student Health Services.

**Analysis of KPI Achievement:** Student Health Services staff have formally collected and maintained the professional development, academic credit hours, certification and licensing required to provide care that is in accordance with our accreditation and the standard of care we strive to provide.

**KPI:** The number of certifications, registrations, and/or licensures obtained/maintained.

**Results:** All medical certifications, registrations, licenses were maintained. Two physicians were re-board certified through the American Medical Board of Examiners. We continue to be one of the few institutions of our size and service delivery to maintain 100 percent board certification of our physicians.

As a result of a state mandate that went into effect January 1, 2010 requiring all persons working with victims had to establish certification and receive continuing education hours, all SH&VP staff received Victims Service Provider Certification from the Office of Victim Services Education & Certification, which requires annual completion of a minimum of 12 CEUs from their approved training.

**Analysis of KPI Achievement:** Certification, registration and licensure of all staff are in excellent standing.

**KPI:** Number of courses taught, professional presentations conducted, leadership positions held, publications or memberships in professional associations and preceptorships of students.

**Results:** Student Health Services staff participated heavily in University 101 as teachers and presenters. In addition to Executive Director Dr. Deborah Beck teaching in the fall, three Campus Wellness staff members were instructors, three Counseling and Human Development Center staff members were instructors, and two of our staff members were nominated for instructor of the year. SH&VP played a large role in delivering content for University 101, giving presentations to all students who took the class.

Staff from all departments presented at the SCHA conference in March, and many Counseling Center staff presented at the South Carolina Association of Professional Psychologists conference and the Association of University and College Counseling Center Directors.

Staff also act as preceptors, including one in the General Medical Clinic, two (overseeing a total of seven students) in Campus Wellness, and four in Women's Care.

Dr. Monica Stone is a Clinical Assistant Professor at the USC School of Medicine, Department of Obstetrics and Gynecology and Faculty Affiliate of the Women's and Gender Studies Program.

**Analysis of KPI Achievement:** Student Health Services staff has sought professional development opportunities, mentoring opportunities, and hands-on experience to improve professional knowledge and delivery of care and services.

**Action Plan:** Continue to provide new employee orientation, staff education, and a completed EPMS.

**KPI:** Staff practices indicate equitable, honest, fair, and respectful behaviors in the work environment as assessed by EPMS and other appropriate instruments.

**Analysis of KPI Achievement:** All Student Health Services departments are promoting a work environment that is fair, honest, equitable, and respectful. All EPMSs are being updated to ensure job descriptions matches the EPMS, and those standard duties and performance characteristics are being utilized through structured material and University policy. We continue to struggle with obtaining EPMSs on time. We have had a 73 percent on-time completion rate this year. This is a project that we are continuing to improve and evaluate. Continuing education is being offered and conducted to promote a productive and positive work environment.

**Initiative 2b:** Policies and procedures are consistent with a work environment that is safe, equitable, honest, fair, and respectful of the inherent dignity and worth of all employees.

**Action plan:** Update policies and procedures annually and ensure they support an environment that is safe, equitable, honest, fair, and respectful of the inherent dignity and worth of all employees.

**KPI:** Documentation of employees' access to and review of updated policies and procedures manual.

**Results:** All Student Health Services employees were asked to sign an acknowledgment of Policy and Procedures that were presented and updated in the spring of 2009. This annual process ensures all staff are kept abreast of changes to departmental policy. We mandate an annual "safety fair" that encourages understanding and compliance with policies and procedures. At least four emergency drills are conducted annually so employees can "practice" this knowledge and demonstrate these skills.

**Analysis of KPI Achievement:** Student Health Services has achieved this KPI through systems of annual review and confirmation of review of policies and procedures.

**KPI:** Reviews and updates to policies and procedures manual occur annually.

**Results:** All departments updated specific policies and procedures according to the accreditation standards and University protocols. A comprehensive employee orientation program is being developed and will be reported on at the end of the year.

**Analysis of KPI Achievement:** Student Health Services has recently undergone, at the administrative level, a massive audit and updating of policies and procedures to align our services and programs with best practices and current standards of accreditation. Confirmation of employee review of these procedures meets the requirements of this KPI.

### **Goal 3: Enhance quality and satisfaction of programs and services through research and assessment. Supports Division Goals 2, 3, 4, 5**

**Initiative 3a:** Enhance student satisfaction with programs and services, as well as, with the staff providing those programs and services.

**Action plan:** Implement programs and services that are of quality and are appropriate to the campus' needs and expectations.

**KPI:** Programs are implemented and assessed for impact on high-risk behavior as appropriate, departmental satisfaction surveys are developed, implemented and assessed for areas of improvement.

**Results:** In this fiscal year, the Women's Clinic's Well-Woman visit assessments included portions directly related to satisfaction with health education and guidance services directed toward nutrition, contraception, sexual behavior and preventive screening. Results are stated below. Student Health Services typically conducts a department-wide survey each semester to assess level of patient and client satisfaction, which wasn't completed in the fall of 2009 due the pandemic.

The spring 2010 patient satisfaction survey reflected the high level of quality of healthcare delivery, program content and provider/staff service we provide to our campus community through Student

Health Services. Overall, 98.94 percent of our survey respondents reported being “very satisfied” or “satisfied” with the services they received. Women’s Care, Campus Wellness and SH&VP received 100 percent very satisfied/satisfied ratings, while the GMC received 97.7 percent, and the Counseling Center received 97 percent.

**Analysis of KPI Achievement:** While high-risk behaviors are identified and patients receive treatment or counseling, or are referred to another provider, the impact of our medical and professional efforts on high-risk behavior has not been quantified. Determining a causal relationship between information dissemination/specific treatments and *actual* future behavior, as opposed to *intended* behavior, is challenging. While a gap in information concerning client and patient satisfaction levels is present because no fall 2009 satisfaction survey was completed, there is a need for continuous determination of satisfaction levels.

**KPI:** Outcomes-based assessments show an increase in satisfaction with programs and services.

**Results:** For Women’s Care, the Well Woman visit assessments showed a positive result:

- 93 percent of patients “strongly to moderately agree” that the positive experience of their current encounter would bring them back to the clinic
- 75 percent of patients “strongly to moderately agree” that the positive experience within Women’s Care would encourage their utilization of Student Health Services
- Of the 28 females who chose to render an open-ended comment regarding their care, 92 percent were positive.

For the General Medicine Clinic, satisfaction survey from spring 2009 showed high marks for satisfaction with medical care, front desk, ancillary services, and wait times. All areas mentioned scored greater than 97 percent for “satisfied” or “very satisfied.” Results for the spring 2010 survey showed that level of satisfaction remained high, at 97.7 percent.

The Counseling Center continuously uses a satisfaction survey with participants in its group workshops and aggregated the results to gauge areas of strength and weakness in program content and delivery. This year, students overwhelmingly reported they “strongly agree” about the positive impact of group therapy. In the spring patient satisfaction survey, Counseling Center patients reported a 97 percent rate of being “very satisfied” or “satisfied” with the services they received there.

**Analysis of KPI Achievement:** The analysis of this KPI indicates a need to include a gauge of level of satisfaction in all Student Health Services program and service assessments, which are currently undertaken by many of our departments. Currently, we are primarily assessing achievement of learning objectives.

**Initiative 3b:** Research best practices to enhance the quality of programs and services.

**Action plan:** Staff will attend national, regional, and/or state professional conferences and report best practices for appropriate implementation.

**KPI:** Staff attends national, regional, and/or state professional conferences and best practices are implemented as appropriate.

**Analysis of KPI Achievement:** Due to significant budget restrictions in travel and reimbursements of professional dues, Student Health Services had a significant decrease in the number of conferences attended and memberships in professional organizations. Despite this, our staff has made use of technology to seek out share information. Incorporating best practices into our services is a primary strategy of delivering superior care, and has been conducted through internal/external benchmarking and quality improvement studies and programs. Student Health Services' involvement with the SCHA conference in 2010 was a tremendous opportunity for our staff to earn continuing education credits, network with other college health professionals and share best practices.

**KPI:** Access to and dissemination of current literature about trends in college health.

**Analysis of KPI Achievement:** The results of this KPI do not point to the high level of informal information sharing present in our department between colleagues. It can be assumed that in the college health environment, just as in all organizations, much about current research and best practices is shared through e-mail and listservs. A formal effort to share high-level college health news with all employees has not been undertaken, but is under consideration.

**KPI:** Benchmark peer institutions and conduct quality improvement studies.

**Results:** After being ranked first in the SEC for sexual health by the Trojan Sexual Health Report Card, SH&VP researched the other top 10 schools and assessed ways to maintain its top ranking and improve upon services already offered. Benchmarking was also conducted to determine if the best practice was to maintain sexual health and violence prevention services under the same umbrella, or to separate into two distinct offices. After finding one in 14 universities housing sexual health services and sexual assault services together, our sexual health services and programming are moving into Campus Wellness. This transition began in February, 2010 and will be official July 1.

Women's Care completed a quality study to increase type-specific testing of herpes simplex virus (HSV) in order to more effectively counsel those patients with positive results and to increase provider education/awareness on correct utilization of available diagnostic testing for genital HSV.

Campus Wellness benchmarked peer institutions related to registered dietitian services and personal training services.

**Analysis of KPI Achievement:** Student Health Services does a good job benchmarking other institutions for best practices, and finds interesting opportunities to benchmark when other organizations may not deem it necessary, as in the case of SH&VP benchmarking after receiving a number one ranking. Additional studies are currently being conducted.

**Action plan:** Utilize *Principles of Good Practice in Student Affairs* in development of programs and delivery of services.

**KPI:** Satisfaction and Learning Outcomes Surveys indicate that Principles of Good Practices in Student Affairs are considered with practice.

**Results:** Women's Care received the *Principles of Good Practice in Student Affairs* from the NASPA Web site. Internal review of delivery of services as meeting these goals was determined through staff feedback:

- Providers generally feel that breadth of services reflect student needs and feel that care is well received.
- Professional code of conduct and highly skilled staff are ensured through Employee Performance Review and credentialing.
- All patient encounters are utilized as opportunity to screen for high-risk psychosocial, medical and sexual behaviors with attempt at intervention to exact change.
- Cost containment for patients and organization guide clinical encounters and interventions on a daily basis.

Suggestions for improvements included:

- Dissemination of organizational assessments
- Organizational recognition of excellence in student service
- Incorporation of student voice on advisory councils to guide mission and services of Student Health Center

**Analysis of KPI Achievement:** While the Women's Care department conducted an analysis of the principles existent in its department, evaluated its inclusion into its practices and made recommendations, other areas within Student Health Services have yet to complete this evaluation.

**KPI:** Training of staff and application/modeling are assessed.

**Results:** Women's Care completed this activity as noted in the previous KPI.

**Analysis of KPI Achievement:** Analysis of this achievement duplicates the achievement in the previous analysis. Women's Care has done an excellent job integrating this KPI into their workload, and other departments within Student Health Services need to do so.

**Initiative 3c:** Enhance faculty and staff satisfaction with services and programming, as well as, with staff providing those services and programs.

**Action plan:** Satisfaction surveys are administered each semester.

**Results:** Student Health Services typically conducts a department-wide survey each semester to assess level of patient and client satisfaction, which wasn't completed in the fall of 2009 due the pandemic. For the spring 2010 survey, two percent of GMC and SH&VP patients and clients reported being faculty or staff. Campus Wellness surveys showed 8.6 percent of respondents identifying themselves as faculty or staff. The rate of satisfaction by faculty and staff for Student Health Services as a whole is comparable with the high levels of satisfaction by the entire population surveyed.

**KPI:** Departmental satisfaction surveys are developed, implemented and assessed for areas of improvement.

**Results:** In addition to the satisfaction surveys Student Health Services typically conducts, all departments within Student Health Services administer satisfaction surveys each year for individual and group sessions.

**Analysis of KPI Achievement:** Student Health Services will benchmark and implement methods of gauging level of student, faculty and staff satisfaction on a continuous basis to develop an accurate snapshot of level of satisfaction.

## **Goal 4: Maintain accreditation status and ensure compliance with other state and federal regulations, standards and/or laws.**

Supports Division Goals 2, 3, 4

**Initiative 4a:** Compliance with standards is ensured through appropriate policies, procedures and practices.

**Action plan:** Develop strategies, policies, procedures and practices that demonstrate conformance with their appropriate accreditation standards and/or licensure credentialing entities.

**KPI:** Policies and procedures are updated and implemented based on accreditation standards and results of internal assessment and closed loop quality improvement studies.

**Results:** All policies, procedures and standards were created and/or updated and were assessed as meeting and/or exceeding accreditation standards.

**Analysis of KPI Achievement:** This year, Student Health Services had been in compliance with our accreditation standards and are working towards our next assessment in 2011. Our credentialing and licensure of our providers and facilities is complete. Our staff has conducted quality studies to improve service to students, but individual departments need to work towards conducting quality studies continuously to improve student satisfaction and quality of care.

**KPI:** Benchmarking is conducted annually and each department performs at least one closed loop quality improvement initiative each year.

**Results:** In addition to the HSV study conducted by Women's Care, SH&VP's evaluation of its survey tool, peer review conducted by the GMC, Women's Care and the Counseling Center, and the medical records release audit conducted by the GMC and Women's Care, as mentioned in previous sections of this report, additional quality improvement studies have been conducted throughout Student Health Services this year.

The Lab has initiated several projects that not only improve its efficiency, but also improve patient service. After discovering errors in demographic information for patients in Point N'Click that were the result of incorrect information uploaded from the Bursars Office nightly, the Lab established a contact at that office to assist in verifying information and making necessary corrections to permanent University records.

Second, the Lab determined Student Health Services could save patients money if use of non-standard lab panels were decreased, since insurers do not typically reimburse for them. Findings of this study and reimbursement data will be presented to providers soon to encourage a change in ordering non-standard panels.

The Lab, in collaboration with Campus Wellness, have spearheaded the GYT initiative, which is being followed up with extensive benchmarking and a quality improvement study to gain a better understanding of the most efficient way to encourage college students, especially men, to seek STI testing. Currently, we test three women for every one male. Benchmarking includes local agencies

(Planned Parenthood, Richland County Health Department, etc.) and other Universities in the Southeast and those who ranked in the top 10 for the Trojan Sexual Health Survey. Preliminary data indicates that schools that have specific “men’s clinic” or structured programs that target men’s health and wellness have a greater testing rate among males on their campus. The QI study will also assist in evaluating the effectiveness of the GYT initiative and ways to enhance the program for the fall.

Senior leadership requires employees to draft a list each year of three attainable initiatives, to include specific measurables. These initiatives must enhance operations and/or provide substantial cost savings. While two of the Facilities Management initiatives (Virtual Online Training to complement the May Safety Fair and Cyberstrong, the online supply system) are still in progress, the surveillance system installation was successful. Student Health Services had to investigate two critical incidents this fiscal year. Had it not been for the surveillance system upgrade, valuable assets would have been at risk.

**Analysis of KPI Achievement:** While many departments within Student Health Services are conducting excellent quality studies, benchmarking successfully, and implementing findings into treatment and outreach models, efforts will continue to ensure each department is conducting appropriate quality studies.

**KPI:** Accreditations are maintained.

**Results:** Student Health Services achieved and has maintained accreditation with the Accreditation Association for Ambulatory Health Care in 2008. Our next survey is scheduled for the summer of 2011. The Lab, Pharmacy and Counseling Center have also maintained permits and accreditation.

**Analysis of KPI Achievement:** Accreditation has been maintained by Student Health Services and this KPI has been achieved. It should be noted that maintaining accreditation is a continuous process, and AAAHC reviews are conducted every three years.

**KPI:** Benchmarking will occur to assess the need for and utilization of an assessment coordinator for student health services.

**Analysis of KPI Achievement:** Not complete.

**Initiative 4b:** Demonstrate compliance with state and federal laws and regulations.

**KPI:** Complete and implement OSHA policies and procedures and ensure compliance.

Environmental Health & Safety reviews and ensures compliance with OSHA directives. The Student Health Services client population and resources have increased over the years. A clinical surveillance task list was developed to reflect daily, weekly and monthly compliance with infection control policies. Annual safety training is provided and documented each May. OSHA policies are complete.

Annual Safety Training covering a General Safety Overview, Fire Extinguishers, Blood Borne Pathogens, and Active Shooter Training was provided to all employees during the first two weeks of May. Make-up sessions will be scheduled in June, 100 percent of all current employees will have

completed OSHA Safety Updates by June 30. CPR training will continue throughout the summer. 100 percent of all Student Health Services employees will be CPR certified by August Move In day.

**Analysis of KPI Achievement:** Student Health Services is in compliance with OSHA policies. The EHS committee has done an excellent job managing this workload and ensuring that all our employees and new employees are in compliance annually.

**KPI:** Inspections occur to indicate compliance.

**Results:** The Environmental Health & Safety Committee conducts annual self-audits and inspects respective departments annually, confirming compliance with OSHA policies and procedures. Corrective actions are documented. High interest items and trends are addressed during the annual Safety Fair.

**Analysis of KPI Achievement:** The Environmental Health & Safety Committee has also done an excellent job managing the workload of managing safety and inspections.

**KPI:** Continue to review and update the current HIPAA and other related compliance standards (FERPA and state law) policies, procedures and practices.

**Results:** A complete HIPAA manual for privacy and security has been completed and is updated routinely. Student Health Services follows all HIPAA guidelines to ensure confidentiality of patient records. A HIPAA review for all staff occurs annually during the Safety Fair.

**Analysis of KPI Achievement:** Student Health Services is in compliance with standards and has met this KPI for the fiscal year.

**Initiative 4c:** Provide a comprehensive management process that is integrated with the University's plan.

**Action plan:** Implement policies, procedures and training regarding emergency response.

**KPI:** Plan is implemented and training conducted to include drills.

**Results:** In accordance with AAAHC guidance and Student Health Services emergency management plans (EMP), emergency drills are performed four times annually. EMP is supplemented with quick reaction checklists to mitigate property loss and educate personnel. Various subjects are addressed during the annual Safety Fair (fire safety, blood borne pathogens, etc.). The training and drills together far exceed that which is required by AAAHC and Student Health Services EMP.

**Analysis of KPI Achievement:** Student Health Services has a very well-integrated plan to ensure safety and proper reactions during an emergency, and has even exceeded requirements.

**Goal 5: Develop and implement a comprehensive and integrated technology plan to enhance efficiency and quality of service delivery.**

Supports Division Goals 2, 3, 4

**Initiative 5a:** Utilize Web site and other technology to communicate and assess Student Health Services programs and services.

**Action plan:** Student Health Services Web site and other means of technology are updated to enhance communicational programs and services, as well as referral of services.

**KPI:** Electronic health record system (Point N' Click) is implemented to integrate all offices and offer online appointment scheduling.

**Results:** Integration of Point N' Click has been revolutionary in service delivery within Student Health Services. In addition to allowing secure online scheduling, communication of results, and messaging with providers, its capacity as a research tool in quality assessment is invaluable. The system allows patients to self-check in and complete medical history information through a secure portal. This greatly increases the efficiency of patient flow and the level of satisfaction at the GMC, Women's Care and the Lab.

For the GMC, Point N' Click has decreased workload because all patient records are easily accessible. The student Web portal portion of the program has decreased notification time and increased communication with students. Point N' Click is used to place all Lab orders, and maintain all Lab results as an integral part of patient health record.

Campus Wellness is using Point N' Click to schedule massage therapy appointments, which has moved that workload from the front desk staff at Thomson Student Health Center. Campus Wellness staff will soon have more staff using Point N' Click to make referrals to providers (and vice versa), and keep notes so providers may see patient progress. In addition to further integrating multiple SHS departments into our holistic model of healthcare delivery, this will allow for improved client and patient care through greater efficiency.

In the Business Office, all transactions are entered in Point N' Click. The office also utilizes the ad-hoc reports to more efficiently analyze business operations.

**Analysis of KPI Achievement:** Implementation of an electronic health record system is a continuous process at Student Health Services, as technology advances and the Point N' Click tool matures. Integration of this system is critical to our improved efficiency, delivery, and quality of services. It has been instrumental in providing high quality and continuity of care among the medical and mental health providers. The student's satisfaction with our enhanced technology is evident.

**KPI:** Other forms of technology as appropriate are implemented.

**Results:** Student Health Services is implementing an electronic inventory system (Cyberstrong), which provides timely and accurate data regarding the conditions of all official inventory items maintained in a continuous inventory system. Thomson Student Health Center installed card readers for patient identification and confirmation of eligibility. Electronic signature pads have been installed in triage and the procedure room to allow utilization of electronic consents and signatures. In the Lab, use of the LIS and Orchard Harvest systems has dramatically improved accuracy and efficiency. The Lab currently has excess capacity built into all its processes in large part, due to this technology.

Student Health Services has expanded communication with faculty, staff, and students through extensive use of University listservs, electronic newsletters, our Web site at [www.sa.sc.edu/shs](http://www.sa.sc.edu/shs), Facebook, and Twitter. For example, use of electronic promotions for Project Condom resulted in turning away potential participants and attendees at the final fashion show event.

**Analysis of KPI Achievement:** Student Health Services has made extensive use of technology to improve services. Through continued incorporation of new technology from the provider side and communicator side, we will ensure prompt service and messaging to our patients and clients in the environment in which they are most accustomed to and comfortable with.

**Initiative 5b:** Student Health Services Web sites include a comprehensive self-care guide and resource directory to address health care concerns, especially after-hours.

**Action plan:** Develop and upload Student Health Services Web sites to include a comprehensive self-care guide and resource directory to address health care concerns especially after-hours.

**KPI:** Successful completion and assessment of a self-care guide and investigation of an Ask a Nurse hotline.

**Results:** The Ask a Nurse hotline was put on hold due to the budget restrictions. Additional benchmarking will be completed this year to determine the cost/benefit of the system.

**Analysis of KPI Achievement:** Development of a self-care guide by Student Health Services that is deemed as credible, thorough, and comprehensive as services like WebMD, it is unlikely, given budgetary and staff constraints.

**KPI:** Successful completion and assessment/utilization of resource directory guides, including non-electronic media.

**Results:** Student Health Services offers printed guides to services and providers to students and parents annually. The guides are currently under revision and will be available in June, 2010. This content is also available online at [www.sa.sc.edu/shs](http://www.sa.sc.edu/shs) and is updated continuously. Our communication plan dictates our Web site content to be updated each month to reflect new services, programs, events and opportunities for student, faculty, and staff engagement. A newsletter is also developed monthly for students, faculty and staff that supports that same content. A monthly newsletter is also developed for Student Health Services staff to inform them of what each department is doing and solicit their assistance in communicating those services to their patients.

**Analysis of KPI Achievement:** In benchmarking other student health services departments, Student Health Services does a thorough job in providing directories and information to students. It has been a challenge to keep the promotional Web content current, due to staffing and support issues.

**Initiative 5c:** Point N' Click is implemented and utilized to enhance delivery of services.

**Action plan:** Complete the implementation of Point N' Click to include a detailed timeline and task list for phased implementation of various components.

**KPI:** Successful completion of timeline and task list.

**Analysis of KPI Achievement:** Completed.

**KPI:** Successful completion of LIS implementation.

**Results:** The Lab's LIS implementation was completed in September with the successful "go live" of the HL7 interface to Professional Pathology Services (PPS). PPS is our anatomical pathology service provider. Completion of this interface allows a complete electronic medical record for all Women's Care services. The Lab will be implementing an upgrade to Orchard Harvest soon.

**Analysis of KPI Achievement:** Completed.

**KPI:** Successful completion of Point N' Click.

**Analysis of KPI Achievement:** Point N' Click was successfully and fully implemented in July.

**Initiative 5d:** Enhance the effectiveness and efficiency of the pharmacy services.

**Action plan:** Enhance the satisfaction of students with wait time to fill a prescription.

**KPI:** Student's satisfaction with the wait time to fill prescriptions improved.

**Results:** Implementation of the automated telephone refill system has improved wait time at the pharmacy.

**Analysis of KPI Achievement:** Efforts to improve pharmacy wait time have been implemented, but no formal data exists to determine by how much specific tools have improved wait time. Conducting a quality study has been discussed with the assistant director to assess the best methodologies or combination to increase student satisfaction with wait time. MyRxSpace will further improve wait time.

**Initiative 5e:** Protect the confidentiality and integrity of protected health information (PHI).

**Action plan:** Student Health Services will establish its own data center and server room.

**KPI:** Server room is completed with appropriate firewalls and security protection.

**Results:** All server activity is currently hosted by University Technology Services, including Lab servers, which are maintained in a HIPAA-secured tower there. All HL7 interfaces are set up to travel securely through the firewall to these servers. Business Associates Agreements are signed with all service vendors including Laboratory Corporation of America, Professional Pathology Services, and Orchard Software.

**Analysis of KPI Achievement:** Student Health Services has met the requirements to protect privacy and security appropriately through use of firewalls and further protection.

**Goal 6: Implement a comprehensive and integrated financial plan to enhance efficiency and quality of service delivery.** Supports Division Goals 2, 4, 6

**Initiative 6a:** Fiscal responsibility is established and maintained to enhance delivery and profitability of services.

**Action plan:** Demonstrate fiscal responsibility by reconciling budgets.

**KPI:** Budget reports are due monthly with bi-annual reporting.

**Results:** All Student Health Services department managers are now required, per a new policy, to submit a reconciliation of their budget monthly. Additionally, after implementation of second-party verification and a system to properly allocate accounts receivable, and revenue has been allocated to its proper cost center. The Business Office continues to closely monitor the monthly credit balance and ensure that credits are being applied so that students do not receive additional invoices for charges that were previously paid.

**Analysis of KPI Achievement:** Student Health Services departments are becoming more accountable in aligning their business with their budget. New policies will significantly help managers with their expenditures. We are working towards meeting this KPI.

**Action plan:** Analyze business and accounting practices to enhance Student Health Services operations and fiscal responsibility.

**KPI:** A complete review and analysis of business operations and accounting practices are conducted and appropriate changes implemented.

**Results:** Monthly budget reconciliation is ensuring that revenue and expenses are placed in the correct fund code. Total accounts receivable reported through January 1, 2010 were \$164,673. The Business Office has brought this amount down to \$27,500 through transfer of accounts to the Bursar's Office.

Additionally, the Business Office has filed or refilled outstanding accounts with Pearce & Pearce and anticipates payment of \$3,432 in claims.

**Analysis of KPI Achievement:** The business office has a strong plan to meet accounts receivable in accordance with industry standards. Continued direction by our new business office manager, Kimberly Donalson, should show good results in line with standard accounting practices.

**Action plan:** Demonstrate fiscal responsibility by utilizing cost containment strategies.

**KPI:** At least one cost containment strategy is identified per individual area.

**Results:** Student Health Services has implemented several strategies to contain costs. Facilities conducted a cost analysis of purchasing card expenditures, resulting in a new policy to validate department expenditures and provide better oversight. This cut expenditures \$20,000 from the previous fiscal year. Supply storage was also reduced by 50 percent.

The Business Office is working to ensure accurate insurance information is in the system for all patients. Women's Care is tracking and managing processes with Point N' Click and Excel to minimize paperwork and improve efficiency. The pharmacy bought some medications in bulk to take

advantage of discount pricing. The Lab purchased a spreadsheet to monitor and track pricing offered by a variety of state-contracted vendors to not only make purchasing decisions, but to negotiate competitive prices on high volume items. Campus Wellness let open positions remain unfilled.

**Analysis of KPI Achievement:** Most departments within Student Health Services made efforts to save money, buy at discount or buy less frequently. Efforts will be made continuously to cut costs and expenditures with further pending state budgetary cuts.

**Action plan:** Implement a comprehensive procurement process and inventory system.

**KPI:** Procurement process is developed, written policies and procedures are completed, communicated, monitored, and enforced.

**Results:** The supply inventory, to include shelf-life validation, is automated and manually checked on a monthly basis. This process decreased Student Health Services supply count by 25 percent from July 1, 2009-Jan 31, 2010. All employees have immediate access to policies and procedures.

**Analysis of KPI Achievement:** The procurement process is thorough and adequately managed and documented.

**Initiative 6b:** Identify ways to increase revenue and identify outside funding resources.

**Action plan:** Explore other means to increase revenue to include grant writing/acquisition, review of fee structures, third party billing, etc. to enhance service delivery.

**KPI:** Grant opportunities are identified and appropriate grant-writing teams assembled.

**Results:** Campus Wellness received a \$2,000 grant from the Center for Colon Cancer Research at USC to develop an outreach initiative to increase awareness among part-time and temporary staff. It reached 162 employees at presentations and many more by providing information at the Healthy Carolina Farmers Market.

Campus Wellness also received a grant from USC's Parents Programs' Parents Annual Fund totaling \$7,800 for three tools that will enhance the level of precision of programs: a Med Gem metabolic tester to calculate resting metabolic rate, Personal Wellness Profile software, and a scale to accommodate students weighing up to 500 pounds.

The Counseling Center was also awarded a \$15,000 capital improvement grant from USC's Parents Programs' Parents Annual Fund, which it will use to carpet, paint and furnish its common areas and upgrade the waiting areas.

Women's Care was awarded two grants. The first was an educational grant from Warner Chilcott in the amount of \$400. The second was a \$6,000 grant from the USC School of Medicine Cervix Project, which is being used to vaccinate female students against HPV, which can result in cervical cancer.

**Analysis of KPI Achievement:** Student Health Services has identified some grant opportunities. Researching and writing grants is a time consuming process, and limited staff and high workload restrict the amount of time that can be spent on the grant application process.

**KPI:** The feasibility of third party billing will be completed.

**Results:** Courtesy filing of all insurance claims will begin July 1, 2010. A request for proposals is now being developed to secure a vendor for electronic filing.

**Analysis of KPI Achievement:** The feasibility of third-party billing is completed, and Student Health Services has moved forward to secure a vendor. This KPI has been met successfully.

**KPI:** Educate campus community about health insurance and the specific benefits of the Pearce & Pearce plan.

**Results:** Several health insurance information sessions were held in collaboration with the Graduate School Association, which resulted in greater understanding of and satisfaction with the insurance plan. It also resulted in a higher percentage of claims being processed accurately by students.

**Analysis of KPI Achievement:** Student Health Services has done an adequate job communicating information about insurance or Pearce and Pearce to students. Additional information will be incorporated into outreach events, including orientation, by the public relations and business staff in the future.

### **Goal 7: Incorporate the mission of the Health Carolina in program and service delivery. Supports Division Goals 2, 3, 4**

**Initiative 7:** Increase the visibility and collaboration of Health Carolina to support a healthy learning environment.

**Action plan:** Utilize the Healthy Carolina word mark in all marketing strategies.

**KPI:** Wordmarks are present on print and electronic media.

Student Health Services utilizes the Healthy Carolina word mark and/or the phrase “in support of Healthy Carolina” in promotional materials. To ensure this, all publications are routed through the public relations office for approval.

**Analysis of KPI Achievement:** Student Health Services is adequate in meeting this KPI, although not all departments are in compliance with the approval rule. Since this is a relatively new requirement, many printed publications can only become compliant through a reprint.

**KPI:** Collaborative partnerships are implemented and assessed.

**Action plan:** Utilization of National College Health Association (NCHA) data to direct service delivery, programming and evaluation.

**KPI:** All offices support the dissemination of and program development using NCHA data.

**Results:** Women's Care used NCHA data to discuss statistics, revise the routine Well-Woman visit, and standardize patient encounters. Campus Wellness developed programs to address stress, which was indicated as the primary impediment to academic success by our students. SH&VP used the information to support outreach efforts concerning condom usage and STI prevention. Public relations staff uses the data to guide content development.

**Analysis of KPI Achievement:** Student Health Services has done an extensive job incorporating NCHA data into programs and services. The results stated for this KPI do not speak to the fluency with which most Student Health Services program managers and coordinators have with the data.

**KPI:** NCHA data are utilized to direct programs, services and evaluation.

**Results:** Based on NCHA data, Women's Care now places a greater emphasis on health education and guidance in its patient annual visits. As noted above, Campus Wellness has developed programs to address stress, and SH&VP is using it to also guide program and outreach efforts.

**Analysis of KPI Achievement:** As noted above, NCHA data is well-incorporated into Student Health Services programs, services and evaluations.

**Action plan:** Develop comprehensive programs and services that address stress and its effects on academic success.

**KPI:** Stress management programs are developed and assessed based on health and learning outcomes.

**Results:** The Counseling Center and Campus Wellness both offer biofeedback programs in which participants' vital signs are monitored, and then they are led through relaxation techniques. Campus Wellness is also offering blood pressure screening, "De-Stress Fest," massage breaks for faculty and staff and chair massage for students.

Medical providers in Women's Care address stress reduction within preventive care visits. All patients are screened for basic mood disorders at each visit. Psychosocial health is reviewed and education and guidance are given.

**Analysis of KPI Achievement:** In accordance with data presented by the NCHA study, Student Health Services offers thorough programming to address student stress. Learning outcomes for these programs must be developed.

## **Goal 8: Engage in the planning process for a new health care facility.** Supports Division Goals 1, 2, 3, 5

**Initiative 8:** Improve facilities and design programming to enhance delivery of services.

**Action plan:** Develop a building plan that incorporates LEED standards and programming design.

**KPI:** A representative committee is formed.

**Results:** A committee was formed.

**Analysis of KPI Achievement:** Complete.

**KPI:** Documentation through feasibility study that establishes needs and priorities of the facility is developed.

**Analysis of KPI Achievement:** A feasibility study was completed, indicating the priorities and needs of the facility.

**KPI:** Updated financial proforma is completed.

**Results:** The last proforma has been reviewed and updated. Capital Planning approved the project. It will now go to the board for approval.

**Analysis of KPI Achievement:** The proforma was completed and submitted for the Board for review.

**Action plan:** Obtain approval of Board of Trustees.

**KPI:** New facility is approved.

**Analysis of KPI Achievement:** Still pending.