

University Health Center STRATEGIC PLAN

June 15, 2017

The University Health Center strategic plan is guided by the strategic goals of the Division of Student Life and the Health Center mission.

University Health Center Mission:

To provide exceptional culturally competent health services and public health leadership that enhances personal success and optimizes health and wellness for a diverse campus community.

Core Values:

- **Accessibility**
- **Caring & Compassion**
- **Customer Service**
- **Education & Personal Development**
- **Excellence**
- **Innovation & Adaptability**
- **Integrity**
- **Multicultural Competence**
- **Responsible Stewardship**
- **Student-Centered**
- **Sustainability**

Student Life Strategic Goals:

1. Create an exceptional experience for every student.
2. Serve as a model of equity, inclusion and collaboration.
3. Work to maximize effectiveness and efficiencies, prioritizing decisions using evidence-based analysis.
4. UHC goal: Commitment to invest in human resources

Data will be collected and utilized to drive decisions. We will use the following Core Questions when evaluating whether to move forward on any new Health Center initiative, program, procedure or process in the implementation of our Strategic Plan:

1. Will this benefit students?
2. How will this enhance our ability to provide quality care?
3. How will this impact my co-workers or staff?
4. How does this impact the UHC as a whole?
5. How does it impact departments outside of the Health Center?
6. How will this contribute to our on-going goal of financial sustainability?
7. How does this impact the greater community?

Goal # 1: Create an exceptional experience for every student.

A. Division Objective: Facilitate and promote experiences that develop students' ability to think and reason effectively, engage with others and the community, and thrive personally and professionally.

UHC Strategic Initiative: Develop and implement comprehensive co-curricular and consumer based educational opportunities throughout the health center.

UHC Strategies:

1. Develop Learning Outcomes designed to ensure that students become educated and informed consumers of health care systems.
 - a. Enhance patient education materials
 - b. Measure specific learning outcomes for:
 - i. Diabetes Education Management Sessions
 - ii. STI Screening Clinical Services
 - iii. Travel Clinical Services
 - iv. Concussion Management
 - v. Tobacco Cessation
 - vi. Health Insurance Literacy
 - vii. Other Clinical Services
2. Develop Learning Outcomes for students participating in Co-curricular activities.
 - a. Practicum Programs
 - i. Physical Therapy/Sports Medicine
 - ii. Pharmacy Internships
 - iii. Nursing Internships
 - iv. Nurse Practitioners
 - v. Emerging Leader Program
 - b. Student Health Advisory Committee
 - c. Peer Health Program
 - d. Student Workers/Volunteers/Greeters
 - e. Outreach Events

B. Division Objective: Create and implement a system that enables students to document and communicate their co-curricular activities and applied learning.

UHC Strategic Initiative: Participate in a robust manner with UO Advantage.

UHC Strategies:

1. Populate programming opportunities for Health and Well-being educational events.
 - a. stress reduction
 - b. nutrition
 - c. sleep
 - d. tobacco
 - e. other
2. Populate programming opportunities for Leadership, Civic engagement, Professional Success.
 - a. Health Professionals Panel
 - b. Practicum Programs
 - c. Student Workers
 - d. SHAC
 - e. Peers
 - f. Other

C. Division Objective: Improve retention & graduation rates, especially for underrepresented students, through identifying and promoting experiences that have been proven to increase retention.

UHC Strategic Initiative: To develop assessment tools to measure student learning and accessibility of Duck Nest programs for populations traditionally underrepresented on campus.

D. Division Objective: Provide exceptional programs and services, allowing students to focus on academic and co-curricular successes.

UHC Strategic Initiative: Serve as the primary resource for student and campus health and well-being.

UHC Strategies:

1. Provide accessible and responsive health services to a diverse campus community.
 - a. Increase access to clinical services
 - i. Explore Acute Care Model
 - ii. Optimize provider productivity
 - iii. Expand STI Screening Clinic
 - iv. Implement SANE care model
 - v. Progress on-line scheduling
 - vi. Enhance Pharmacy clinical services
 - vii. Refine influenza vaccine campaign
 - viii. Explore alternative care models: telemedicine
 - ix. Explore mechanisms to identify and outreach to underrepresented students related to Health Center utilization.
 - b. Enhance customer service
 - i. Promote customer service philosophy
 1. Improve staff accountability and ownership
 2. Improve staff follow-through on customer service issues
 3. Reduce unnecessary points-of-contact for service
 4. Improve patient cycle times
 - ii. Provide on-going customer service training and education
 - iii. Improve off-campus referrals experience
2. Provide leadership and guidance pertaining to public health matters.
 - a. Strengthen communication with community partners for public health issues
 - b. Increase education efforts for campus leadership pertaining to areas of public health
 - c. Establish standard public health response protocols
 - d. Implement updated policy for immunization requirements and recommendations
3. Collect evidence-based knowledge of students, their needs, wants, and motivations.
 - a. Staying relevant to student healthcare needs
 - i. Enhancing patient satisfaction survey tools
 - ii. Increase SHAC involvement for programmatic decision-making
 - iii. Develop a robust, relevant communications strategy with students
 - iv. Provide Residence Assistance (RA) outreach and education
 - v. Provide Fraternity and Sorority Life chapter houses outreach and education
 - b. Utilize NCHA survey and other data to document student health care behavior
 - c. Utilize ACHA data to benchmark performance at the UHC
 - d. Utilize student feedback to inform decision-making
 - i. Annual student panels
 - ii. SHAC
 - iii. Enhance student feedback system

Goal #2: Serve as a Model of Equity, Inclusion and Collaboration. (IDEAL Framework Goals)

A. Create an inclusive and welcoming environment for all (Goal #1).

UHC Strategic Initiative: Commit to the creation of inclusive and welcoming programs, services, and facilities

UHC Strategies:

1. Commit to the use of systematic use of pronouns and preferred names in all EHRs
2. Enhance Language interpretative services
3. Provide care and services sensitive to sexual and gender identities
4. Provide culturally competent care and services
5. Ensure facilities are welcoming, inclusive, and accessible
6. Sustaining UHC Diversity Action Committee (DAC) structure and initiatives
7. Spread awareness of and improve access to academic and cultural support resources available on campus to division staff, faculty, and students.

B. Increase the representation of diverse students, faculty, staff, and community partners at all levels of the university (Goal #2).

1. Division Objective: Incorporate active recruitment strategies, processes to eliminate conscious and unconscious bias, and other promising practices to recruit diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally under-represented communities.
2. Division Objective: Use promising practices and effective strategies to retain diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally-underrepresented communities.

UHC Strategies:

1. Articulate the UO IDEAL Framework as a part of onboarding and extrapolate its meaning and expectations at the departmental level - able to translate into our department's mission and employee's own work.
2. Incorporate diversity, equity and inclusion related performance measures into all employees' position description, annual goals, and performance reviews.
3. Participate in division-wide semi-annual training opportunities on issues of diversity, equity, and inclusion.
4. Provide opportunities for all-staff education and meaningful discussion regarding topics pertinent to multicultural competence and collaboration in the provision of health center services.
 - i. Ally training opportunities
 - ii. UHC DAC events and education sessions
 - iii. SHAC educational events
 - iv. Annual implicit bias training
5. Ensure staff of all employee groups receive cultural competency training on an ongoing basis.
6. Require that all members of search committees undergo implicit bias training prior to serving on search committees.
7. Require that SSEM job candidates demonstrate a baseline knowledge or awareness of issues of diversity, equity, or inclusion.
 - i. Include cultural competency questions in all hiring and interviewing processes.
 - ii. Require employment application supplemental diversity question, constructed specifically for the position posted.

- iii. Design and implement exit interview processes to promote constructive feedback that can be used to improve the staff member experience.

C. Facilitate access to achievement, success, and recognition for under-represented students, faculty, staff, and alumni (Goal #3).

1. Division Objective: Eradicate any existing gaps in achievement between majority and under-represented students, faculty and staff in graduation rates, tenure and promotion, professional opportunities, leadership opportunities and recognition.
2. Division Objective: Increase faculty, student, staff, and alumni participation (with special focus on groups that are currently under-represented) in global leadership experiences, research, professional development opportunities, and scholarships (e.g. Rhodes Scholar and Marshall Scholar competitions) as well as other prestigious awards and recognitions.

UHC Strategy: Participate in division's professional development and mentoring opportunities.

D. Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions (Goal #4).

1. Division Objective: Develop and promote programs that support, mentor and prepare members of under-represented groups for leadership opportunities (i.e. department heads, directorships, deanships, vice presidencies, etc.) at the UO.

UHC Strategy: Participate in division's metric for monitoring actions and progress

Goal #3: Work to maximize effectiveness and efficiencies, prioritizing decisions using evidence-based analysis.

A. Division Objective: Complete a comprehensive evaluation of programming, services, operations and staffing across the Division to determine:

1. Where efficiencies can be developed by joining, combining, or sharing services.
2. Measure effectiveness of programs in advancing student learning, enabling us to prioritize programming and funding decisions based on effectiveness.
3. Opportunities to advance financial value, affordability and accessibility for students.

UHC Strategic Initiative: Align evaluation of programming, services, operations and staffing with division objectives.

UHC Strategies:

1. Contribute resources to centralized marketing model
2. Contribute to Division's assessment infrastructure
3. Collaborate with campus partners for wellness programming
4. Continue to collaborate with UCTC in shared resources
5. Develop a centralized onboarding process
6. Collaborate with campus partners for sexual assault survivors
7. Evaluate opportunities for collaboration and cost sharing with Athletics
8. Evaluate different models for insurance efficiencies
9. Conduct annual SWOT analysis—service line evaluation
10. Enhance a culture of assessment
11. Improve data-driven decision-making and accountability
12. Maintain AAAHC accreditation as an indicator of clinical excellence and adherence to national standards.

13. Conduct QI studies, informed by level of risk, need for service, and changes made to nationally recognized clinical guidelines.
14. Enhance self-funded health benefits plan
15. Participate in major commercial insurance filing
16. Provide insurance liaison services for community resources
 - a. CCARE participation
 - b. OHP navigation services
17. Explore SHBP in lieu of Medicaid
18. Explore insurance mandate as a campus safety and affordability initiative
19. Reduce operational expenses for clinical services and programs
20. Continue to explore areas for operational efficiencies

B. Division Objective: Integrate entrepreneurial and other innovative revenue generating ideas into budget decisions in order to reduce the economic costs to students.

UHC Strategies:

1. Continue partnership with donors for wellness programming
2. Explore donor opportunities for health center programs, initiatives, and facilities
3. Evaluate pharmaceutical billing models
4. Develop a list of potential future entrepreneurial ideas
5. Leverage world IAAF Championship event

C. Division Objective: Approach all new facilities and renovations with an eye toward innovations, sustainability and inclusion.

UHC Strategies:

1. Facility renovation plans will incorporate the goal of generating revenue while providing needed services to students and the campus community
2. Implement culturally competent way-finding signs

Goal #4: UHC commitment to invest in human resources

UHC Strategies:

1. Intentional creation of skill building, professional development, critical thinking, leadership opportunities, and cross training
2. Increase morale and retention; improve staff recognition
3. Enhance onboarding experience
4. Strengthen and develop change management strategies and management education