1. Support Services Report Template

Report Info
- Name of the person completing this report: Jennifer Miranda
- Title of the person completing this report: Manager, Health & Wellness Services
- Supervisor/dean reviewing report: Andrea Wilson, Director
- Name of second reviewer (if necessary): Brad Wells
- Service: SHCS - Health & Wellness Services
- Division/College: Administration and Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Executive Order: 943

Provide a brief explanation, if necessary, in < 60 words.

Per EO 943: services shall be available to all matriculated students who have paid the appropriate mandatory student health fee. Public health prevention programs for the prevention and control of communicable diseases; Health education (e.g. nutrition, sexually transmitted infections, HIV, alcohol and substance abuse, eating disorders, preventive medicine).

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Health and Wellness Services aims at meeting the holistic health needs of a diverse student body. Department staff encourage students to think critically regarding choices that support wellness, and to take an active role in their individual health. The department is centered on enhancing wellness, preventing illness, and promoting healthy lifestyles among the students of CSUEB through dynamic and culturally sensitive best-practice approaches. A variety of services are available through the Student Health Center and the Recreation and Wellness Center to assist students in maintaining healthy lifestyle choices while on and off-campus, and the department strives to support students while achieving their academic and professional goals.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 100%
Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Evidence submitted to support the chosen selection (&lt;60 words for each)</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Health &amp; Wellness Services co-sponsors online alcohol/sexual assault prevention education for incoming students (Freshman, Transfer, Athletes, ALP). The program educates about the effects of high-risk drinking, personal protective behaviors, sexual assault, and the CSUEB alcohol policy. Pre-matriculated students utilize a comparative social norms assessment to reflect upon their own drinking compared to their CSUEB peers.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>CSUEB Students have access to variety of services around the topics of alcohol/drugs, tobacco, drugs, sexual health, nutrition/fitness, stress management and wellness. Services include, but are not limited to individual clinic sessions, contraceptive options, outreach programs, classroom presentations, workshops, social media campaigns, as well as partnerships with campus departments and student organizations.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Health &amp; Wellness Services coordinates the Peer Advocates for Wellness (PAW) internship program. Students offer peer support, workshops, and resources about myriad wellness issues. Interns refine oral/written communication, program planning, and evaluation techniques through interactions with their peers. Any student may apply for PAW to gain exposure to professional demeanor and ethical standards required of public health professionals.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th></th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>It may be possible for online alcohol/sexual assault programs to continue without Health &amp; Wellness Services' involvement. However, the public health perspective of our area guides evidence-based practices with college student populations. Additionally, evaluation measures conducted our staff determine the effectiveness of prevention education with pre-matriculating students and how it contributes to their overall wellness towards graduation.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Positive lifestyles are central to ensuring student retention. Without Health &amp; Wellness Services, CSUEB students would not receive information/resources to assist them in establishing positive behaviors that support their academic success. Students would not access health education clinics,</td>
</tr>
<tr>
<td><strong>Succeed while they are at Cal State East Bay</strong></td>
<td>Workshops, and prevention campaigns. Additionally, professional staff serves on multiple campus-wide committees to inform alcohol/drug, tobacco, and sexual assault policies.</td>
</tr>
<tr>
<td><strong>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</strong></td>
<td>Peer Advocates for Wellness (PAW) is unique to Health &amp; Wellness Services. Without this program, students might gain exposure to public health practices through academic coursework if they declared a Health Sciences major. The service-learning components of PAW provide opportunities for students to integrate information gained from didactic courses and into a real life situation prior to entering the workforce.</td>
</tr>
</tbody>
</table>

### Link to Scoring Rubric

#### 2.4 Alignment with Shared Strategic Commitments

**How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?**

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</strong></td>
<td>Introduction to Peer Health Education (HSc 2510) is offered as a pre-requisite for the PAW internship. The course draws upon the social science and public health disciplines to explore theoretical frameworks and practice of community health education. Students are introduced to behavior change theories, program planning, and skills used as a peer educator on a college campus.</td>
</tr>
<tr>
<td><strong>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</strong></td>
<td>Health &amp; Wellness Services’ programs allow students to think critically about health beliefs, disparities among minority groups, and social justice issues relating to wellness. Professional staff and student interns maintain sensitivity to a variety of sociocultural needs of a diverse campus community. Additionally, health data collected by the department is analyzed by demographic groups to address concerns among specific populations.</td>
</tr>
<tr>
<td><strong>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</strong></td>
<td>Research indicates health behaviors (i.e. alcohol) established during college continue into personal lifestyles beyond graduation. Clinic services, prevention programming, and outreach endeavors are offered to assist students maintain healthy lifestyle choices while on and off-campus. Students are encouraged to think critically regarding choices that support wellness, and to take an active role in their health through continued development.</td>
</tr>
<tr>
<td><strong>Foster a vibrant community through enriched student services and student life that support student engagement and learning</strong></td>
<td>The promotion of student health and wellness requires a collective campus effort. It is essential for our area to work closely with departments and student organizations to create dynamic programs. Health &amp; Wellness Services provides health and wellness special sessions at new student orientations, student club recognition/renewal meetings, student leader trainings, freshmen classroom presentations, and residence hall workshops.</td>
</tr>
<tr>
<td><strong>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</strong></td>
<td>Health &amp; Wellness Services embraces a holistic perspective that includes sustainability and environmental awareness. Outreach programs are offered to discuss lifestyle changes that incorporate various themes including but not limited to air/water quality, recycling, food sources, transportation options, and the built environment.</td>
</tr>
<tr>
<td><strong>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</strong></td>
<td>Health &amp; Wellness Staff regularly collaborate and consult with medical staff, counselors, and other professionals working within the Student Health Center. Additionally, staff consults and solicits program feedback through campus-wide committees with other professionals from other CSUEB departments such as Associated Students, Athletics, International Education, Student Housing, Student Life, and University Police Department.</td>
</tr>
<tr>
<td><strong>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</strong></td>
<td>Health &amp; Wellness Services integrated technology into daily practices. All clinic services are documented through Electronic Medical Records. The department has gone paperless and adopts GoogleDocs as the main form of communication between professional and student staff. Integration of social networking and web based services allows staff to</td>
</tr>
<tr>
<td><strong>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science,</strong></td>
<td></td>
</tr>
</tbody>
</table>
technology, engineering, and mathematics (STEM) provide information to the campus community in accessible and "student friendly" methodologies.

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Health & Wellness Services regularly conduct assessment/literature reviews to project potential risks among various demographic groups. This data is utilized to integrate evidence-based approaches into CSUEB programs/services. The campus has a growing population of "traditional" college students (freshman, residential students, student organizations, and athletes). This demographic shift requires additional prevention and intervention measures to ensure the continued safety and wellness of students. High-risk health trends may correlate with "traditional" populations such as binge drinking, sexual assault, unplanned pregnancy, eating disorders, and body image concerns. As CSUEB expands student enrollment, these health issues must be taken into consideration for strategic planning to assess potential risks and create opportunities to mediate negative consequences prior to them occurring.

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Health & Wellness establishes quality assurance through annual strategic planning processes. Department projects utilize goals and objectives to measure timelines for implementation and student behavior change. The department has consistently received substantial compliance by the Accreditation Association for Ambulatory Health Care for the past three cycles. Regular Quality Insurance (QI) studies establish baseline measurement and re-evaluates effectiveness after an intervention has been implemented. Additionally, Health & Wellness Services conducts the bi-annual National College Health Assessment (NCHA) to measure behavior change among the broader student body. Results guide strategic planning for clinic services and outreach programs offered by our department. Campus wide committees also use NCHA results to inform university policies impacting student health.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Health & Wellness Services participated in an annual benchmarking study sponsored by the Health Promotion Directors in Higher Education. This study provided measurements across similar departments within the CSU system, UC system, and private universities. The Standards for Practice established by the American College Health Association are used to ensure CSUEB Health & Wellness Services is practicing highest quality evidence-based approaches. Clinic services have increased standardization through certification of three health education counselors in family planning basics. The certification allows for consistent practices among all counseling sessions. The department has begun to review and analyze the Health & Wellness section of the Council for the Advancement of Standards in Higher Education (CAS).

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of
The quality of services can continue to improve through increased standardization processes. Health education clinic sessions will undergo regular peer review to assure consistency among the three health education counselors. Peer review can occur among CSUEB clinic counselors, as well as extension of peer review to departments within other CSU campuses to ensure health education practices are standardized for all college students. Literature review processes will be continued and extended for every project offered by Health & Wellness Services. The review of research-based initiatives will ensure increased quality by usage of published studies. The department will continue to utilize Quality Improvement studies, the National College Health Assessment, and CAS standards for annual strategic planning.

**3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.**

Additional resources would allow for an increase in longitudinal studies for Health & Wellness Services. Allocation of funding could support an additional staff person that would focus upon data management for the department. This individual could coordinate and analyze data collection. The department currently collects and analyzes aggregate data clinic services and outreach programs. These processes give a snap shot of the impact of upon student behavior, but do not measure total effectiveness of services. Additional resources would allow for staffing/incentives for matched-pair data collected to evaluate the impact of services upon students over time.

**3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?**

Yes

**If yes, describe the process and most recent results in <120 words. If no, please explain.**

Satisfaction surveys are collected for all services conducted by Health & Wellness Services. Clients complete post-test evaluations after health education clinic clients to evaluate perceived competency of their counselor, level of knowledge gained through the clinic session, and their overall impressions of the clinic session. Participants complete post-test evaluations after outreach workshops to evaluate their level of enjoyment of the program, level of knowledge gained, and overall impressions of the event. Each survey is compiled and analyzed to validate current programs and to make future recommendations.

**3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.**

Survey results for Student Health & Counseling Services mirror positive comments collected through Health & Wellness surveys. It is validating to hear feedback from CSUEB students about our campus endeavors.

**3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?**

Yes

**If yes, please describe in <120 words. If no, please explain.**

Health & Wellness Services holds a students-first attitude and keep clients’ needs central to development of all programs. Professional and student staff receives training for client interactions based upon multiple organizations to ensure highest quality of services for CSUEB students. The ACHA Standards for Practice, AAAHC, and CAS documents provide guidance for client-centered counseling, confidentiality, social justice, and culturally humility. Our department participates in staff trainings to improve
communication, professionalism, and student development to improve services offered to the campus community.

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Each content area within Health & Wellness Services (Alcohol/Other Drugs, Nutrition, Sexual Health) has measurable goals and objectives that outline the direction of all programs. These standards are established through baseline measurements established by NCHA data and pre-test data surveys. Although aggregate data is currently collected, there has been measurable behavior change among various student populations within the university. First-time freshmen drink at statistically significantly lower levels than other populations and sexual health condom practices are increasing among residential students. These behavior changes have been followed over time and may not be measured after one quarter of efforts, but become apparent over the course of an academic year or biennial NCHA cycle.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Health & Wellness Services has quarterly contact with over 1,500 students through outreach programs and over 100 students through clinic sessions. Over the past ten years, the profession of health and wellness has moved away from awareness-based programs towards evidence-based services that result in measured behavior change. Carnival-style outreach events that draw large crowds are no longer promoted by national organizations due to the fact they are resource intensive but are low results oriented. Our department has shifted away from services that have low impact on behavior change and has re-evaluated the purpose of programming. Our direction for future academic years is to focus upon the quality of the program (research-based measurable outcomes) rather than the quantity of services offered.

6. Efficiency of Service (cost effectiveness)

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

306981

Attach your allocated spreadsheet here.

Student Health Svc 2011-12 Expenses Reviewed 08-19-13.xlsx

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

50481
Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

Attach your allocated spreadsheet here.

Space AF Stud Health Reviewed 08-19-13.xlsx

During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Health & Wellness Services has increased overall efficiency by reducing the quantity of services offered to the campus community and by sharing responsibility for campus wide endeavors. The department reevaluated the types of clinic services offered to students and ceased to offer those that had low client follow up. The focus of clinic services has been tied into medical appointments within Student Health & Counseling Services to ensure continuity of care for clients. Many campus-wide endeavors around alcohol use, tobacco, and sexual assault were coordinated, implemented, and evaluated by Health & Wellness professional staff. To improve efficiency, multiple departments and campus wide committees now share responsibility for these wellness topics and policy development.

What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

We will continue to evaluate services offered by Health & Wellness to determine the effective measures for service implementation. Strategic planning will allow to for streamlined services with clearly established and measurable outcomes to substantiate resource allocation. The department will continue campus wide collaboration to share responsibility for health issues and will enlist new areas to oversee program implementation for particular student population (i.e. Student Life coordinating alcohol programs for Greek Organizations). Additionally, the department is looking to local community based organizations and County Public Health Departments to augment services such as tobacco cessation and HIV testing. These partnerships will provide greater access to clinic services as well as connecting students with resources within their communities within the Bay Area.

What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Health & Wellness Staff would like to integrate educational services into established patient visits within Student Health & Counseling Services. The coordinated efforts would provide better continuity of care for clients, and students would not have to make multiple trips to the health center for education/provider follow-up sessions. Students may be more likely to integrate prevention measures into their regular behavior if sessions were connected (i.e. contraceptive counseling sessions tied with negative pregnancy test result or STI test). Additionally, technological aspects of the Electronic Medical Records software can be integrated to improve communication with clients and publicize services/programs that meet the needs of specific populations (i.e. smoking cessation advertisements to students who indicate they use cigarettes).
4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Health & Wellness Services is establishing and strengthening campus-wide partnerships to ensure better dissemination of health information. The Recreation and Wellness Center has created a joint effort to provide preventive health topics and programs for students, staff, and faculty. Staff is working with campus food services to educate the campus community about healthy food options at various campus eateries including the Dining Commons and vending machine. This partnership strengthens the need to educate about eating balanced meals, as well as promoting campus eating to potentially generate revenue for those areas. The joint efforts reduce duplication of services among campus departments and share resources for the overall improvement of campus health.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

Health & Wellness Services documented contacts with multiple students from 2011-2012. The department provided 108 outreach workshops, programs, and classroom presentations resulting in 5,254 student contacts. Additionally, staff had contact with 553 students during clinic education sessions and condom distribution from Summer 2011 through Spring 2012.

7. Other

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Health & Wellness Services is a unique department within the CSUEB campus community. Professional staff has preventive health backgrounds with Master Degrees in Public Health, state certifications in family planning, and certifications in community health education. The department provides dynamic programs that strive to meet the needs of the diverse student populations within CSUEB. Holistic health perspectives are utilized to create tailored messages about student health and incorporate a variety of factors from social justice standpoints. The service-learning component of the PAW program is integral to student development for those individuals who are involved in the internship. Peer to peer interactions create meaningful connections between clients served and the students who gain experience providing services.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.
Health & Wellness Services became a formalized department in 2001 and has grown substantially over the past 12 years. Prevention programs and initiatives transformed as the CSUEB campus community developed into a “traditional” college population with increased student life, residence halls, and freshmen students. Health & Wellness Services collaborates in most campus life endeavors, volunteers with service programs, and has a presence among the residential halls. Awareness programs shifted to evidence-based approaches to prevent negative consequences from unhealthy lifestyle choices and to support student development in a co-curricular experience. Staffing needs have increased to meet the demands of a growing CSUEB student population and the number of professional staff increased from 1 FTE to 4.5 FTE. Additionally, the PAW internship program has grown since it was established in 2002. Student participation has increased from 4 interns to over 30 interns each academic year. The PAW internship has grown in campus notoriety and is among the top CSUEB student organizations. PAW alumni return to Health & Wellness Services post-graduation to report on their accomplishments and many attribute their successes to the PAW program. As CSUEB continues to grow into a first-choice institution within the CSU system, Health & Wellness Services continues to plan programs that support student needs around responsible alcohol consumption, healthy relationships, balanced eating/fitness, and overall stress reduction. The department wants to continue to observe statistically significant impacts upon student behavior resulting from prevention programs established through campus wide collaboration. We believe student health matters.