

STUDENT FEES ADVISORY COMMITTEE (SFAC)

FY2025 PROGRAM QUESTIONNAIRE

Student Health Center

- 1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.**

Our mission is to provide cost-effective, comprehensive, compassionate, and quality primary medical, psychiatric and pharmacy services to all UH students so they can learn best health practices and maintain their focus on successful academic outcomes.

Maintaining health and wellbeing are primary drivers for academic success, and we meet this mission by providing industry leading quality healthcare.

We are accredited through the *Accreditation Association for Ambulatory Health Care (AAAHC)*, ensuring quality is provided to each student. We have been accredited since 2012 and are only one of 16 university healthcare centers in Texas to maintain this distinguished recognition. Our clinical providers are Board Certified in their disciplines and maintain certification through ongoing educational activities.

As a department within the Health and Wellbeing portfolio, we also support the mission to cultivate a community of care to promote and enrich our students in becoming successful scholars and engaged global citizens.

We meet our mission by providing programs and services that focus on improving health outcomes and assisting our students in developing skills to improve their wellbeing that can be continued long after graduation. These skills are promoted via social media platforms, on campus, and within the Student Health Center.

Services available at the Student Health Center:

Primary Care

Women's Health (*including contraception counseling and well-woman visits*)

Men's Health

Psychiatry Clinic

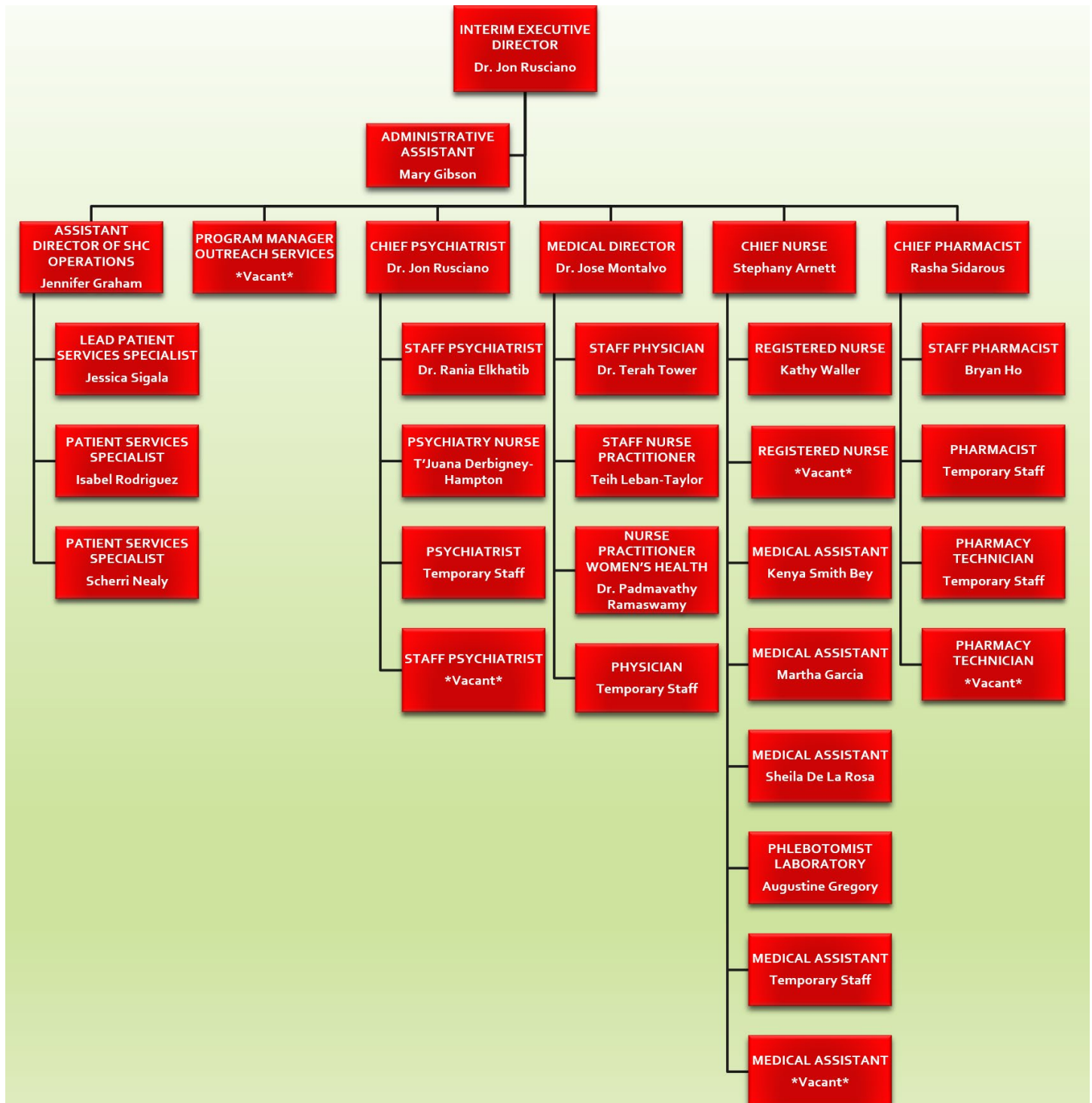
Immunization Clinic

Laboratory Services (*partnered with Quest Diagnostics both on-campus and off-campus*)

Campus Pharmacy (*vaccines, prescription medication, over-the-counter medication, and supplies*)

Virtual visits via telemedicine and telepsychiatry

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g., counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.



3. If your unit falls under the Division of Student Affairs, list your unit's strategic initiatives and action steps identified for the 2022 – 2023 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they can relate (links below). If your unit does not fall under the division of student affairs, explain, in detail, the strategic plan your unit operated under. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changes during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

2022-2023 Strategic Initiative #1 - Improving Student Health Center by Billing 3rd Party Insurance for Laboratory Services.

DSA Strategic Initiative: Student Success

University of Houston Strategic Goal: Student Success

We will streamline 3rd party insurance billing for services provided in our laboratory. We will reduce redundancy for lab services billed to the Student Health Center instead of the corresponding 3rd party insurance. Since we do not bill 3rd party insurance directly for laboratory services, we will develop a method that improves and expedites this process.

Action Step: We worked with our electronic health record (EHR) vendor, Point & Click Solutions (PNC), to develop a method allowing major insurance companies to add proper billing information into our system so that students can be billed efficiently when using their 3rd party insurance.

Outcome Result: We measured the impact of delayed patient billing associated with erroneous billing of labs to the Student Health Center. Our goal was to reduce these errors by 60%. Based on this goal, we were able to implement a new lab accession strategy in our EHR that included health insurance plans. By maintaining accurate patient data, we were able to significantly reduce lab and billing errors in patient information by 75%. Additionally, we were able to increase lab efficiency and overall performance.

2022-2023 Strategic Initiative #2 - Increase brand awareness for the Student Health Center & Campus Pharmacy. By displaying a new image and branding logo, we worked toward improving student awareness of our services throughout the UH community.

DSA Strategic Initiative: Division Cohesion

University of Houston Strategic Goal: Social Responsibility

Action Step: We collected data utilizing multiple platforms and events to gauge the increased presence of our department. These platforms will include social media, new patient satisfaction surveys, and campus outreach events. We aim to host a minimum of 4 collaborative efforts within the Health and Wellbeing portfolio and other departments during the fall 2022 and spring 2023 semesters.

Outcome Result: We were able to expand digital outreach by 25% through promotion of monthly health observances via social media and tabling events.

We promoted our department by showcasing a minimum of 4 A-frames on campus throughout the fall 2022 and spring 2023 semesters. In addition, we increased our social media followers by 35% through utilizing visuals, tagging other departments on social media, using hashtags, creating videos, building brand identity, following relevant student accounts, and creating a calendar to schedule posts effectively. These efforts have led to increased utilization of our services, specifically the Campus Pharmacy, with an increase in encounters and services.

2022-2023 Strategic Initiative #3 - Comparison study of Campus Pharmacy Services.

DSA Strategic Initiative: Student Success

University of Houston Strategic Goal: Student Success

Academic success is directly correlated to health status. Therefore, medication availability and compliance are two important factors when evaluating student health. The Campus Pharmacy is conveniently located on campus, allows students to fill prescription medications at cost-effective prices, administers certain vaccines, and provides consultation and medication education. These improved efforts by the Campus Pharmacy will lead to improvement in total prescriptions filled, medication compliance, and therefore overall better health for students.

Action Step: We conducted a monthly data review from the Campus Pharmacy and continue our improved marketing and outreach efforts. These combined improvements resulted in a continued increase in utilization rates for prescriptions filled and services rendered at the Campus Pharmacy.

Outcome Result: We monitored utilization rates for the Campus Pharmacy regarding prescriptions filled and services rendered. Our goal was to obtain a 25% increase in services rendered and prescriptions filled. We were able to reach a 39% increase in services rendered and prescriptions filled.

4. Please list your 2024-2025 strategic initiatives and action steps in priority order and if operating under the DSA, cite the specific Division of Student Affairs Values and University of Houston Strategic Goals to which they relate. If your unit does not operate under the DSA, reference the strategic plan your unit operates under. Larger units may wish to group responses by subprograms. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

i. Articulate how KPIs are tracked and how/when your unit utilizes them to measure progress towards your goals. Are there any deficiencies in your ability to measure your KPIs? If so, explain why.

Regarding our accreditation agency, AAAHC, we utilize their detailed Survey Report in conjunction with the AAAHC handbook to evaluate specific standards and compliance levels for the Student Health Center. Each performance indicator for compliance is evaluated and given a grade based on how well the standards are met and if improvements need to be made (fully compliant, partially compliant, etc.). We are evaluated every 3 years to retain our accreditation.

For student surveys, we have a monthly report detailing any issues that need to be addressed based on the numeric results and comments. For the newly implemented Help Hub, we monitor results weekly. We follow the appropriate policy and procedure for addressing any student concerns. See below for more details.

Our benchmarking data will take more time to collect and evaluate. The goal is to have preliminary results by the end of each semester. For the Student Health Center, these metrics and performance indicators are the most recent additions we have made to measure our progress.

ii. Identify the milestones laid out on the path to achieving the long-term goals you have laid out. How do these milestones contribute to your unit's ability to hold itself accountable to the long-term goals?

Maintaining ongoing accreditation with AAAHC is a long-term goal for the Student Health Center. We have established elements of compliance that are evaluated and rated during each assessment. Moreover, the Governing Body of the Student Health Center meets quarterly to assess and monitor key elements of AAAHC compliance.

Regarding student input, we have detailed surveys for students after each clinic visit as well as an online Help Hub to monitor our successes as well as areas of improvement for the Student Health Center as discussed below.

Our benchmarking data with Top 50 Universities is a new initiative and the data collection takes more time to attain and evaluate. However, the long-term goals are detailed below on what comparative data will be obtained.

- ii. **In your response, identify who (besides the department director) is responsible for each milestone in the plan and for measuring each KPI you have identified.**

See below for each initiative.

2024-2025 Strategic Initiative #1 – Maintain all Accreditation Association for Ambulatory Health Care (AAAHC) Standards

University of Houston Strategic Goal: Student Success

DSA Value: Integrity

Action Step: This initiative is ongoing as we implemented additional improvement measures based on our last accreditation visit in the summer of 2021. We will be conducting quarterly assessments to monitor progress in the following areas: Infection Control, Quality Improvement Projects, and Credentialing. This goal will be ongoing with several department processes we have in place. We will be conducting quarterly reviews for these action items to ensure we are fully compliant with AAAHC requirements for our next site visit.

Outcome: We will successfully achieve this goal by having a current Infection Control guide incorporating post COVID-19 action plans, completion of at least two Quality Improvement projects, and implementing an updated clinician credentialing process.

Responsible Parties: *Executive Director, Chief Nurse, Assistant Director of SHC Operations, Medical Director*

2024-2025 Strategic Initiative #2 - Increase Student Health Center & Campus Pharmacy Marketing Outreach

University of Houston Strategic Goal: Social Responsibility

DSA Value: Collaboration

Action Step: We have added additional survey questions at the end of each clinic visit to capture specific metrics for marketing and outreach. We also have implemented a new survey which is more user friendly and provides a better student response rate. We review survey data monthly and at the end of each semester.

Specifically, the questions below have been added:

How did you hear about the Student Health Center and Campus Pharmacy?

Have you seen advertisements for the Student Health Center and Campus Pharmacy on campus and/or social media?

Outcome: We will assess our outcome measures for the fall, spring, and summer terms based on the number of events, Health and Wellbeing portfolio participation, as well as survey metrics.

Responsible Parties: *Executive Director, Program Manager for Outreach Services*

2024-2025 Strategic Initiative #3 - Implement a New Communication Ticketing System and Help Hub to Expedite Student Information Requests

University of Houston Strategic Goal: Student Success

DSA Value: Empowerment

Action Step: The Student Health Center Help Hub will be implemented to improve access to information, resources, and opportunities to support students seeking health information. We will track submitted tickets weekly and update topics for our FAQ as they are asked through the ticketing system. Comparison with prior system involving email tracking and phone calls.

Outcome: We plan to assess time saved from reduced phone call volume related to better information presented via the Help Hub, number of ticket requests, and number of times the page was visited.

Responsible Parties: *Assistant Director of SHC Operations, Lead Patient Service Specialist*

2024-2025 Strategic Initiative #4 - Benchmarking with Top 50 Universities

University of Houston Strategic Goal: Student Success

DSA Value: Innovation

Action Step: Our department will conduct a benchmarking analysis regarding accreditation programs in institutions of higher education. The data will be collected by reviewing American College Health Association (ACHA) database reports, scope of offered services, program utilization, student clinic visit metrics, and overall staffing of student health centers. Additionally, we will be reviewing other student health center accreditation statuses and practices.

Outcome:

Comparative data from other Student Health Centers will include:
Services Offered
Types and Numbers of Clinic Visits (from annual reports)
Staff Clinician Specialties
Number of Staffed Personnel
Accreditation Status
Student Voluntary Fees, Student Service Fees, and Insurance Requirements

Responsible Parties: *Executive Director, Chief Nurse, Assistant Director of SHC Operations, Medical Director*

5. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exists, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting this data. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

i. **Tickets sold/number of attendees recorded.**

Attendees would be students served. See utilization data and assessment measures below.

ii. Merchandise

Not Applicable

iii. Concessions sold/distributed.

Not Applicable

iv. Revenue generated from these sales.

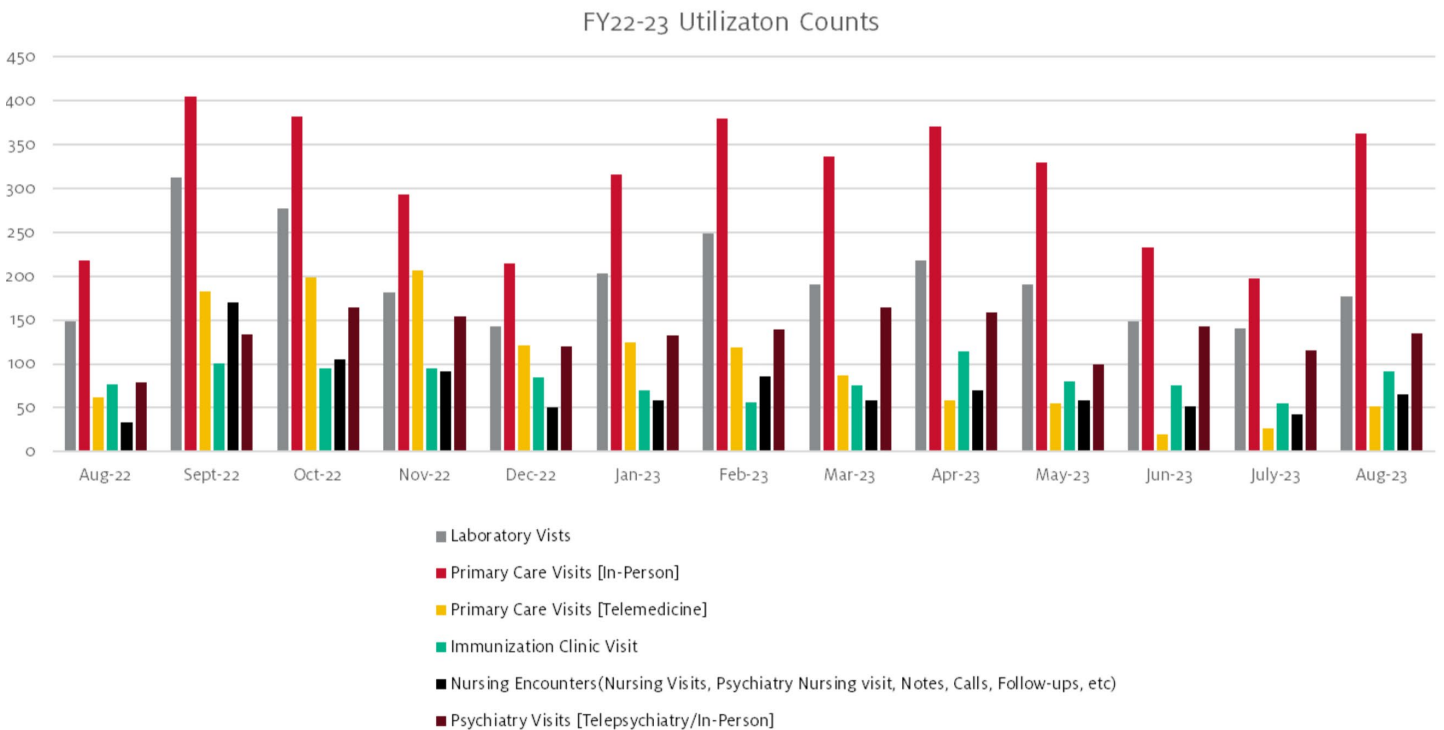
Not Applicable

Assessment Measures - Student Utilization of Services:

Student Health Center:

We view student utilization by type of student clinical visit (in-person or telemedicine visit), and total student clinical touchpoints.

Our results illustrate that over the past fiscal year (FY23), we provided **12,153 total student clinical visits**. The percentage of **in-person primary care visits continues to increase** each academic year. On the other hand, students still prefer telepsychiatry clinical visits over in-person visits in the Psychiatry Clinic.



Additionally, we provided **56,359 total student clinical touchpoints** in FY23 (**33,101** from the Nursing Support Team and **23,256** from the Patient Services Team).

Student clinical touchpoints include Healthy Coog Patient Portal messaging, input of patient information, patient communication outside of scheduled appointments, telephone calls and requests, student assistance with managing outside provider referrals, etc. **Each patient encounter averaged 4.6 student clinical touchpoints.**

Campus Pharmacy:

Our Campus Pharmacy plays a strategic role in providing comprehensive care to students which ultimately leads to student success.

For FY23, the Campus Pharmacy had **6,436 encounters**, filled **7,610 prescriptions**, and provided **1,548 over the counter (OTC) supplies and medications**. There was a **19% increase in service encounters**, an **18.3% increase in prescriptions**, and an **80% increase in OTC supplies and medications**. Our data shows an improvement in utilization of this valuable resource.

The Campus Pharmacy continues to provide onsite vaccinations in-house which has increased its campus presence with **167 COVID-19 vaccines and 231 Flu vaccines administered** during FY23.

The Campus Pharmacy remains one of the first units in the Division of Student Affairs to submit billing to private insurance plans as an in-network provider with Pharmacy Benefits Management (PBM) and the Student Health Insurance Plan (SHIP) which is managed by Academic Health Plans (AHP).

Assessment Measures - Patient Satisfaction Survey Results:

Patient Satisfaction is a very important and commonly used indicator for measuring quality in healthcare. Patient satisfaction influences clinical outcomes, patient retention, and medical malpractice claims.

Timely, efficient, and patient-centered delivery of quality health care generally correlates with higher patient satisfaction. The Student Health Center strives to achieve optimal patient satisfaction in every student encounter. We averaged a **patient satisfaction rate of 89%**. We continue to review patient feedback to improve our processes and services for our student population.

Patient Satisfaction Surveys 2022-2023							
	Total Surveys	Ease of Use	Quality of Service	Confidence in Clinical Staff	Overall Experience	Average Total	Average Percent
	758	4.52	4.49	4.52	4.43	4.49	89.82%
FALL 2022 (8/16/2022 - 1/15/23)	304	4.52	4.40	4.49	4.37	4.45	88.90%
SPRING 2023 (1/16/23 - 5/15/23)	264	4.54	4.55	4.59	4.48	4.54	90.78%
SUMMER 2023 (5/16/23 - 8/15/23)	168	4.49	4.52	4.48	4.47	4.49	89.79%

- If your unit concluded FY2023 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which cause the addition and provide a line-item identification of the budgetary sources(s) of the addition (i.e., lapsed salary, conference travel, etc.).

The Student Health Center did not receive a fund equity carry forward for FY24.

- 7. Recognizing that the potential to generate additional Student Service Fee income for FY2025 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5.0% in your total FY2025 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.**

We have endured ongoing challenges with our self-generating revenue which can be attributed to a reduction in service related to the pandemic. Any reduction in student fee funds therefore would result in the loss of essential staff who are the primary service providers for our students. Most of our salaries and benefits are paid for directly through our SFAC funds.

As a result, any eliminated staff position would lead to a permanent decrease in our self-generating revenue. In turn, this decrease would lead to the loss of available services for our students.

A 5% reduction (\$100,190) would require the elimination of a full-time nursing position:

1 FTE nurse salary \$70,014 (approx. based on current salary ranges)

Fringe (35%) \$24,505

Subtotal \$94,519

Administrative charge (6%) \$5,671

Total \$100,190

- 8. Please discuss any budget or organizational changes experienced since your last year (FY2024) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.**

From an administrative and organizational perspective, the Medical Director role has been separated from the Executive Director. They are now two distinct positions. This reorganization allows the Medical Director to spend adequate time and effort providing and supervising medical care without the administrative requirements of the Executive Director position. Please see the Organization Chart.

Additionally, the former Clinic Operations Manager position has been reclassified to Assistant Director of SHC Operations to better accommodate prior tasks and duties completed by the former Associate Director position.

Departures:

Associate Director

Program Manager for Outreach Services

Registered Nurse

Additions:

Chief Nurse

- 9. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source,**

purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC spreadsheet.

- i. If applicable, what can be done to increase donations, sponsorship sales, and other revenue streams? Please answer each separately.**

We have a self-generating funding source with revenue received primarily from the Student Health Insurance Plan (SHIP).

No grants or significant donations are present in our budget.

10. Does your unit generate revenue? (Please do not address donations in this question) If your unit does not generate revenue, respond "not applicable." If so:

- i. Provide your unit's P&L statement for the current fiscal year and trailing five-years showing all revenue streams for your unit.**

Not Applicable

- ii. Provide line-item data for each revenue stream.**

Not Applicable

- iii. For each revenue stream, provide an explanation of the nature of the revenue and briefly articulate the successes and failures for each line item.**

Not Applicable

11. Does your unit raise money from donors and sponsors? If your unit does not receive donations or sponsorships, respond "not applicable."

Not Applicable

12. Please describe any services that are similar to yours and or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The Student Health Center & Campus Pharmacy is one of six departments within the Health and Wellbeing portfolio. We provide complementary services to meet the needs of our students, yet these services do not overlap. We are the primary healthcare provider for the students on campus. We refer students to our portfolio partners as well as other departments within the Division of Student Affairs when the need arises. We are the only unit within the Division of Student Affairs that receives student fee funding and provides medical care.

We continue to utilize the office of Financial Aid as well as the Dean of Students Office when necessary for consideration of financial hardships faced by our students. We also refer students to Campus Recreation for exercise as part of a more holistic health plan.

Furthermore, we frequently collaborate with the Justin Dart, Jr. Student Accessibility Center to assist our students with various accommodation requests. We also work to identify food insecure students in our clinic and refer to the Cougar Cupboard for support. Overall, these collaborations enhance our services and benefit the students.

13. What percentage of department M&O is allocated to marketing?

Approximately 2% of department M&O is allocated to marketing.

i. Please detail your comprehensive marketing strategy for the student body including metrics used to measure the effectiveness of the marketing strategy.

Metrics are obtained through our social media output, outreach events, and collaboration within the Health and Wellbeing portfolio. Our Student Health Center & Campus Pharmacy marketing plan has been redesigned to promote and market cost-effective, comprehensive, compassionate, and quality primary medical, psychiatric and pharmacy services to all UH students so they can learn best health practices and maintain their focus on successful academic outcomes. Our goal is to generate a greater presence on campus by reaching students on multiple platforms to ensure they know our services are available for them. In turn, our marketing effort contributes to a more holistic approach to student success.

We conduct our marketing approach using these strategic initiatives:

- Increasing Student Health Center & Campus Pharmacy visibility on campus by hosting events.
- Investing in a smart mix of social media platforms. This strategy contrasts with prior attempts to advertise in multiple locations without a cohesive strategy. We researched the most effective channels for our organization to reach our students. Our metrics indicate that Instagram is our most utilized platform.
- Expanding reach through promotion of monthly health observances via social media and tabling events.
- Increasing social media followers by visuals, tagging other departments on posts, being proactive by listening to what students want to see on our social media page, using hashtags, creating engaging videos, building a strong brand identity, following relevant accounts and student accounts, posting share worthy content, and creating a calendar to schedule posts.
- Enhancing Student Health Center & Campus Pharmacy Brand perception via t-shirts, jackets, and other merchandise as able with our current budget.
- Encouraging collaborative efforts with the Health and Wellbeing portfolio and other university departments.

Social Media Metrics in FY23:

X / TWITTER				
Impressions	Engagements	Tweets	Retweets	Likes
682	1732	37	10	15

FACEBOOK			
Reach	Page and Profile Visits	New Likes and Follows	Total Posts
2,335	781	16	162

INSTAGRAM			
Reach	Profile Visits	New Followers	Total Posts
11,923	3,226	272	183

ii. How much revenue is allocated towards the marketing strategy?

Approximately 2% of the total annual Student Health Center budget is allocated to our marketing plan. Currently, we do not have a Program Manager for Outreach Services to help implement this strategy. The salary for this position is not included in our 2% estimate.

14. If any of your funding from the student service fee goes to your general operating fund, please detail where any student service fees you received went and what they were spent on as well as future intentions if granted. Otherwise please respond “not applicable.”

Not Applicable

15. How does your unit contribute to campus culture and improve the student experience? How is the effectiveness of these contributions measured by your unit if at all? What else can your unit do going forward to continue to improve your contribution to the student experience?

i. Does your unit contribute to turning students into Coogs for life?

The Student Health Center & Campus Pharmacy is committed to students living the ultimate Cougar Experience. We contribute to the wellness of our campus community by encouraging healthy routines, preventative care, and balanced lifestyles.

We embrace care that is student-centered, respectful, and responsive to the individual patient. Our department fosters trust and collaboration to support all our students, including their ideas, abilities, and perspectives.

The Student Health Center & Campus Pharmacy recognizes that healthy students are better learners and that many factors can impact overall academic achievement. Therefore, our department upholds best practices that address the physical, social, and emotional needs of our students. Recognizing that education alone is not enough, we support the implementation of programs and services designed to promote student health and wellbeing, bringing to life the ultimate Cougar Experience!