

NC State Campus Health Services Strategic Plan
2022 - 2026

Over the past 5 years there has been tremendous growth in the services offered at Student Health, the quality of those services and the scope of care we deliver. The COVID pandemic has provided Student Health Services with the opportunity to pivot and flex our scope of care beyond what the staff and the university could have imagined. This was accomplished while still providing quality, comprehensive health services for our students. Between the response to COVID and the other ongoing activities, it is now clear that the care provided by Student Health goes beyond its four walls and beyond the care of students. It is recognized that the health and wellness of the entire campus is critical for providing the health and wellness for students to thrive and achieve success. It is time that NC State Student Health becomes NC State Campus Health. In order to achieve this broader scope of practice, this document provides the strategy for moving forward.

As we move forward on this journey, it is clear that strategies in this document may require additional staff, additional skill sets, and additional space. The feasibility analyses will focus not just on whether or not a strategy is effective but what resources will be needed in order for it to be successful.

Mission Statement

We are committed to improving the health and well-being of our community by providing inclusive, accessible, affordable, and high quality comprehensive health care to the NC State University community.

Vision

- Ensure the delivery of quality healthcare in a safe and welcoming environment.
- Provide disease prevention and wellness services through a comprehensive and collaborative community health program.
- Collaborate with campus and community partners to provide relevant, exceptional health education programming to our community.
- Continue to adapt to new challenges and technologies to provide modern and effective healthcare services.

Values

Respect: We value and welcome all people across our diverse campus population.

Integrity: We are committed to honesty, accountability, and confidentiality, while adhering to the highest standard of ethical principles.

Excellence: We are committed to providing quality, cost effective healthcare to our NC State community.

Teamwork: We commit to collaborating across departments to provide holistic, effective continuity of care.

Goals

Goal 1

Increase staff diversity and disciplines, cultural competency, and encourage annual professional development in order to improve the quality of healthcare and reflect ever-changing demographics of our patient populations.

Strategies:

- Ensure 100% of staff participate in the Annual GLBT Advocacy program or an equivalent program approved by SHS leadership by May 2023.
 - Provide time for staff to attend sessions as needed
- All annual performance reviews should include diversity, equity, or inclusion goals.
 - 100% score of 2 (meets expectations) or greater by end of cycle March, 2023
- Assertively recruit staff to address staff diversity issues in all disciplines.
- Increase internal education and integration of translation services and other cultural resources to reduce barriers to comprehensive care for our patient population.

Timeline: Annual, ongoing

Goal 2:

Assess feasibility of adding and expanding services to support current and future campus needs.

Strategies:

- Educate, train, and equip medical staff in order to offer additional therapeutic services.
 - Additional injectable therapeutics
 - Infusion Therapy
- Explore the feasibility of offering a Faculty/Staff Medical Clinic and Workers Compensation Services by partnering with NC State Environmental Health Services and Human Resources.
- Adjust the Outreach & Student Engagement Coordinator position to focus primarily on health education and promotion. Recruit into the position once finalized.
- Assess the need for and implement a service schedule that accommodates the needs of our customers: evening, weekends, early mornings, etc
- Assess the feasibility of adding speciality providers and/or partners to campus services on a regular basis. Implement new services if/when they become available.
 - Infectious Disease Specialist
 - Endocrinology
 - Orthopedics
 - Ophthalmology
- Determine demand among the NC State community for Alternative Therapies via survey or other method. If demand dictates, explore opportunities to offer alternative therapies on a regular basis.
 - Massage Therapy
 - Naturopathy
 - Acupuncture

- Chiropractic Care
- Re-establish and expand clinical experience opportunities for professional and pre-professional students
 - Re-establish Nurse Practitioner clinical rotations
 - Assess the feasibility of undergraduate “shadowing” experiences
 - Re-establish the Pack Peer Program
- Assure information systems support upgrades in current programs and are adaptable for expansion/redirection of services
 - Re-assess and upgrade integrative systems such as the Laboratory Information System
 - Continue to address gaps in Medcat through our Informatics Staff
 - Increase Informatics staff in order to address issues not only as they arrive but strategically to prevent challenges while caring for patients.

Timeline: Complete Employee Health feasibility study by August 2022. Complete alternative therapies student survey and needs assessment by June 2023. Reassess annually, implement services as ready

Goal 3

Adopt a Patient Centered Medical Home (PCMH) model that ensures patients receive the necessary care when and where they need it, in a manner they can understand.

Strategies:

- Assess and adopt components of the PCMH which are suitable for Student Health Services.
- Recruit a PCMH Case Manager.
- Consider AAAHC accreditation in PCMH.

Timeline: Complete assessment and plan for implementation by August 2023

Goal 4

Prepare for changing student demographics and utilization of services

Strategies:

- Provide Student Health Service’s College of Engineering expansion strategy to DASA leadership by April 1, 2022.
- Ensure marketing, outreach and social media informs the campus about services and resources that are available.
- Establish PackHealth: a Campus Health Advocacy Committee. Membership to include student, faculty and staff health stakeholders.
- Complete the 2019 Social Determinants of Health Study before Fall 2022.
- Recruit a Data Analyst to manage utilization data for use in assessing staffing and service needs by Fiscal Year 2024.
- Ensure health insurance resilience (billing recovery) as insurance policies change by:

- securing 100% provider Medicaid credentialing by August 2022.
- providing/receiving biennial Student Blue contract input during the 2023 cycle.
- conducting annual insurance training for office staff.
- continuing to reassess insurance coverage for non-Student Blue insured and apply for “In Network” status when applicable

Timeline: Deadlines as above. Assess annually, ongoing

Goal 5

Continue to enrich and support staff through growth and change

Strategies:

- Maintain a supportive and professional growth oriented workplace
 - Support continuing professional education programs with topics chosen to address knowledge gaps identified through chart reviews, case reports and near miss reports
 - Support individual success through tuition waiver and personal continuing education funds
 - Continue to build on the Clifton Strengths program for team building and individual and team success
 - Support staff engagement by recruiting mentors and advisors for students interested in academic experiences in SHS
- Provide access to employee wellness through organized programs such as the [Wellness and Recreation Staff Challenge programs](#)
- Continue to support and advocate for a competitive wage and benefits structure within the construct of state allowances
- Establish a task force to address findings of the Staff Engagement Survey conducted by the UNC System

Timeline: ongoing

Addendum 1:

Projected Service Additions

- Employee health AND workers compensation
 - Separate employee health (employee urgent care) and workers compensation
 - Would need space and adult urgent-care provider
 - Recommend using our Centennial location health services for these spaces in addition to space on Main Campus
 - Recognizing the need for different insurance, accommodations, scope of care, documentation, etc.
 - First step: Feasibility study
- Health Education/Outreach
 - Transitioning position from Communications Specialist to Health Educator
 - Recruit for the position once it is focused on health education and outreach
 - Promote a healthy lifestyle within the NC State community
 - Not a new service, but need to revamp and revitalize the Health Education Program
- Additional Specialists
 - Infectious Disease Provider
 - Provider to come minimally once a month to provide infectious disease services for the NC State Community
 - Instead of testing for infectious diseases (HIV, TB, etc) and referring out to other clinics, would be able to manage cases
 - Provide on site consultative services for providers
 - Endocrinology
 - Diabetes care, Metabolic disorders
 - Provider to come [at least] once a month to provide endocrinology services for the NC State Community
 - Instead of diagnosing and referring out to other clinics, would be able to manage cases
 - Provide on site consultative services for providers
- Possible Alternative Therapies
 - Massage Therapy: Used to offer this service
 - Naturopathy
 - Chiropractic care: assess demand for service
 - Perform feasibility study
- Expanding therapeutics clinics
 - Expand injectable therapeutic options

- Infusion Therapy
- Increase service offerings for GLBT community
 - Expand available therapeutics
 - Treatment and healthcare for GLBT community
 - Increase GLBT education and awareness education training for staff