

# Comprehensive Program Review Report



## Program Review - Health Center

### Program Summary

#### 2023-2024

**Prepared by:** Joan Daniels

**What are the strengths of your area?:** The COS Health Center focus is on the total wellness of students, ensuring each student is able to meet their unique goals. This vital work could not be accomplished without a dynamic, passionate and highly skilled team. Each member brings specific resources and talents to the health center, working collaboratively to serve our students.

Strengths of the health center services include an array of care:

1. Medical health services included ,TB testing, immunization, STI testing/treatment, illness /injury assessment and treatment, provision of over the counter and prescription medications, blood sugar, cholesterol, and blood pressure assessment, reproductive health/STI prevention education, health promotion, physical exams, COVID-19 education, COVID-19 testing and N95 mask fitting. Our medical advisor continues to oversee expanded health center services including protocols established in 2021-22 for nurse/nurse practitioner services. Total health center visits combined were 4,144. In 2022-23 OTC (over the counter)services for all campuses totaled 311 . Nursing and nurse practitioner appointments totaled 2,874 (2,664-Vis, 112-Han, 98-Tul), including 676 TB tests, 37 Hep B vaccinations, 51 Tdap vaccinations and 353 influenza vaccinations. Nurse practitioner services included STI (sexually transmitted infection) testing/treatment for 76 students, physical exams for 84 students, UTI (urinary tract infection) testing/treatment for 7 students, and accident/injury assessment for 29 students (totals for all three campuses). Additional health services included blood pressure, cholesterol and blood glucose screening, hearing/vision screening, influenza rapid test, Strep rapid test, immunization record review, and telehealth visits. All types of health service visits totaled 2,742 students. Post COVID-19, nurses interacted with students in person for 95 antigen COVID tests in-house and 0 PCR tests. Over 2,718 rapid tests were given out to students. COVID contact tracing was carried out for 185 students, and 426 N95 mask fittings were done for CNA and RN students. In addition, Health Center forms were translated into Spanish to make services more accessible. Per Motherlode survey, students indicated a 97% satisfaction rating for student health services.
2. Food pantry services were moved from the health center into the new basic needs center in July 2022. This is an improvement of past pantry services, and has the added benefit of providing basic needs information and services.
3. Mental Health: Services offered through the health centers included crisis triage, ongoing counseling, mental health assessments, depression screening and presentations to staff and students. Two Licensed Marriage and Family Therapists provided direct service to students in Visalia, Hanford and Tulare. A supervised a team of interns also delivered psychological services in Visalia. An additional counselor at Hanford and Visalia campuses was available through the DRAW program. In-person mental health counseling and teletherapy visits totaled 1,086 ( 905-Vis, 85-Han, 97-Tul). The DRAW program contributed 59 counseling visits in Visalia. New intakes totaled 182 (151-Vis, 14-Han, 17-Tul). 241 students utilized MindWise, our online mental health screening tool. The weekly Zoom "Health" Room was discontinued. Live classroom presentations on mental health topics were completed for 210 students and 7 staff. Mental Health staff training was done for 167 staff. Kognito "At Risk Mental Health" training was completed by 27 faculty and 39 students. 539 students participated in Mental Health Events (Club Rush-200, De-stress event-300, Let's Talk Peer to Peer Support-39). SilverCloud, a coached/self-guided online mental health tool, was launched this year and was utilized by 206 individuals. Per Motherlode survey, students indicated a 93% satisfaction rating.
4. Online services started during during COVID-19 restrictions continued, including teletherapy, telemedicine, fill-able forms with Dropbox, and web page resources. Additional events this year included influenza vaccination clinics (all sites-275), Diabetes

Awareness Event (40), and Health Center information tables at Club Rush(200) De-Stress Event (300) Job Fair (55)and Resource Fair(60-Tul).

5. The health center received a state grant designated for expanding mental health services/programs. We have been able to add the following: two contracted mental health counselors, SilverCloud-an online mental health support program, Kognito, an online mental health training program, a mental health scheduling position, events such as Art with an Impact (promotes mental wellness) and Mental Health First Aid training for staff. We have also hired a mental health case coordinator for 2023-24 to assist in scheduling, intake and connecting students to basic needs.

Staff: Tammi Hitchcock-Senior Secretary, Jill Maze-LCSW, Teresa Ramirez-LCSW Associate, Cecelia Ruiz-College Nurse(Visalia), Laura Barrientos- College Nurse (Hanford/Tulare), student workers, Kristine Bogan -Mental Health Intake/Scheduler, Joan Daniels-Health Center Director, RN, PHN, FNP-C, Angela Sanchez, Associate Dean, Seasonal COVID-19 employee: Sujana de Almeida, and two contracted Mental Health counselors, Dr. Jason Roos-Medical Advisor.

**What improvements are needed?:** The health center team engages in analysis in order to meet historical needs, respond to student recommendations, and changing contemporary conditions. Based on collaboration with the Health Center team, we focus on medical and mental health care. The following areas are of greatest importance and present the best positive impact as determined by our internal data and Mother Lode. Below are the areas of greatest focus during this cycle:

Develop sustainable budget and maintain free services for students by moving some expenses to general budget, modifying staff schedules.

Expand health center space to enable more services

Continue to expand overall health services offered (STD testing and treatment, routine/minor primary/urgent care, mental health counseling, COVID testing, blood draws)

Support basic needs center through case management/referral of students

Continue to increase student engagement with Health Center services/events/education at all three centers.

Continue to increase access through online services (telehealth, teletherapy, online assessment and training tools)

**Describe any external opportunities or challenges.:** Title V has specific requirements that govern the Health Center/services for the COS District. Within the Districts Board Policies and Administrative Procedures Title V, Ed Code, Nursing /Behavioral Health licensure along with local polices are the regulations which we must uphold. (BP/AP 5030 Student Fees, BP/AP 5200 Student Health Services).

Staff salaries and corresponding annual cost increases have impacted restricted health center budget available for student care and medical treatment. As salaries increase(COLA) supply costs rise and student health fee income decreases (due to decreasing enrollment) current services are jeopardized and may not be sustainable. Solutions include supporting health center with general budget, move some salaries into the general budget, reduce director position to 10 months, or charge students for some services.

Currently every space in the health center is in use, with the staff work area being used for COVID testing. In the future, a larger health center space would allow the continued expansion of student health/mental health services, and reduce congestion.

Mental health services need to expand to meet the growing demand for therapy. Appropriate space is needed for counseling at all three sites.

**Overall SAO Achievement:** Overall SAO Achievement: According to Mother Lode Survey done in 2021, 97% of students were satisfied with their experience at the health center.

According to health center data, increases/decreases in services from 2021-22 to 2022-23 are as follows:

COVID services: 95 COVID tests (decreased by 900), 1 PCR test (decrease of 304), 2,728 rapid tests were given out to students(1,048 increase). Free rapid COVID test inventory was maintained for staff and students. COVID contact tracing done for 185 students (decrease of 679). There were 426- N95 mask fittings (increase of 81) for CNA and RN students.

Sexually Transmitted disease testing and treatment program services expanded, serving 79 (increase of 40) students.

Nurse practitioner services for basic illness/injuries/physical exams/STI continued, serving over 152 students (58 increase)

Total face to face nursing appointments increased by 408 visits.

Tele-health, tele-therapy, and online appointment requests, online fill-able forms and use of Dropbox, continued. Health Zoom Room was discontinued.

There was a decrease of 888 visits to MindWise (the online mental health assessment tool).  
Total events and presentations increased by 942 participants (total of 1,325 participants in 2022-23)  
The food pantry moved into the basic needs center in July 2022..  
Two contracted mental health providers were hired to increase mental health services, decreasing student waitlist time.  
A new medical advisor was contracted and nurse practitioner services expanded.  
A new protocol for health center services was established for blood draws  
Health center staff worked on strategic plan and objectives/key results which are aligned with district objectives.  
Full time Mental Health Counselor and a Full time Mental Health Case Coordinator were hired for 2023-2024 to improve mental health services

Mental health education(Kognito) was completed by 36 employees.

**Changes Based on SAO Achievement:** Changes Based on SAO Achievement: Changes Based on SAO Achievement: After review of the goals of 2022-2023 new SAO's were developed that are reflective of the current state of the Health Center.

Begin Quantiferon GoldPlus TB blood testing, titers for MMR, Hep B, Varicella, at a low cost, to better serve Allied Health programs.

Continue to offer COVID-19 testing and N95 mask fitting for student programs

Former pantry space in health center will be utilized for mental health services

STD testing/treatment and routine basic primary care/diagnosis/treatment/physical exams will continue at no cost to students as possible, but small fee may be charged for repeat STI testing (more than twice per semester).

Expand and improve services utilizing all the available staff within their scope of practice and continue to offer as many free services as possible.

Continue all online telehealth and teletherapy counseling, with other venues to improve access and equity at all campus sites.

Expand mental health support through online Silver Cloud program and contract with local providers for extended care.

Move some staff salaries to general budget (and out of restricted health center funds) or augment budget once cost increases exceed the reach of student health fees, in order to cover the cost of annual staff salary increases, in order to continue no/low cost student medical care,

Explore MediCal and other insurance billing options in order to expand student health care services

Improve over the counter service for students

A detailed satisfaction survey needs to be undertaken to determine what additional services students would like to see to improve utilization of the health center(was set up to occur in Spring 2020, but COVID-19 closure prevented this)

**Outcome cycle evaluation:** In order to align with the Districts Master and Strategic Plans, the Health Center staff will meet every 8 weeks to connect the outcomes to these objectives. Health center staff will periodically review objectives and key results in order to achieve goals. Evaluation and Program Review goals will be in direct collaboration with these areas of focus.

## Action: 2023-24, 2021-22 Analyze budget for the next 2-4 years, in order to make appropriate recommendations to keep health services financially solvent.

Looking to the future, we must have financial resources to cover part of health center expenses , such as salaries, and medical supplies.

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Student health (such as STI testing, vaccinations, UTI/strep tests, medical care etc) would remain free or low cost to students

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director.

**Rationale (With supporting data):** Health Center restricted budget comes from student health fees. Recent enrollment decrease has caused a decrease in income for health center. Supply and lab costs have risen. Annual COLA and salary step increases impact this budget every year. There has not been a corresponding increase in budget (student health fees remain the same). There has been a carry over in the budget the last few years (due to COVID, and having an unfilled College Nurse position), which we anticipate will quickly be used due to increase costs. In order to sustain current free medical services, we need to consider ways to support these changes long term. This item has been added in order to bring awareness to the need for advance financial planning, in order to keep student health services free or low cost.

Periodically faculty/staff salaries increase district wide. Historically this has come out of restricted health center funds(derived from student health fees). This restricted budget cannot accommodate both an increase in staff salaries, supplies, other cost

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increases. We need find other funding sources for a salary or two, shorten director's work year to 10 months, ask students to pay for some services, or decrease free health services.

This fiscal year, we had a carry forward amount, largely the result of not having a College RN for a year during COVID. Once this surplus is used up, the health center budget will barely meet expenses. Looking ahead, we need to plan for rising costs in order to maintain current level of services.

Notes: Breakdown of estimated increased costs:

2019-20 employee 4% salary increase: \$10,000.00

Medical Adviser salary \$4,000.00

Malpractice insurance estimate(if requested) \$3,000.00

Unknown increase in lab/medical supply costs

2021-22

Employee 7.56 % salary increase, step increase estimate \$22,800.00

STD testing up \$3,000.00 (\$6,000 total due to increased cost and demand)

Medical advisor salary \$4,500

Unknown increase in medical supply costs

2022-2023 anticipated

Employee 5% salary increase \$14,000

STD testing up \$2,000.00

Medical Advisor salary-\$4,500 plus malpractice insurance

Unknown increase in medical supply costs

2023-24 anticipated

Employee 9.1 % salary increase (not including step or benefit increases) \$28,661.68 increase

Medical advisor malpractice increase (unknown)

Medical/ supply cost increase of approx. 18.5 %. approx. \$4,128.64 increase

(<https://revcycleintelligence.com/news/aha-financial-challenges-continue-as-hospital-expenses-rise#:~:text=Hospital%20supply%20expenses%20per%20patient,increased%20by%20almost%2033%20percent>)

Other cost increases(supplies, subscriptions, linens, printing etc) approx. 6% increase \$1,069.98

Other operating expense increase(unknown)

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:** N/A

## Update on Action

### Updates

**Update Year:** 2022 - 2023

08/08/2023

**Status:** Continue Action Next Year

No other funding source has been identified. Looking to the future, and considering health care cost/salary increases a solution needs to be identified

**Impact on District Objectives/Unit Outcomes (Not Required):**

## Link Actions to District Objectives

District Objectives: 2018-2021

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**District Objective 4.1** - Increase the use of data for decision-making at the District and department/unit level

**District Objective 4.2** - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

**District Objective 4.3** - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

## Action: 2023-24 Enlarge health center space

Explore options to expand health center space to better meet student health and mental health needs.

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Decreased crowding, improved traffic flow/services, better privacy for students, improve professional care

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

**Rationale (With supporting data):** All health center spaces are now being used, student traffic has increased causing crowding. Looking to the future, a larger space is needed to accommodate the increase in student use. Students stated a need for a larger health center as indicated by the Motherlode Survey.

**Priority:** High

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### *Link Actions to District Objectives*

District Objectives: 2018-2021

**District Objective 4.1** - Increase the use of data for decision-making at the District and department/unit level

**District Objective 4.2** - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

## Action: 2023-2024 Improve health services at all three sites

Add an additional part-time nurse practitioner to health center staff; find a room at both sites for mental health counseling.

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Additional FNP would enable health center to give more no/low cost care for student basic health needs (physicals, STI testing/tx, urgent care) at all three sites. Rooms at each sites dedicated to mental health counseling would facilitate this service.

FNP appointments 2022: 64 2023:160

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

**Rationale (With supporting data):** Current FNP/director had FNP visits this year, 96 more than last year, and anticipate the number will grow.

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### *Link Actions to District Objectives*

# Program Review - Health Center

District Objectives: 2018-2021

**District Objective 4.1** - Increase the use of data for decision-making at the District and department/unit level

**District Objective 4.2** - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

## Action: 2021-22 11-month secretarial position

Move secretary position form 10 months to 11 months

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:** 07/01/2023

**Leave Blank:**

**Identify related course/program outcomes:** Increase in student access to health services

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

**Rationale (With supporting data):** Expanding health center hours into summer requires front office staff

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### Update on Action

#### *Updates*

**Update Year:** 2022 - 2023

08/08/2023

**Status:** Action Discontinued

Secretarial position has remained at 10 months, needs to be increased to 11 month position

**Impact on District Objectives/Unit Outcomes (Not Required):**

## Resources Description

**Adjustment to Base Budget** - additional salary for extra month of work for secretary (Active)

**Why is this resource required for this action?:** Expands health services/covers summer office work

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 5000

## Link Actions to District Objectives

District Objectives: 2018-2021

**District Objective 4.1** - Increase the use of data for decision-making at the District and department/unit level

**District Objective 4.2** - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

## Action: 2021-22 Increase mental health services for students

Move adjunct mental health provider to full time position

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Increase mental health counseling by 5%

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

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**Rationale (With supporting data):** The number of students seeking mental health care and health services is increasing. Students seeking mental health counseling often have to be wait-listed, even with the additional mental health programs we are using. A mental health assistant (grant funded) reviews all intakes, contacts students, and schedules appointments which allows the mental health providers to focus on counseling. A full time mental health provider (faculty position) would increase the capacity to see more students for counseling. General funds would be needed to cover cost.

Approximate cost:

2022-2023	
Salary (III/6)	\$90978
Benefit%	1.231595
H&W + LI	\$19,138.00
Total Cost	\$131,186.05

**Priority:** High

**Safety Issue:** Yes

**External Mandate:** No

**Safety/Mandate Explanation:** Potentially high risk students may be waiting for essential care

## Update on Action

### Updates

**Update Year:** 2022 - 2023

08/10/2023

**Status:** Action Completed

A full time mental health counselor was hired for 2023-24, while keeping the part time position.

**Impact on District Objectives/Unit Outcomes (Not Required):**

## Resources Description

**Personnel - Faculty - Approximate cost:**

2022-2023	
Salary (III/6)	\$90978
Benefit%	1.231595
H&W + LI	\$19,138.00

Total Cost \$131,186.05 (Active)

**Why is this resource required for this action?:** Increase mental health counseling for students

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 131186

**Related Documents:**

[Month End Stats Report CURRENT.xlsx](#)

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## Link Actions to District Objectives

District Objectives: 2018-2021
<b>District Objective 4.1</b> - Increase the use of data for decision-making at the District and department/unit level
<b>District Objective 4.2</b> - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

## Action: Increase health services for students.

Hire an additional part time RN, or medical assistant.

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Increase medical services by 5%

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

**Rationale (With supporting data):** The number of students seeking health services is increasing. Throughput could be improved/increased by having an additional RN or medical assistant.

Part time RN cost: \$45.00/hour, \$800.00/month benefits (\$3,600 + \$500=4,400/month or \$44,000/year)

Medical assistant cost: \$26.00/hour, \$500/month benefits (\$2,080.00 + \$500.00= \$2,580 month \$25,800/year)

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

## Resources Description

<b>Personnel - Classified/Confidential</b> - Part time RN cost: \$45.00/hour, \$800.00/month benefits (\$3,600 + \$500=4,400/month or \$44,000/year)
Medical assistant cost: \$26.00/hour, \$500/month benefits (\$2,080.00 + \$500.00= \$2,580 month \$25,800/year) (Active)
<b>Why is this resource required for this action?:</b> Increase student health services
<b>Notes (optional):</b>
<b>Cost of Request (Nothing will be funded over the amount listed.):</b> 44000
<b>Related Documents:</b> <a href="#">Month End Stats Report CURRENT.xlsx</a> <a href="#">PyraMed Report Type &amp; Division 7.1.2021 to 6.30.2022.pdf</a>

## Link Actions to District Objectives

District Objectives: 2018-2021
<b>District Objective 4.1</b> - Increase the use of data for decision-making at the District and department/unit level
<b>District Objective 4.2</b> - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

## Action: Expand health center in order to increase health services

Enlarge health center office or move to an existing larger space

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024



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**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** Joan Daniels, Health Center Director

**Rationale (With supporting data):**

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**