

# Comprehensive Program Review Report



## Program Review - Sports Medicine

### Program Summary

#### 2020-2021

**Prepared by:** Dennis Goebel

**What are the strengths of your area?:** 1. The Sports medicine Staff wrote a Resocialization to Athletics Plan to insure that our student athlete were safe to return to practice(s) and competition(s) in accordance with the California Community College Athletic Trainer's Association (CCCATA) COVID-19 Work Group in order to create an institutional resocialization to athletics plan. Federal, state, county and local guidelines take precedence over these guidelines. The entire plan can be located in documents, 2020 - COS Resocialization of Athletics Plan.

2. The new curriculum for the Sports Medicine Program was approved by the COS curriculum committee, administration, and the State Chancellors Office. This curriculum will meet 13 of the 15 courses required for the Masters Entry Level Program for Athletic Training.

3. The data regarding Department Success Rate for the Sports Medicine Program regarding equality is very positive. Reviewing the number Hispanic (84.8%), Filipino (90.9%) have a higher success rate the White (81.5%) with Multi-Ethnicity very close with a 79.75. This data shows the Sports Medicine Program is diversity and is meeting institutional goals. Success and Withdraw Rate data is located in the general documents general under 2020-2021 Success and Withdraw Rate Sports Medicine Program.

4. With the new curriculum, the Sports Medicine Program was able to establish new pathways with the Universities of La Verne and Idaho for those students interested in Athletic Training (Masters Entry Level Program).

5. The Sports Medicine Program continues to update the medical protocols for concussions, environmental conditions (bylaws), heat conditions and air quality that will be implemented for the safety of our student athletes.

6. This year 10 students from the Sports Medicine Program transferred to four-year colleges/universities. One student was accepted into a Masters Entry Level Program for Athletic Training at Fresno State University.

**What improvements are needed?:** An ongoing request to have the Sports Medicine budget augmented in order to provide Equipment Calibration, Concussion Evaluation/Management/Treatment, and Electronic Medical Recording System for the health care of student athletes required by Federal Drug Administration (FDA), California Community College Athletic Association (CCCCAA) and Health Insurance Portability and Accountability Act (HIPAA).

A) Equipment repair/calibration (Therapeutic Modalities - Ultrasound, EGS, Lasers, Etc.) per industry standards - \$1500.00 Required by the FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

Calibration of a device is carried out to minimize the uncertainty in measurements. It helps in reducing the errors and brings the measurement to an acceptable level. With repeated use and over a period of time, all equipment tends to degrade and that affects its accuracy and precision. In the medical device industry, a drift in the measurement is unacceptable. Regular maintenance and service are needed for an instrument to work accurately and at its optimum. For medical device manufacturers as well as health professionals, the health and safety of patients remain their top priority. Therefore, the precision and accuracy of a device is of utmost importance. To safeguard the interest of the users and to ensure that public health and safety isn't compromised, the medical device industry is regulated by strict standards, including FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

B) Concussion evaluation/management/treatment - ImPACT Program - \$1000.00

Required by California Community College Athletic Association - By Law 9.6.1 - Concussion Management

ImPACT, an FDA cleared medical device, is used by healthcare, educational, and sports organizations to help assess and manage concussions. Baseline and Post Injury Testing Baseline testing is a pre-season exam conducted by a trained health care professional. Baseline tests are used to assess an athlete's balance and brain function (including learning and memory skills, ability to pay attention or concentrate, and how quickly he or she thinks and solve problems), as well as for the presence of any concussion symptoms. Results from baseline tests (or pre-injury tests) can be used and compared to a similar exam conducted by a health care professional during the season if an athlete has a suspected concussion. Baseline testing generally takes place during the pre-season—ideally prior to the first practice. Baseline testing should include a check for concussion symptoms, as well as balance and cognitive (such as concentration and memory) assessments. Computerized or paper-pencil neuropsychological tests may be included as a piece of an overall baseline test to assess an athlete's concentration, memory, and reaction time. During the baseline pre-season test, health care professionals should also assess for a prior history of concussion (including symptoms experienced and length of recovery from the injury). It is also important to record other medical conditions that could impact recovery after concussion, such as a history of migraines, depression, mood disorders, or anxiety, as well as learning disabilities and Attention Deficit/Hyperactivity Disorder. Baseline testing also provides an important opportunity to educate athletes and others about concussion and return to school and play protocols. Until athletes successfully pass all aspects of the ImPact test, they are not sent back to the doctor, which is a cost savings to the District.

C) Electronic Medical Recording System per industry standards - Athletic Trainer System (ATS) - \$1000.00

The Sports Medicine program needs to update its Electric Health Record system to stay in compliance with Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA). This program would require a This program would include Pre-Participation Physicals, Medical History of the Student-Athlete, Treatment Records, Injury Assessment Evaluations/Reports and all medical forms for athletic participation, which may be required.

**Describe any external opportunities or challenges.:** COVID 19 caused the Sports Medicine Program courses to go on line in March 2020; students and instructors were not prepared for the technology and time to complete the work. The only other aspect that may need to be addressed is funding. If the State Chancellor Office does not approve the New Sports Medicine Degree, VETA funding will no longer be available. This means a loss of \$5000-10,000 per year to the Sports Medicine Program. This money was used for instructional materials, supplies and equipment that were utilized in the Athletic Training Clinic.

**Overall SLO Achievement:** All SLO's for each Sports Medicine class were met SLO data is located in the general documents general under 2020-2021 SLO's Sports Medicine Program.

**Changes Based on SLO Achievement:** No changes in the courses SLO's were indicated. All courses met the goal of 70% or higher for each SLO. SLO data is located in the general documents under 2020-2021 SLO's Sports Medicine Program.

**Overall PLO Achievement:** COVID 19 caused the Sports Medicine Program courses to go on line in March 2020; students and instructors were not prepared for the technology and time to complete the work. This change had an impact on the programs PLO's. For the first time in the history of the program, the percentage of 85% was not met. The program did achieve a percentage of 81% with the COVID setbacks. This 4% drop in PLO's were due to the fact that the two courses SMED 40 (Introduction to Sports Injuries) and SMED 60 (Concepts in Health and Fitness) were not allowed to have the face to face lab component for the classes. These two courses are the building blocks for the Sports Medicine Program. Without a strong foundation the students will struggle with the academic requirements of the program.

**Changes Based on PLO Achievement:** Although the PLO's percentage was above 80%, it did not meet the goal of 85%. All Sports Medicine courses that have a lab component were modified to address the needs of the students as well as the program. ConferZoom, Canvas and face-to-face labs (following the COS COVID 19 guidelines) were all implemented for the fall 2020 semester.

**Outcome cycle evaluation:** Sports Medicine program courses are evaluated each semester in order to meet industry standards for employment and transfer requirements. The Sports Medicine Program is committed to assessing each semester in order to ensure that students are learning the most current techniques as well as utilizing strategies that lead to student success. There is effective participation with other Certified Athletic Trainers with the courses assessments. Program assessment is completed in cooperation with the Sports Medicine Advisory committee.

## Action: 2017-18, 2018-19, 2019-20 Professional Responsibilities - Promotion of the Profession

# Program Review - Sports Medicine

The Sports Medicine students would greatly benefit by updating its uniform which prepares them for professional work environments and four year institution dress requirements. (This apparel is 10+ years old). The uniform look for COS students provides them with a positive/professional first impression in any hands on learning environment with includes: physical therapy clinics, local fitness gyms, local high schools events (Visalia Unified School District Pre-Sport Physical, Central Valley Christian High School Athletic events) and COS athletic events. This funding request is so that we can purchase the uniforms in bulk for the first as well as the second year students. The uniforms would be housed in the Sports Medicine facility and be used during the various events throughout the year. Please note that no name or numbers will appear on any of the articles. The COS Sports medicine logo will appear on all apparel. This action will be request from the COS Foundation.

Cost: Price Quotation: 4/20/2017 – 4750.00.

**Leave Blank:** New Action

**Implementation Timeline:** 2019 - 2020

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** SMED 151,152,153,154,181,182,183,184, and all Sports Medicine Work Experiences courses.

**Person(s) Responsible (Name and Position):** Dennis Goebel

**Rationale (With supporting data):** This apparel is 10+ years old and out dated to match Industry Standards.

**Priority:** High

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

## Action: 2018-19 Improve Student Athlete Safety - 1.5 Athletic Trainer Position

Provide safe and current athletic training coverage for all traditional and non-traditional sports, which is mandated by the California Community College Athletic Association, California Athletic Trainers Association and the National Athletic Trainers Association.

**Leave Blank:** Required Safety Issue/Correction

**Implementation Timeline:** 2019 - 2020

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** 1. As stated in the previous Sports Medicine Program Review, the National Athletic Trainers Association and the Board of Certification indicated a change for a B.A. degree in Athletic Training to an Entry Level Master's Program. This change was to take place in the fall of 2020. To our surprise, all California State Universities offering a B.A. degree in Athletic Training took their last cohort in the spring of 2018. This means the College of the Sequoias (COS) A.S. degree in Sports Medicine no longer transfers to the four-year Athletic Training programs. Without a transfer program, 11 of the 13 courses in the A.S. degree no longer are valid. Without the courses, students no longer have the opportunity of experience a "pathway" within the field of Sports Medicine. This means student are no longer assisting the Certified Athletic Trainers in the health care of the student-athlete; this is the rationale for needing an additional 1.5 Classified Certified Athletic Trainer.

As required by the state challengers office, all degrees (programs) and it's courses are mandated to be evaluated every two years. This ensures that all courses offered meet the transfer requirements. At this time, only two of the current courses will continue to be offered. Without the additional courses there will be a major impact on the "work load" for the Certified Athletic Trainers will be extremely difficult manage. An example of this would be Base Line Concussion testing. Each year over 400 student athletes are given 4 different assessments, which takes 1.25 hours per person. Current there are 3 Certified Athletic Trainers and 30 Athletic Training Students do this assessment which takes a total of 15 hours. Without the Athletic Training Students, the total amount of time would be 166 hours. Another aspect that will be affected without the Athletic Training Students is game management. Additional time would be needed for "set up" for each event. This additional time would translate into extra hours required for the certified athletic trainer. All hours after a 40-hour workweek would the means compensation for the Certified Athletic Trainer would have to be done.

The last aspect that needs to be addressed is funding. Without a degree in Sports Medicine, VETA funding will no longer be availability. This means a loss of \$6000 per year to the Sports Medicine Program. This money was used for instructional materials, supplies and equipment that were utilized in the Athletic Training Clinic.

# Program Review - Sports Medicine

2. Complying with the California Community College Athletic Association, California Athletic Trainers Association and the National Athletic Trainers Association regarding the Certified Athletic Trainer would be difficult to meet with the current 2 Classified Athletic Trainers. Ensure safe environment for student-athletes at all COS practices and competitions by providing Certified Athletic Trainer coverage. Currently the staff of 2.0 Certified Athletic Trainers is providing the coverage for the number of events, which require 3.89 Certified Athletic Trainers according to the national Athletic Trainers Association. In anticipation of the loss of The Sports medicine degree (Student Athletic Trainers), additional intercollegiate sport(s), increase number of non-traditional completions, and/or the possibility of moving practices and competitions to the Hanford or Tulare campus(s) or expanding the hours required to cover events an additional 1.89 Certified Athletic Trainers are needed. See Documents

**Person(s) Responsible (Name and Position):** Dennis Goebel

**Rationale (With supporting data):** Mandate is from California Community Colleges Athletic Association bylaws 3.5 and 9.2.2. Also Recommendations and Guidelines for Appropriate Medical Coverage of Intercollegiate Athletics by the National Athletic Trainers Association - A total of 3.99 athletic trainers are necessary for proper medical coverage for traditional and non-traditional sports. The California Athletic Trainers Association also mandates a Certified Athletic Trainer supervise and provide medical care to all athletic events. See Program Review documents 2014-2015.

Currently the COS Athletic program is provided Certified Athletic Training services with 2.0 ATC with an additional volunteer hours provided by the Sports Medicine Program Director/faculty, who is also an ATC. In order to meet the standards of the National Athletic Trainers Association, the COS Athletic program should be staffed with 3.89 ATC. See Documentation.

**Priority:** High

**Safety Issue:** Yes

**External Mandate:** Yes

**Safety/Mandate Explanation:** Please refer to the documents for Program Review 2014-2015 and COS CCCATA-AMCIA Calculators- 2016

## Resources Description

**Personnel - Classified/Confidential - 1.** As stated in the previous Sports Medicine Program Review, the National Athletic Trainers Association and the Board of Certification indicated a change for a B.A. degree in Athletic Training to an Entry Level Master's Program. This change was to take place in the fall of 2020. To our surprise, all California State Universities offering a B.A. degree in Athletic Training took their last cohort in the spring of 2018. This means the College of the Sequoias (COS) A.S. degree in Sports Medicine no longer transfers to the four-year Athletic Training programs. Without a transfer program, 11 of the 13 courses in the A.S. degree no longer are valid. Without the courses, students no longer have the opportunity of experience a "pathway" within the field of Sports Medicine. This means student are no longer assisting the Certified Athletic Trainers in the health care of the student-athlete; this is the rationale for needing an additional 1.5 Classified Certified Athletic Trainer.

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2. Complying with the California Community College Athletic Association, California Athletic Trainers Association and the National Athletic Trainers Association regarding the Certified Athletic Trainer would be difficult to meet with the

# Program Review - Sports Medicine

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(Active)

**Why is this resource required for this action?:** Student Safety

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 108269

## Link Actions to District Objectives

District Objectives: 2018-2021

**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: 2019-20 Student Athletes Safety

An on going request to have the Sports Medicine budget augmented in order to provide Equipment Calibration, Concussion Evaluation/Management/Treatment, and Electronic Medical Recording System for the health care of student athletes required by Federal Drug Administration (FDA), California Community College Athletic Association (CCCAA) and Health Insurance Portability and Accountability Act (HIPAA).

**Leave Blank:**

**Implementation Timeline:** 2019 - 2020

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Meeting the Requirements for Transfer  
Meeting Industry Standards

**Person(s) Responsible (Name and Position):** Dennis Goebel - Professor/Athletic Trainer - Sports Medicine

**Rationale (With supporting data):** A) Equipment repair/calibration (Therapeutic Modalities - Ultrasound, EGS, Lasers, Etc.) per industry standards - \$1500.00

Required by the FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

Calibration of a device is carried out to minimize the uncertainty in measurements. It helps in reducing the errors and brings the measurement to an acceptable level. With repeated use and over a period of time, all equipment tends to degrade and that

affects its accuracy and precision. In the medical device industry, a drift in the measurement is unacceptable. Regular maintenance and service are needed for an instrument to work accurately and at its optimum.

For medical device manufacturers, the health and safety of patients remain their top priority. Therefore, the precision and accuracy of a device is of utmost importance. To safeguard the interest of the users and to ensure that public health and safety

isn't compromised, the medical device industry is regulated by strict standards, including FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

B) Concussion evaluation/management/treatment - ImPACT Program - \$1000.00

# Program Review - Sports Medicine

Required by California Community College Athletic Association - By Law 9.6.1 - Concussion Management

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Baseline testing is a pre-season exam conducted by a trained health care professional. Baseline tests are used to assess an athlete's balance and brain function (including learning and memory skills, ability to pay attention or concentrate, and how quickly he or she thinks and solve problems), as well as for the presence of any concussion symptoms. Results from baseline tests (or pre-injury tests) can be used and compared to a similar exam conducted by a health care professional during the season if an athlete has a suspected concussion.

Baseline testing generally takes place during the pre-season—ideally prior to the first practice.

Baseline testing should include a check for concussion symptoms, as well as balance and cognitive (such as concentration and memory) assessments. Computerized or paper-pencil neuropsychological tests may be included as a piece of an overall baseline test to assess an athlete's concentration, memory, and reaction time.

During the baseline pre-season test, health care professionals should also assess for a prior history of concussion (including symptoms experienced and length of recovery from the injury). It is also important to record other medical conditions that could impact recovery after concussion, such as a history of migraines, depression, mood disorders, or anxiety, as well as learning disabilities and Attention Deficit/Hyperactivity Disorder.

Baseline testing also provides an important opportunity to educate athletes and others about concussion and return to school and play protocols.

## C) Electronic Medical Recording System per industry standards - Athletic Trainer System (ATS) - \$1000.00

The Sports Medicine program needs to update its Electric Health Record system to stay in compliance with Health Insurance

Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA). This program would require

a This program would include Pre-Participation Physicals, Medical History of the Student-Athlete, Treatment Records, Injury

Assessment Evaluations/Reports and all medical forms for athletic participation, which may be required.

Total request \$3500.00 to be added to Sports Medicine budget.

**Priority:** High

**Safety Issue:** Yes

**External Mandate:** Yes

**Safety/Mandate Explanation:** 1. Guide to FDA Requirements and Importance of Medical Device Calibration - <https://www.medicaldesignbriefs.com/component/content/article/mdb/tech-briefs/29754>

2. California Community College Athletic Association - By Law 9.6.1 and Center for Disease Control and Prevention - [https://www.cdc.gov/headsup/basics/baseline\\_testing.html](https://www.cdc.gov/headsup/basics/baseline_testing.html)

3. Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA) - 1C1GCEA\_enUS802US802&sxsrf=ACYBGNT4Khy8qMWYGpao\_O6M0hh3FIKEPQ:1568753568058&q=Health+Insurance+Portability+and+Accountability+Act+(HIPAA)+and+Family+Educational+Rights+and+Privacy+Act+(FERPA)&spell=1&sa=X&ved=0ahUKewjE4ae53tjAhVYrp4KHSbZC3oQBQgvKAA&biw=1280&bih=663&dpr=1.25

## Resources Description

**Adjustment to Base Budget** - Without a degree in Sports Medicine, VETA funding will no longer be available. This means

# Program Review - Sports Medicine

a loss of \$5-7000 per year to the Sports Medicine Program. This money was used for instructional materials, supplies and equipment that were utilized in the Athletic Training Clinic. \$5-7,000.00

Allows the Sports Medicine to update its Electric Health Record system to stay in compliance with Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA). One Time Cost \$995.00 - Annual Cost \$640.00 - Total First Year \$1,635.00 (Active)

**Why is this resource required for this action?:** Student Safety

Student Privacy

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 8635

## Link Actions to District Objectives

District Objectives: 2018-2021

**District Objective 2.4** - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points

**District Objective 3.1** - By 2021, increase the placement rates into transfer-level English and transfer-level math for targeted groups that fall below the District Average.

**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: 2020-2021: 2019-2020 Student Athlete Safety

An on going request to have the Sports Medicine budget augmented in order to provide Equipment Calibration, Concussion Evaluation/Management/Treatment, and Electronic Medical Recording System for the health care of student athletes required by Federal Drug Administration (FDA), California Community College Athletic Association (CCCAA) and Health Insurance Portability and Accountability Act (HIPAA).

**Leave Blank:**

**Implementation Timeline:** 2019 - 2020, 2020 - 2021

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:** Sports Medicine - Program Learning Outcome #3

**Person(s) Responsible (Name and Position):** Dennis Goebel

**Rationale (With supporting data):** Equipment calibration (Therapeutic Modalities - Ultrasound, EGS, Lasers, Etc.) per industry standards - \$1500.00

Required by the FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

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## B) Concussion evaluation/management/treatment - ImPACT Program - \$1000.00

Required by California Community College Athletic Association - By Law 9.6.1 - Concussion Management

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Baseline testing generally takes place during the pre-season—ideally prior to the first practice.

Baseline testing should include a check for concussion symptoms, as well as balance and cognitive (such as concentration and memory) assessments. Computerized or paper-pencil neuropsychological tests may be included as a piece of an overall baseline test to assess an athlete's concentration, memory, and reaction time.

During the baseline pre-season test, health care professionals should also assess for a prior history of concussion (including symptoms experienced and length of recovery from the injury). It is also important to record other medical conditions that could impact recovery after concussion, such as a history of migraines, depression, mood disorders, or anxiety, as well as learning disabilities and Attention Deficit/Hyperactivity Disorder.

Baseline testing also provides an important opportunity to educate athletes and others about concussion and return to school and play protocols.

## C) Electronic Medical Recording System per industry standards - Athletic Trainer System (ATS) - \$1000.00

The Sports Medicine program needs to update its Electric Health Record system to stay in compliance with Health Insurance

Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA). This program would require

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Assessment Evaluations/Reports and all medical forms for athletic participation, which may be required.

**Priority:** High

**Safety Issue:** Yes

**External Mandate:** Yes

**Safety/Mandate Explanation:** Required by the FDA's 21 CFR Parts 11 and 820, Quality System Regulation (QSR) and ISO 13485.

Required by California Community College Athletic Association - By Law 9.6.1 - Concussion Management

Compliant with Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Right and Privacy Act (FERPA)

### Update on Action

#### Updates

**Update Year:** 2020 - 2021

09/11/2020

**Status:** Continue Action Next Year

Due to COVID 19 - no budgets were increased at COS.

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

# Program Review - Sports Medicine

**Adjustment to Base Budget** - An ongoing request to have the Sports Medicine budget augmented in order to provide Equipment Calibration, Concussion Evaluation/Management/Treatment, and Electronic Medical Recording System for the health care of student athletes required by Federal Drug Administration (FDA), California Community College Athletic Association (CCCCAA) and Health Insurance Portability and Accountability Act (HIPAA). (Active)

**Why is this resource required for this action?:** Equipment calibration (Therapeutic Modalities - Ultrasound, EGS, Lasers, Etc.) per industry standards - \$1500.00

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Baseline testing also provides an important opportunity to educate athletes and others about concussion and return to school and play protocols.

Until athletes successfully pass all aspects of the ImPact test, they are not sent back to the doctor, which is a cost savings to the District.

C) Electronic Medical Recording System per industry standards - Athletic Trainer System (ATS) - \$1000.00

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Assessment Evaluations/Reports and all medical forms for athletic participation, which may be required.

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 3500

## Link Actions to District Objectives

District Objectives: 2018-2021
<b>District Objective 2.4</b> - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
<b>District Objective 3.1</b> - By 2021, increase the placement rates into transfer-level English and transfer-level math for targeted groups that fall below the District Average.
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<b>District Objective 4.2</b> - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents
<b>District Objective 4.3</b> - 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.