



University of New Hampshire

Health & Wellness

Annual Report

2022-2023, DIVISION OF STUDENT LIFE, JUNE 30, 2023

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community impacts wellness/well-being can assist them in coming to know themselves and what areas need attention, support, and self-care and how this impacts them so they can create change and support their well-being now and in the future. It can also increase their awareness of the impact of community on their wellness. 42

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- CAS Standards: Knowledge acquisition, construction, integration and application, Practical competence 44

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Executive Summary

Welcome to the 2022-2023 annual report for UNH Health & Wellness. This year was a very successful one for us despite challenges (financial and staffing). With our dedication to high-quality medical services and wellness promotion efforts, we cared for, educated, and supported thousands of students and provided leadership in developing a culture of well-being for the UNH community.

Though Health & Wellness had many accomplishments for which we have great pride, this report will focus on just a few. We implemented the mandatory immunization process for all incoming students to ensure students complied with the USNH policy on required immunizations for admission to UNH to protect our students' public health. The Health & Wellness staff participated in LEAN training, gaining tools to enhance our quality improvement process and increase our ability to deliver high-quality care to the UNH community. Health & Wellness and PACS reviewed its eating concerns programs/services based on best practices in college health and recommended changes in this area.

We established and met several goals, including continuing to improve the tracking, collection, and reporting of data vital to identifying our impact and areas for improvement; reviewing best practices for sexual health and well-being services and programs to help guide our work in this area; we unveiled the new Well-Being Wheel which was well-received; provide leadership and participated in the newly formed UNH Health and Well-Being Committee; we worked with Student Life leadership and Human Resources to move toward implementation of our new leadership structure.

We are proud of the sense of purpose and role that we share in collaboration with our colleagues in serving the core mission of this University. A few to note included working with the COVID testing lab to provide a cohesive testing program so the University could provide a safe environment to learn, live and work; reestablished opportunity for UNH Graduate Nurse Practitioners students (NP) to have their clinical placement with supervision by our NP staff; and working with PACS to develop and implement the "How are You – Really?" public health campaign which works to educate the UNH community about mental health, awareness, care and resources.

Health & Wellness established student learning outcomes to help guide and assess our work in critical areas, including the understanding and use of the UNH Well-Being Wheel for well-being and self-care; awareness of our programs and services, how to access and their value to their well-being; and understanding of one's health issues/conditions, including prevention approaches, self-care practices, and appropriate intervention and treatment when needed.

As with any annual report, this year's report provides just a glimpse of all that was accomplished by the fantastic staff of Health & Wellness, including our student employees, interns, and peer educators. We take great pride in our role within the University community and love serving our students, faculty, and staff. Looking toward 2023-2024, we are aware that there will be challenges in addition to accomplishments. Three goals we have chosen for next year are:

- Implementation of the Sexual Health Task Force recommendations
- Prepare for Reaccreditation, which will take place in the Fall of 2024
- Management of job responsibilities of vacant positions

We have chosen these goals to assist us in addressing our challenges and continuing to do our organization's excellent and essential work. Health & Wellness will work to navigate through it all while continuing to provide the outstanding and valued care and services for which Health & Wellness is known.



Figure 1 Accreditation Association for Ambulatory Health Care Inc.

Department Information

Department Name: UNH Health & Wellness

Location: Health & Wellness Building

Main Phone: 603-862-9355

Website: unh.edu/health

Interim Senior Director's Name: Kathleen Grace-Bishop

Interim Senior Director's Email: Kathleen.Grace-Bishop@unh.edu

Mission

Department Mission

Health & Wellness provides whole person-centered care and services, illness prevention and health promotion, co-curricular learning opportunities, and public health leadership and expertise. All are tailored to support our student's health, well-being, and personal development, the health of the campus community, and the mission of our university.

Student Life Mission

Student Life is committed to facilitating student learning, holistic development, and well-being. Access, belonging, inclusion, and engagement are central to our work to foster a welcoming, safe, and caring campus community. Through student-centered, co-curricular programs, services, resources, and partnerships, we strive to enrich student's education and support their personal growth to reach their potential at UNH and in the future.

Number of Staff

Total Number of Current Staff: 44

Total Number of Vacancies: 5

Current Staff by Type

Full-Time Professional: 21

Full-Time Operating Staff: 13

Part-Time Professional: N/A

Part-time Operating Staff: N/A

Doctoral Interns: N/A

Post-Doctoral Fellows: N/A

Administrative Support Staff: 1

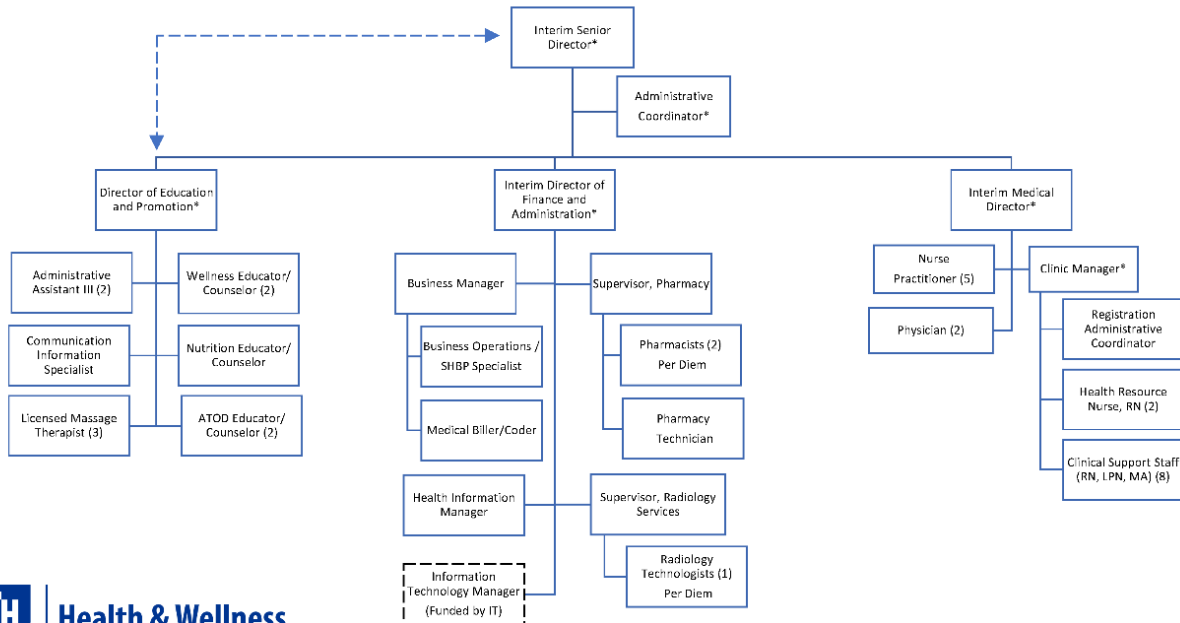
Student Staff, Wellness Assistants: 8

Adjunct staff: 5

Student Interns, Peer Educators: 29

Department Organizational Chart

Visual Org Chart



*Member of the H&W Leadership Team

Bullet Point Org Chart

Appendix: Health & Wellness Accessible Organizational Chart FY 2022-2023

*Member of Health & Wellness Leadership Team

Interim Senior Director*

- Administrative Coordinator*

- Director of Education & Promotion
 - Communication Information Specialist
 - Wellness Educator/Counselors (2)
 - ATOD Educator/Counselors (2)
 - Nutrition Educator/Counselor
 - Administrative Assistant III, Health & Wellness
 - Administrative Assistant III, Thrive
 - Licensed Massage Therapist

- Interim Medical Director*
 - Physicians (2)
 - Nurse Practitioners (5)
 - Clinic Manager (RN)*
 - Administrative Coordinator, Health Records & Registration
 - Health Resource Nurse (RN) (2)
 - Medical Assistant, LPN, and RN (8)

- Director of Finance & Administration*
 - Business Manager
 - Business Operations & SHBP Specialist
 - Medical Biller/Coder
 - Health Information Manager
 - Information Technology Manager
 - Supervisor, Radiology Services
 - Radiologic Technologist
 - Supervisor, Pharmacy
 - Pharmacist
 - Pharmacy Technician
 - Pharmacist, Per diem

Unit Overview

Health & Wellness operates holistically to provide medical care, wellness coaching/counseling and education, health promotion, and public health guidance and expertise to the UNH campus community to support the University's academic mission. We offer students and employees (in a limited capacity) high-quality, low-cost, and convenient medical care; integrated mind-body services (e.g., massage therapy, light therapy, biofeedback); ancillary services (e.g., pharmacy, radiology, laboratory services); and educational programming and events. Students also have access to specialized and evidence-based wellness counseling and coaching to promote behavior change for both personal and academic success. Health & Wellness also provides leadership in creating a culture at UNH that supports the well-being of the entire UNH community. Many of our services are provided at no additional cost to students through Student Health & Wellness fee and health insurance.

Department Highlights

Major Accomplishments

Accomplishment 1: Renewed focus on implementation of UNH mandatory immunization process

Beginning with the incoming class of students in FY 2023, we renewed the focus on compliance with the long-standing USNH immunization policy requirement. This involved standardizing messaging across and between campuses, including UNH Law and UNH Manchester. Consistent messaging was provided to all departments for inclusion in their new student materials. Information about the requirement was also included on the Incoming Students webpages and Health & Wellness social media pages. We created a medical and religious exemption policy for those who would not or could not comply with the policy. If approved, they were marked as compliant but with the understanding that they would be required to leave campus in the case of a communicable outbreak. Students who remained non-compliant were blocked from registering for classes for the next semester until they spoke with a representative from Health & Wellness.

This was an important accomplishment for Health & Wellness as it increased departmental awareness of the USNH immunization requirement across all campuses. The renewed focus on policy compliance means that USNH will be better positioned in the event of a community health outbreak and will allow us to target who is at risk of exposure and determine who may need to leave campus. Out of all incoming students, there were only 303 students who remained non-compliant with the requirement when it came time to register for second-semester classes.

Accomplishment 2: Development of the “Review of Current Eating Disorder Programs and Services at UNH and Recommendation Based on Best Practices in Eating Disorder Care and Treatment”

During the 2021-2022 year, Associate Vice-Provost for Student Life requested information on best practices in the eating concerns care for college students on college campus and recommendation for changes to programs/services provided by UNH Health & Wellness and PACS.

Over the last eighteen months, this document was drafted. This process provided an opportunity to thoroughly research this critical health issue impacting the UNH community and review current prevention, intervention, and treatment efforts. Based on this, recommendations were made to strengthen programs/services, care and treatment offered by Health & Wellness and PACS. This will lead to changes in the care and treatment of students struggling with eating concerns, allowing both offices to continue to provide quality care and services within the scope of practice.

This effort was an important accomplishment for both offices since it provided an opportunity to give specific attention to a health issue that an increasing number of students are seeking care for and can impact their ability to be successful academically and personally. Students who seek care in this area usually require an increased demand for care and services provided in the areas of physical, nutritional, and mental health services offered on campus and could benefit from a higher level of care than can be provided on campus. This document outlines processes and protocols to inform those accessing care and services and identifies ways the two offices can collaborate to support care and services.

Accomplishment 3: Staff completed LEAN Training and worked on the QI project

Six staff members from Health & Wellness attended 4.5 days of intensive Lean Yellow Belt training. All six were awarded their Lean Yellow Belt certification.

Health & Wellness prioritized Lean training at our August staff development, and all staff were trained and awarded Lean White Belt certifications. During the training, the staff was invited to adapt to a different way of thinking, streamlining, and efficiencies. Staff benefitted from this training, and select staff chose to further their knowledge of lean. During the Yellow Belt training, staff focused their initiative on the Health & Wellness quality improvement study

process. This work will enable a more efficient and effective quality improvement process. The tools to enhance our quality improvement process increase our ability to deliver high-quality care to the UNH community.

Key Collaborations

Key Collaboration 1: COVID Testing

Health & Wellness collaborated with the COVID testing Lab to provide COVID testing and results.

During the 2022-2023 academic year, Health & Wellness worked with the COVID testing lab to provide a space for their COVID testing center. Health & Wellness rearranged and opened their front office and storage space and relinquished our pharmacy waiting room to accommodate this site.

The testing center was staffed with student workers from the COVID lab with oversight from Health & Wellness staff. The center allowed the UNH community to pick up testing supplies, rapid antigen testing, and even PCR testing. Student workers also assisted Health & Wellness with contact tracing efforts.

Health & Wellness staff worked closely with the COVID lab staff to provide quick and reliable results to the UNH community. These joint efforts created a cohesive testing program and a safe environment.

Key Collaboration 2: Collaboration with the College of Health and Human Services (CHHS) Nurse Practitioner program

Health & Wellness worked with the CHHS Graduate Nurse Practitioner program.

During the spring academic semester of 2023, Health & Wellness accepted two Nurse Practitioner students for their clinical placement. These students each completed 168 clinical hours at Health & Wellness. Two Health & Wellness Nurse Practitioners precepted these students during their placement. The students were trained on Health & Wellness electronic medical record PointNClick, observed clinical visits and had the opportunity to see patients, write notes, and order labs, medications, and X-rays.

This collaboration allows Nurse Practitioner students to fulfill their clinical hour requirement at UNH. They receive experience with various symptoms, diagnoses, and care, ranging from mental health to orthopedic care specific to the college health population.

Key Collaboration 3: Collaborate with PACS on the development and initial implementation of the “How are You – Really?” public health campaign.

Health & Wellness worked with PACS on this campaign.

During 2021-2022, Health & Wellness and PACS implemented listening groups with students, staff, and faculty to gather information on their perceptions of well-being, mental health, and challenges and opportunities to create change in this area. The “How are You – Really?” campaign was developed based on the information gathered. It aims to influence social norms and community change through a simple call to action: check in with yourself and others, actively listen to the answer, and learn how to support yourself and others’ mental health needs.

The objectives of the program include:

- The UNH community will consistently use “How are you really?” as a check-in for their own and others’ mental health
- The UNH community will recognize that fluctuations in mental health status are normal
- The UNH community will develop confidence in their ability to meet their mental health needs, such as accessing resources as appropriate
- UNH students will be motivated to access the website (unh.edu/health/how-are-you)
- UNH faculty and staff will develop confidence in their ability to create classroom and office environments that support student well-being

The campaign, which is directed to students, faculty, and staff, is supported by various activities, including:

- **Campaign materials** (social media, posters, TV ads, etc.)

- A **website** that acts as a resource and learning hub (e.g., self-assessments, where to go for certain issues)
- **Tailored trainings** for various populations and groups around campus about mental health and emotional well-being, self-care, mental health resources on campus, and how to support students and peers
- **Faculty guide** and training

This campaign will continue next year with further expansion, including sharing the student and faculty training developed this year and further passive education on campus.

Department Impact

Summary of Service Impact

Health and Wellness Data 7/1/22 -6/30/23

7,608 Unique patients seen at H&W

Primary Care & Telehealth visits:

11,837 Primary Care visits

2,283 Sexual Health visits

1,324 Psychiatry

309 Telehealth visits

15,444

2,031 Mental Health Dx

Nurse, Triage, Immunization visits

2,781 Triage visits

576 Nurse visits

784 Immunization visits

526 Phlebotomy visits

377 Allergy Injections

645 COVID-19 Contact Tracing
1,603 COVID-19 Screening

7,292

Clinical Services

15,979 Lab tests completed
13,781 Prescriptions filled
710 Radiology visits
4,387 Non-appt contact with patients

Living Well visits

156 Wellness Coaching visits
170 ANOD Counseling visits
277 Nutrition Counseling visits
38 Telehealth visits
218 Massage Therapy visits

821

Living Well Programs and Education

594 Educational programs
26,207 Individual engagement

Living Well Program population:

87% Students (undergrad)
9% UNH Employees
4% Parents/Students Incoming

5,437 Social Media Content interactions

2,344 Followers

Immunizations

2,576 flu Vaccinations
1,659 COVID Vaccinations
156 Tuberculin Skin Test

154	Tdap
65	Hepatitis B-adult
59	Rabies, intramuscular
53	Typhoid, intramuscular
39	MeningococcalACWY
32	Gardasil
20	Hepatitis A-adult
19	Yellow Fever
18	Measles-Mumps-Rubella
13	Smallpox
8	Rabies - Novartis
3	Hep A/Hep B
3	Varicella
2	Japanese Encephalitis
2	Poliovirus Vaccine, Inactivated
1	Td - adult

4,882

Summary of Strategic Goals

Strategic Goal 1: To improve the tracking, collection, and reporting of data

Improve and refine the monitoring, collection, and reporting key data points within Health & Wellness.

Activities

- The Leadership Team determined which key reporting measures were vital and then reviewed these weekly, monthly, and by semester depending upon which measure it was. The Health Information Manager and Administrative Coordinator supplied the team with these reports, satisfaction surveys, and other ongoing data reports. Information is provided in a format to be shared with all staff to continue their understanding of overall operations at Health & Wellness.

- The Health Information Manager worked with the clinical staff to make appointment data input more standardized in the electronic health record. This entailed updating some existing templates and creating new templates where necessary. The Health Information Manager provided training sessions for staff as opportunities for improvement and standardization were identified.
- The Interim Director of Finance and Administration worked with ETS and the Registrar's Office to update our data feeds to include more demographic information collected in Banner to help further identify trends and groups of students that access services.

Accomplishments and Assessment Data

The above activities were accomplished during this academic year, but they will continue to be an area of focus in subsequent years. The focus on data as a tool for decision making and assessment of operations was very beneficial to all staff. Health & Wellness has identified a need to track mental health visits in the clinic better to group and classify them appropriately.

Key Take-Away

Standardizing how data is entered into the electronic health record is vital to getting good-quality data from the system. If we are not consistent in determining and entering diagnosis codes, we will never get data that Health & Wellness can rely on for decision-making.

We didn't accomplish the collection of registration data at check-in to feed into the EHR for billing and insurance verification purposes until late in the year, so this will be given a renewed focus in FY 2024. We have requested help from ETS to develop a feed between our third-party administrator of the health insurance requirement to capture the data to feed into Point and Click so we don't have to collect this at registration manually.

Strategic Goal 2: To move towards implementation of our new leadership structure in conjunction with the Vice Provost of Student Life and Assistant Vice-Provost of Student Life

As a result of the CERP, the executive director retired at the end of June 2021. The current leadership model overseeing the organization is a Leadership Team consisting of the Interim Medical Director, Clinical Manager, Interim Director of Finance and Administration, Director of Education and Promotion (currently serving as Interim Senior Director), and Administrative Coordinator. To ensure the long-term stability and sustainability of the organization, a new leadership model was determined during the 2021-2022 FY with a Chief Medical Officer (CMO), who would be an MD, providing leadership for the organization. Other organizational structure and leadership changes will occur once this position has been filled.

During the end-of-year budget process for the FY 2024 budget, the salary dollars budgeted for the CMO position were “swept” in addition to the medical director, resulting in the inability to move forward as initially determined and outlined in last year’s annual report:

- Under the supervision of the VPSL, the CMO position will be advertised, a search committee comprised of students, faculty, and staff (including two staff from Health & Wellness and will be chaired by the interim medical director) will be established, and screening and interviewing will take place and position will be hired.
- Under the supervision of the Interim Senior Director, the Assistant Director for Finance and Administration position will be advertised. A search committee of students, faculty, and staff (including two staff from Health & Wellness and the Interim Director of Finance and Administration will chair) will be established. Screening and interviewing will take place, and the position will be hired.
- Onboard new CMO providing needed support and information to facilitate taking on the new role.

Adapted Activities

- Creation of job description and hiring of senior leaders for Health & Wellness.
 - During the fall semester, Health & Wellness wrote a proposal to the President’s Executive Committee to receive dollars to fund Senior Director

of Health & Wellness and Medical Director positions for 18 months beginning January 1, 2023.

- The Executive Council approved funding for the Senior Director position.
- Health & Wellness, in collaboration with Vice Provost for Student Life, the Assistant Vice-Provost for Student Life and Human Resources drafted a new job description for an Executive Director (not a CMO) that will have clinical training and finance and administration skills.
- Under the supervision of the VPSL, the Executive Director position was advertised, a search committee comprised of students, faculty, and staff (including three staff from Health & Wellness) and chaired by the Dean of Students (not interim medical director as initially determined) was established in April of 2023.
- The position was posted in April 2023, and recruitment started.
- Based on the recruitment success, the position's job description will be reviewed at the end of three months to determine if the role is viable.
- Development of job description and hiring of Assistant Director of Finance and Administration, which would replace the Director of Finance and Administration.
 - Under the supervision of the Interim Senior Director, the Assistant Director for Finance and Administration position was advertised. A search committee comprised of staff (including two staff from Health & Wellness and the Interim Director of Finance and Administration serving as chair) was established. Screening and interviewing took place, and the position was filled. The current Business Manager at Health & Wellness will serve in this new role.
 - The drafted Executive Director position has several financial and administrative duties currently being done by the Interim Director of Finance and Administration, which is not in the Assistant Director of Finance and Administration position. The Executive Director role is not filled. The Business Manager role is vacant. Therefore, the Interim Director of Finance and Administration continues to serve in this capacity for the organization.

Based on the status of these Health & Wellness leadership positions, the current Leadership Team continues to guide the organization.

Accomplishments and Assessment Data

All the above activities were accomplished though some are different than what was envisioned when this goal was written. Health & Wellness has continued to assist the Division Leadership and University Administration with implementing new leadership structure within the constraints of current realities and changes.

The current leadership team continues to provide leadership to the organization during this time of change.

Key Take-Aways

- The University's financial challenges, inability to fill vacant positions, and changing ideas to best meet the organization's leadership needs moving forward have made this goal challenging for the Health & Wellness Leadership Team. What will continue to be vital as we work to achieve this goal fully:
 - transparency from the administration regarding decisions that affect the organization and partnering to address needs/challenges/possibilities.
 - continuing education about and advocacy for the important work of Health & Wellness
 - ongoing efforts to fill key vacant positions, as well as work to best meet these job roles and responsibilities within current staffing levels while trying not to burnout staff that will take on some of these responsibilities
 - a high-functioning interim Leadership Team that will continue to do its best to not only stabilize the organization during a time of change but also help it to continue to move forward
 - and the ongoing commitment and focus of Health & Wellness staff to its mission – its care for the Health and Well-Being of the UNH community.

Strategic Goal 3: Health & Wellness will provide leadership and actively participate in the implementation of the health and well-being task force calls to action

Based on Health & Wellness's role and responsibilities around health and well-being and its leadership's active participation in the Health and Well-Being Task Force, it is appropriate for this organization to continue to champion the Calls to Action of the Task Force's final report.

Activities

- Supported ongoing conversation of the final Task Force report with the administration to gain support for UNH becoming a Health Promoting Campus and joining the [U.S. Health Promoting Universities & Colleges Network](#) with the vision of signing the Okanagan Charter. This will assist UNH in successfully embedding well-being into the culture of our campus, which will prioritize compassion, health & well-being, social justice, equity, and inclusion, not only as values but as a part of our mission for our entire community.
- Advocated for naming the UNH Health and Well-Being Task Force as a University committee and updated its purpose to reflect a new role/charge that will guide UNH's efforts in making our campus community as healthy as possible. Membership of the committee should be revisited to ensure a collaborative group of multi-disciplinary stakeholders from across the three campuses, with an executive committee that will guide the committee's work.
- Provided leadership and actively participated in the new Health & Well-Being Committee and needed support for its work to move its purpose and goals forward.

Accomplishments and Assessment Data

- UNH became a United States Health Promoting Campus Network member in December 2022. Two Health & Wellness staff members serve as the campus liaison to the Network.
- During the Spring of 2023, the UNH Health and Well-Being Committee was named, charge was determined, membership was determined and recruited. Three

committee meetings were held to lay the foundation for its work and determine how to best move the Task Force Calls to Action forward.

- The Interim Senior Director/Director of Education and Promotion was asked to co-chair the committee with a faculty member. In addition, Health & Wellness clinical manager and Well-Being Educator/Counselor serve as members, and Administrative Assistant in Living Well Services serves as administrative support to the committee. The Well-Being Educator/Counselor serves as the second liaison to the Health Promoting Campus Network for UNH and provides backbone support to the committee.

Key Take-Aways

- Commitment, knowledge, skills, and ability to speak to the value of the work of the Task Force and its Call to Action and the value of this work to the entire UNH community assisted in moving this critical work forward.
- There are committed community members with commitment, ideas, and energy to want to make needed changes for our community.
- Due to the breadth of this work, its possible impacts, that it is about changing culture and living key values, and the fact that change takes time, need to develop key goals and plan for accomplishing them, patience, and perseverance.
- Though there is a group of committed committee members, they have other jobs and responsibilities. As the work moves forward, there will need to be an identified backbone persons/department to provide support to the committee.

Strategic Goal 4: Review for implementation of best practices for sexual health promotion and clinical care

A task force within Health & Wellness will review the *American College Health Association (ACHA) Guidelines for Best Practices for Sexual Health Promotion and Clinical Care in College Health Settings* to assess current practices and recommend changes in these areas, as needed.

Activities

- The Sexual Health Task Force charge, membership, and meeting schedule of the task force were determined early in the fall of 2022-2023.
- The task force reviewed *American College Health Association (ACHA) Guidelines for Best Practices for Sexual Health Promotion and Clinical Care in College Health Settings*.
- The task force Committee reviewed guidelines to determine which works best for our health center and populations and identified current guidelines, those in progress, and those that should be implemented.
- The task force recommended changes to current practices, including identifying practices, responsible persons, and next steps, and submitted to the Health & Wellness Leadership Team for discussion and response to recommendations.

Accomplishments and Assessment Data

The Sexual Health Task Force completed the above activities and submitted [recommendations](#) to the Health & Wellness Leadership Team in May 2023. The task force report identifies additional recommendations not included in the ACHA practices document. The Leadership Team is currently reviewing this report to determine the next steps.

Key Take-Aways

The American College Health Association document was beneficial for consolidating various position statements and guidelines written by ACHA and national organizations regarding sexual health issues impacting college health (both clinical care and health promotion) and our students for our campus review.

As stated in the report, overall, Health & Wellness is doing well in meeting many of the sexual health care needs of students. However, there are areas for improvement and possible expansion.

These best practice standards were made available in 2020, but due to COVID and changes impacting Health & Wellness, the task force could not begin its work until this past fall. ACHA plans to release updated best practices in late 2024, so it would be best to implement these recommendations before moving on to these revised standards.

A cross-representative task force comprised of staff from Living Well Services (Health Promotion), clinical, and students was a helpful approach to reviewing and responding to the

guidelines. It provided an opportunity to understand services/programs/approaches utilized, knowledge sharing, discussion, and collaboration.

It could be helpful in our work to effectively serve students in the area of sexual health and well-being, which is consistently one of our top three reasons for medical visits to have an ongoing committee established that meets regularly to ensure the needs in this area for students continues to be completed.

Strategic Goal 5: To utilize and share the new Well-Being Wheel with the campus community

A sub-group of the Living Well office has spent the past year working on updating the Wellness Wheel to represent not just individual wellness but an individual's wellness within the larger community (i.e., well-being). The new Well-Being Wheel will be an expanded version of the Wellness Wheel and will visualize the importance of an individual's identity and values, along with the community's impact on an individual's wellness. The Well-Being Wheel was designed to be consistent with our definition of well-being, influenced by the NIRSA Inter-association Definition of Well-Being. This past year Health & Wellness unveiled the new Well-Being Wheel to the UNH community. It provided training, education, and key messages that we hope will be utilized by the UNH community, just as the Wellness Wheel has been for several years.

Activities

- Finalized the image of the Well-Being Wheel for inclusion in the 2023 Health & Wellness brochure, stickers, posters, and presentations.
- Began to develop key messages related to the Well-Being Wheel that the UNH community will utilize.
- Developed learning outcomes and established evaluations to determine the impact and utilization of the wheel.
- Integrated the Well-Being Wheel into educational programming and medical visits.
- Developed specific training on the Well-Being Wheel for students and employees.

- Made the Well-Being Wheel widely available to students through programming and events.
- Made the Well-being Wheel available to faculty, staff, and offices.

Accomplishments and Assessment Data

- Members of the Living Well Staff worked over the summer with an outside design team to create a visual that reflected our vision for the Well-Being Wheel - making the concepts accessible, easy to use as an educational and reflection tool, and visually attractive. This Well-Being Wheel was utilized in the Health & Wellness brochure, posters/flyers distributed across campus, social media, website, stickers, t-shirts available to Health & Wellness professionals and student staff, and presentations.
- A staff development training was developed for staff and faculty on the new wheel, sharing the latest definitions, key messages, and ways to utilize the wheel with students. It also created an opportunity for employees to example their well-being. This training was provided to staff and faculty members.
- The Well-Being Wheel was introduced to all incoming students as part of a presentation during Wildcat Days.
- The Wellness program developed for students was updated to use the Well-Being Wheel. The office provided 179 programs on the Well-Being Wheel, reaching 8,235 members of the UNH community in various settings:

Community Engaged	Programs facilitated	Individuals engaged
UNH Students	120	6,539
UNH Employees	27	518
UNH Community	32	1,178

The Well-Being Wheel was addressed in various programming areas, including coaching and counseling session within Living Well and through different programming areas such as sleep, stress, alcohol and other drugs, nutrition, etc.

- The Well-Being Wheel sticker was widely distributed through Wildcat Day presentations/tables, orientation/information sessions with various student populations, U Day, program workshops, etc.
- Learning outcomes were developed and included as part of program/workshop evaluations to determine awareness and impact of the wheel. Please see the section on Student Learning Objectives below regarding the Well-Being Wheel for additional information.

Key Take-Aways

Health & Wellness was very pleased with the rollout of the Well-Being Wheel to the UNH community. We believe it was helpful that so many offices/departments were aware of and embraced the Wellness Wheel and were open to introducing an updated wheel.

The Well-Being Wheel was well received. Feedback indicated that individuals understood and appreciated the expansion to include well-being and the realization that wellness may be an individual pursuit greatly influenced by the community and its support of wellness for all community members. Feedback also indicated that the visual was appealing and did an excellent job of speaking to the various aspects of wellness/well-being.

We received positive feedback on the definitions of each dimension of wellness and efforts to reflect changing messages and areas for increased attention, such as the role of values and identities.

Though we reached a good number of faculty and staff, there is a need to continue to educate employees on their awareness and self-care and to assist them in their work with students.

For students, we recognize that some of the learnings/concepts can be overwhelming for first-year students. We want to examine programs that we provide on the Well-Begin wheel and continue to make them developmentally appropriate and accessible to these students for these students.

Continue integrating the Well-Being Wheel into various programs/services provided at Health & Wellness, such as clinical visits and other educational topics.

Summary of Student Learning Outcomes

Student Learning Outcome 1: Students will be able to describe how to use the UNH Well-Being Wheel as a tool to increase understanding of wellness and well-being, and self-awareness for self-care.

SLO Description

Health & Wellness is committed to building a culture of well-being at UNH. Health & Wellness views students and other members of the UNH community as whole and dynamic individuals. We are sensitive to how the components of our lives impact our well-being. We encourage personal responsibility for achieving and maintaining wellness. Our approach not only assists in the process of healing, but also provides information and skills to maintain and enhance well-being. Health & Wellness also realizes that the environments we live, play and work in also impact wellness and well-being. Students understanding of the eight dimensions of wellness and how identity and community affect wellness/well-being can assist them in coming to know themselves and what areas need attention, support, and self-care and how this impacts them so they can create change and support their well-being now and in the future.

This SLO provides Health & Wellness an opportunity to determine the impact of our efforts in introducing our new Well-Being Wheel to the UNH community and its role in helping students learn about wellness and well-being and utilizing the wheel to increase awareness of self-care.

- CAS Standards: Knowledge acquisition, construction, integration and application, Cognitive complexity, Intrapersonal development, Interpersonal development, Humanitarianism and civic engagement, Practical competence
- Methods: Campus partnerships; Courses/classes; Documents/handouts; Events and programming; Individual student engagement/supervision; Patient/client appointments; Internships/peer education; Presentation; Social media content; Website content

SLO Progress

- Measures Used (Direct/Indirect): Patient/client satisfaction surveys, program evaluations, student interns/peer education/ student employment evaluations, feedback on/evaluation of social media, and web page engagement.
- Assessment Data

Educational Program Evaluations:

Measure:

New learning objectives for evaluations to assist with assessing the impact of this SLO used on Well-Being Wheel program evaluations: Define eight dimensions of wellness; Differentiate the difference between wellness and well-being; Discuss the ways identity and community impact wellness; Identify strengths and challenges in one's current state of wellness; Recognize ways to care for your wellness; Explain how the Well-Being Wheel can be used as a check-in tool. There was a question related to rating the helpfulness of the program and an open-ended question: As a result of this program, ONE action I will take is... An example of a few of these responses: getting more sleep/rest, treating myself better, stop trying to control things out of my control, better myself emotionally, ask for help when I need it, treat myself better, try and focus on all areas of my life.

Outcome:

Based on surveys by program attendees that were returned (Response rate = 3%). Responses were on Likert Scale from Strongly Agree 5, Agree 4, Neither Agree Nor Disagree, 3, Disagree, 2, Strongly Disagree, 1,

As a result of this program, I can...

3	Define 8 dimensions of wellness.	4.31
4	Identify strengths and challenges in my current state of wellness.	4.47
5	Differentiate the difference between wellness and well-being.	4.20
6	Discuss the ways identity impacts wellness.	4.30
7	Discuss the ways the community impacts wellness.	4.38

8	Explain to my friends how to use the well-being wheel as a check-in tool.	4.36
9	Recognize ways to care for my well-being.	4.45
10	Access campus resources to help me enhance my well-being.	4.54
11	Overall, how would you rate this program? 0=Not at all helpful 5=Somewhat helpful 10=Extremely helpful	8.21

Student Feedback-Placement/Involvement at Health & Wellness (peer educators, interns, student employees):

Measure:

All students involved in the office at the end of the academic year or time with the office are asked to complete an evaluation that reflects on their learnings/growth and gains through experiences/opportunities within the office and quality of supervision.

Two questions related to the well-being wheel were asked: understanding the difference between wellness and well-being; recognizing the intersection of well-being and diversity, equality, inclusion, and accessibility (DEIA).

Outcome:

Based on surveys returned by peer educators, interns, and student employees (Response rate = 52%). Responses were scored on a Likert Scale -Strongly Agree 5, Agree 4, Neither Agree nor Disagree, 3, Disagree, 2, Strongly Disagree, 1.

Web page and social media related to Well-Being Wheel

Measure:

Engagement with Health & Wellness web page and social media account.

As a result of my placement at Health & Wellness I...

Understand the difference between wellness and well-being. 4.44

Recognize the intersection of well-being and diversity, equity, inclusion, and accessibility (DEIA). 4.81

Outcome:

Visits to the Well-being Wheel page on the Health & Wellness website remained high over the year compared to other page views. For 7/1/22 – 6/30/23, the following pages were viewed on the Health & Wellness website. The Well-being Wheel page ranked fourth in page views, and 6 of the eight aspects of the wheel also ranked in the top 13 pages viewed during this period.

Page Title	Pageviews
1. Health & Wellness University of New Hampshire	60,577
2. Appointments Health & Wellness	39,958
3. Emotional Wellness Health & Wellness	39,159
4. The Well-Being Wheel Health & Wellness	29,941
5. Physical Wellness Health & Wellness	28,360
6. Wellness Topics Health & Wellness	26,665
7. Spiritual Wellness Health & Wellness	25,876
8. Intellectual Wellness Health & Wellness	23,637
9. Student Health Insurance Health & Wellness	23,600
10. Guide to Incoming Student Health Requirements	21,371
11. Social Wellness Health & Wellness	15,232
12. Incoming Students Health & Wellness	14,672
13. Environmental Wellness Health & Wellness	9,649

Health & Wellness regularly posts on Instagram and Facebook. During this annual report period, Health & Wellness made 170 posts. Posts related to the Well-being

Wheel and well-being dimensions represented 20% of all posts. Likes and reactions totaled 18% of all likes and reactions, representing 33% of engagements on all posts.

- Key Take-Aways:
 - It was helpful to identify learning outcomes to include in the program evaluation. This allows us to gather helpful data to reinforce program content and goals and adjust as needed.
 - Need to continue to work to increase the number of completed program evaluations. Currently, we have a QR code for students to utilize after programs, but often, since our program takes the entire allotted time, requesting completion of the evaluation is a “last minute” request. Need to allocate time within the program to complete evaluation before students leave.
 - Need to continue and utilize better measures in evaluating students’ experience within our Health & Wellness to assess progress more accurately.
 - We can include only limited information on social media engagement since we do not currently have a Communication Health Information Specialist who would have been able to provide more detailed data. We also have limited information on our website that speaks to engagement. In both cases, the information it gives speaks to interest/engagement but is unclear about the impact when this position is filled need to determine how we might create ways to assess the impact of these forms of education.

Student Learning Outcome 2: Students will be able to demonstrate an understanding of one's health issues/conditions, including prevention approaches, self-care practices, and appropriate intervention and treatment when needed.

SLO Description

It is key to the mission of Health & Wellness is the work of staff to assist students in gaining knowledge and skills related to caring for themselves for now and in the future to manage their health not only when sick or injured but also to assist them in staying and being well and utilize care systems appropriately.

- CAS Standards: Knowledge acquisition, construction, integration and application, Cognitive complexity, Intrapersonal development, Practical competence
- Methods: Campus partnerships; Documents/handouts; Events and programming; Individual student; engagement/supervision; Patient/client appointments; Internships/peer education; Presentation; Social media content; Student employment; Videos; Website content

SLO Progress

- Measures Used (Direct/Indirect): Review of electronic health records of students after LWS and clinical visits/interactions and screening tools; patient/client satisfaction surveys, focus groups, evaluation of social media/website engagement and interaction utilization of other educational tools, peer review of electronic health records; and program presentations and training evaluations.
- Assessment Data

Clinical Visits Evaluation

Measure:

A clinical visit survey was sent by the Health Information Manager through our electronic health record system PointNClick at the end of each month between September 2022 and May 2023. Patients are prompted to complete the survey within 48 hours. 1,291 surveys were completed.

Survey Questions (Yellow highlight identifies those that support this SLO)

Responses were scored on a Likert Scale - Strongly Agree 5, Moderately Agree 4, Neither Agree nor Disagree 3, Moderately Disagree 2, Strongly Disagree 1.

Visit Satisfaction Survey

- 1 How would you rate the ease of scheduling your appointment?
- 2 How satisfied were you with the wait time between being checked-in and being seen by the healthcare provider?
- 3 How satisfied are you with the customer service you received from the staff you encountered during your most recent visit?
- 4 My healthcare provider spent adequate time listening to my health concerns:

- 5 My healthcare provider clearly answered questions I had regarding my health care concerns
- 6 My healthcare provider clearly explained my diagnosis:
- 7 My healthcare provider clearly explained my treatment/care options:
- 8 My healthcare provider clearly explained self-care options I can use in the future
- 9 I was provided with educational materials that will be useful in caring for myself.
- 10 Based on the information I received, I feel confident that I could utilize self-care methods in the future.
- 11 Please feel free to provide us with any feedback about your experience at Health & Wellness:

Outcome:

Responses (1,291) for the period 9/1/22 – 5/30/23 were scored on a Likert Scale - Strongly Agree 5/Moderately Agree 4/Neither Agree nor Disagree 3/Moderately Disagree 2/Strongly Disagree 1 .

Survey results for the year:

	Mean Score	Low Score	High Score
1 How would you rate the ease of scheduling your appointment?	4.62	4.40	4.75
2 How satisfied were you with the wait time between being checked-in and being seen by the healthcare provider?	4.78	4.70	4.83
3 How satisfied are you with the customer service you received from the staff you encountered during your most recent visit?	4.82	4.70	4.90
4 My healthcare provider spent adequate time listening to my health concerns:	4.87	4.80	5.00
5 My healthcare provider clearly answered questions I had regarding my health care concerns	4.86	4.80	5.00
6 My healthcare provider clearly explained my diagnosis:	4.71	4.50	4.90
7 My healthcare provider clearly explained my treatment/care options:	4.84	4.70	4.90

8	My healthcare provider clearly explained self-care options I can use in the future	4.72	4.50	4.90
9	I was provided with educational materials that will be useful in caring for myself.	4.60	4.40	4.80
10	Based on the information I received, I feel confident that I could utilize self-care methods in the future.	4.67	4.50	4.90
11	Please feel free to provide us with any feedback about your experience at Health & Wellness:	Free Text		

Living Well Services Counseling Evaluation

Measure:

A counseling evaluation was sent by counselors to each to each of their clients through PointNClick at the end of the counseling relationship or the end of the semester.

Outcome:

Based on returned surveys (Response rate = 8%) for 9/1/22 – 5/30/23. Responses were scored on a Likert Scale - Strongly Agree 5, Moderately Agree 4, Neither Agree Nor Disagree, 3, Moderately Disagree, 2, Strongly Disagree, 1, NA.

Survey results for the year:

		Mean Score	Low Score	High Score
4	I was able to develop a clear plan of action to improve my well-being	4.65	3.00	5.00
5	I am confident to take action toward my plan of action/well-being	4.65	4.00	5.00
6	I am motivated to take action toward my plan of action/well-being	4.70	4.00	5.00

Living Well Counselor Peer Review of Client Records

As part of the peer review process of electronic health records, it was determined that 100% of the time, education on appropriate wellness topics was provided to clients.

- Key Take-Aways
 - The Living Well Counseling Evaluations need to be reviewed to see if we want to change any questions to better assess if we are meeting this SLO, considering that length of the survey can impact the completion rate.
 - Need to increase the response rate to the Living Well Counseling Evaluations. Discussions are occurring to see what changes can be made to this process to assist in this area.
 - We could not include detailed information on social media engagement since we do not currently have a Communication Health Information Specialist who would provide this information. We also have limited information on our website that speaks to engagement. In both cases, the information it provides speaks to interest/engagement, but the impact beyond this is unclear. Instagrams can identify actions taken from the post, where they go next for more information, and what kind of information they access. Once this position is filled, we will need to determine how we might create ways to assess the impact of these forms of education.
 - Have discussions to determine if there are other ways to determine if meeting this SLO besides patient/client satisfaction.

Student Learning Outcome 3: Students will be able to describe Health & Wellness programs and services offered, how to access them and their value to well-being.

SLO description

Health & Wellness strives to be the number one choice for students when it comes to caring for their health and wellness. We know that health and wellness is critical to academic and personal success so being aware of and utilizing services and programs as needed will aid in these areas, now and in the future.

- CAS Standards: Knowledge acquisition, construction, integration and application, Practical competence

- Methods: Campus partnerships; Documents/handouts; Events and programming; Individual student meetings/supervision/trainings; Patient/client appointments; Internships/peer education/employment evaluations; Social media content; Website content

SLO Progress

- Measures (Direct/Indirect): Program evaluations, patient/client knowledge and satisfaction survey tools, focus groups, user and nonuser surveys, feedback from student leaders, peer education, internships and student employee’s evaluation, evaluation of social media interactions/engagement and number of students who utilize services.
- Assessment Data

Student Feedback-Placement/Involvement at Health & Wellness (peer educators, interns, student employees):

Measure:

All students involved in the office at the end of the academic year or time with the office are asked to complete an evaluation that reflects on their learnings/growth and gains through experiences/opportunities within the office and quality of supervision. Questions were asked related to this SLO; “Can provide referrals/recommendation to services, programs and resources at Health & Wellness,” and “Orientation to Health & Wellness was sufficient and helpful.”

Outcome:

Based on surveys that were returned (Response rate = 52%). Responses were scored on a Likert Scale - Strongly Agree 5, Agree 4, Neither Agree nor Disagree, 3, Disagree, 2, Strongly Disagree, 1.

As a result of my placement at Health & Wellness I...

Can provide referrals/recommendations to services, programs, and resources at Health & Wellness.	4.88
Orientation to Health & Wellness was sufficient and helpful	4.44

- Key Take-Aways
 - Look at adding questions to the evaluation of education programs to gain insight into students' knowledge of specific programs offered by Health & Wellness, where/how to access programs, and gather information on their perception of why it might be important for them to attend these programs, again being conscious that length of evaluation could impact completion rate.
 - Ongoing evaluation of our questions in our patient/client satisfaction surveys will allow us to adequately measure our SLOs, considering that the survey length could impact the completion rate.
 - Look at developing brief questionnaires for specific clinics (STD, Flu) to gain insight into students' knowledge of specific programs offered by Health & Wellness, where/how to access programs, and gather information on their perception of why it might be important for them to attend these programs.

Goals and Outcomes for 2023-2024

Strategic Goals for 2023-2024

Strategic Goal 1: Implementation of the Sexual Health Task Force recommendations

During the 2022-2023 academic year, a Sexual Health Task Force, with organizational cross-representation, was charged with utilizing the *American College Health Association's (ACHA) Best Practices for Sexual Health Promotion and Clinical Care in College Health Settings (2020)* to make a recommendation on how Health & Wellness can enhance and possibly expand the sexual health and well-being services provided to students. This task force was implemented knowing that sexual health visits consistently comprise one of the three top reasons for clinical visits for our organization. Living Well Services has seen increased demand, recognizing the need for sexual health and well-being education across campus and sexual health coaching.

The Taskforce determined that Health & Wellness is meeting many of the needs of students in this area. There were several recommendations already in place, but other regions provided opportunities. This report was submitted to the Health & Wellness Leadership Team at the end of the academic year.

These recommendations will be reviewed by the Leadership Team this coming academic year, and plans for the next steps will be determined. Implementation of the recommendations will be determined based on the scope of services/practice, staffing, finances, readiness (ex., training), etc. The recommendations will be prioritized, and individuals, groups/departments will be tasked as appropriate.

Anticipated plan and activities

- The Leadership Team will review task force recommendations and determine which recommendation will be implemented.
- An implementation plan will be developed with a timeline, additional needs identified, and responsibility for tracking action and completion.
- Training needs for staff will be determined.
- Create ongoing opportunities for cross-representative groups of staff (clinicians, support staff, prevention specialist, administration, and students) to meet to increase communication, share knowledge and collaborate to meet the sexual health and well-being needs of students effectively.

Strategic Goal 2: Preparation for Re-Accreditation

Health & Wellness will be fully prepared for its 9th re-accreditation cycle during the Academic Year 2024-2025. Health & Wellness has been fully accredited by Accreditation Association for Ambulatory Health Care for 23 years.

The Accreditation Association for Ambulatory Health Care (AAAHC) accredits Health & Wellness. This accreditation is an honor and reflection of the quality care that Health & Wellness provides. The AAAHC performs an onsite survey every three years. Health & Wellnesses' last accreditation survey was conducted in 2022.

Anticipated plan and activities

- All policies and procedures will be uploaded and updated in PowerDMS.

- The Accreditation coordinator will ensure all AAAHC standards are met by Health & Wellness.
- The AAAHC standards manual in PowerDMS will be complete and linked to Health & Wellness's current policies and procedures.
- A complete review of the 2022 Accreditation survey results and recommendations will be reviewed, and make sure all areas of recommendation are addressed.
- The Accreditation coordinator will conduct a mock accreditation survey.

Strategic Goal 3: Management of job responsibilities of vacant positions

Due to budget cuts at the university's finance level, funding for the Health & Wellness Executive Director, Health Information Manager, Business Manager, and Administrative Assistant position is not included in the FY 2024 budget. The job responsibilities for these four roles must be absorbed by existing staff until funding for these positions is identified and approved.

Anticipated plan and activities

The vacant Executive Director role includes high-level financial responsibilities that will be performed by the Interim Director of Finance & Administration until the position is filled. The search for the Executive Director is ongoing into FY 2024, and the Executive Committee has identified special one-time funding. The Health Information Manager and Business Manager job responsibilities will be split between the Interim Director of Finance & Administration and the Business Director until the funding for filling those two positions is approved and the roles are filled. The Administrative Assistant position to staff Thrive, the Health & Wellness satellite location in the Hamel Recreation Center, has been unfunded at the finance level for two fiscal years. Health & Wellness cannot adequately staff the highly visible satellite office, which we feel is vital. The plan is to staff the office with students again, pending being funded, whenever possible and have the administrative duties assumed by the Administrative Assistant at Health & Wellness.

Student Learning Outcomes for 2023-2024

Student Learning Outcome 1: Students will be able to describe how to use the UNH Well-Being Wheel as a tool to increase understanding of wellness and well-being, and self-awareness for self-care.

Health & Wellness is committed to building a culture of well-being at UNH. Our approach not only assists in the process of healing, but also provides information and skills to maintain and enhance well-being. Health & Wellness views students and other members of the UNH community as whole and dynamic individuals. We are aware of how identities and values impact wellness. We encourage personal responsibility for achieving and maintaining wellness. Health & Wellness also realizes communities in which we live, learn, work, play and love also impacts wellness and well-being. Well-Being cannot be achieved unless our communities support everyone's well-being. Students understanding of the 8 dimensions of wellness and how identity and community impacts wellness/well-being can assist them in coming to know themselves and what areas need attention, support, and self-care and how this affects them so they can create change and support their well-being now and in the future. It can also increase their awareness of the impact of community on their wellness.

- CAS Standards: Knowledge acquisition, construction, integration and application, Cognitive complexity, Intrapersonal development, Interpersonal development, Humanitarianism and civic engagement, Practical competence
- Methods: Campus partnerships; Courses/classes; Documents/handouts; Events and programming; Individual student engagement/supervision; Patient/client appointments; Internships/peer education; Presentation; Social media content; Website content
- Measures Used (Direct/Indirect): Patient/client satisfaction surveys, user survey, program evaluations, focus groups, student interns/peer education/ student employments evaluations, social media and web page engagement, information from electronic health records related to wellness coaching/counseling and specific medical appointments.

Student Learning Outcome 2: Students will be able to demonstrate an understanding of one's health issues/conditions, including prevention approaches, self-care practices, and appropriate intervention and treatment when needed.

It is key to the mission of Health & Wellness is the work of staff to assist students in gaining knowledge and skills related to caring for themselves for now and in the future to manage their health not only when sick or injured but also to assist them in staying and being well and utilize care systems appropriately.

- CAS Standards: Knowledge acquisition, construction, integration and application, Cognitive complexity, Intrapersonal development, Practical competence
- Methods: Campus partnerships; Documents/handouts; Events and programming; Individual student; engagement/supervision; Patient/client appointments; Internships/peer education; Presentation; Social media content; Videos; Website content
- Measures Used (Direct/Indirect): Review of electronic health records of students after LWS and clinical visits/interactions and screening tools; patient/client satisfaction surveys, user surveys, focus groups, feedback on/evaluation of social media/website and other educational tools, peer review of electronic health records and program presentations and training, program/training evaluations.

Student Learning Outcome 3: Students will be able to describe Health & Wellness programs and services offered, how to access them and value to their well-being.

Health & Wellness strives to be the number one choice for students when it comes to caring for their health and wellness. We know that health and wellness is critical to academic and personal success so being aware of and utilizing services and programs as needed will aid in these areas, now and in the future.

- CAS Standards: Knowledge acquisition, construction, integration and application, Practical competence
- Methods: Advisory Relationships; Campus partnerships; Documents/handouts; Events and programming; Individual student meetings/supervision; Patient/client appointments; Internships/peer education; Presentation; Social media content; Student employment; Videos; Website content
- Measures (Direct/Indirect): This will be measured through – program evaluations, patient/client knowledge and satisfaction survey tools, focus groups, user and nonuser surveys, feedback from student leaders, trainings, and end of year evaluation/review of peer education, internships and student employees, evaluation of social media interactions/engagement and number of students who utilize services.