

# **Growing Pains: Creating Collaborative Health and Wellness Models in Student Affairs**

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# Welcome & Introductions

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What brings you here?

# Learning Objectives

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1. Participants should be able to describe the components of a collaborative health and wellness model for college/university campuses.
2. Participants should be able to explain how to position wellness as essential to students' academic, personal, and professional success.
3. Participants should be able to discuss challenges and successes associated with developing collaborative health and wellness models on college/university campuses.

# Historical Context

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1982: Foster described benefits as “broader, more energetic clinic with less confusion...about services and no competition between groups”

1994: Gillespie and Morgan recommended that “counseling centers retain their autonomy, citing issues of...medical hierarchy, a devaluation of mental health services...and issues regarding supervision and leadership”

1997: Federman and Emmerling mentioned that “effective preparation and management of merger process is critical”

2009: Association for University and College Counseling Center Directors survey reported “66.5%...no merger with health services”

- *Considerations for Integration of Counseling and Health Services on College and University Campuses* (American College Health Association, March, 2010)

# ACHA findings

25.6 %

of centers reported integration

## Reasons cited:

- provide holistic care and/or wellness
- streamline resources

## 4 models emerged

- 34.9% - each director reported to senior student affairs officer
- 35.1% - counseling reported to health
- 24.7% - chief health and counseling director reported to single administrator
- 21.3% - health reported to counseling

## Results

- Improved quality of clinical services, quality of programs, comprehensiveness of services and programs, efficiency, client satisfaction, utilization and meeting needs, more collaboration
- Importance of shared mission, shared strategic planning
- Budget almost evenly distributed – one budget, one divided in two and two budgets
- Directors: in order - psychologists, masters level counselors, nurses, nps/pas, physicians, health administrators

# Wellness @ Babson

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Reorganization of Division of Student Affairs

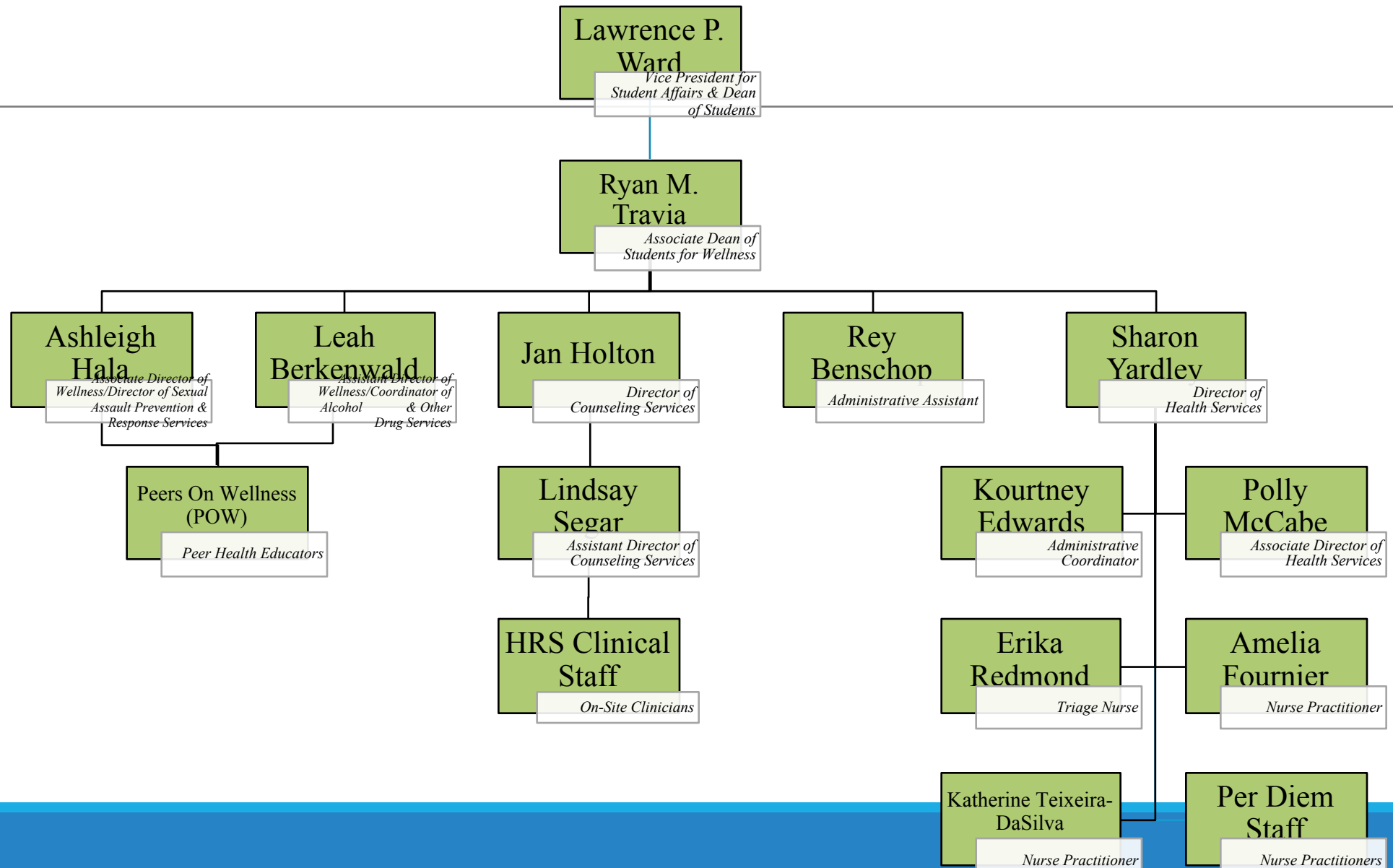
Prioritization of Wellness and Creation of the Wellness Portfolio

- Health Services
- Counseling Services
- Health Promotion
- Develop Office of Sexual Assault Prevention & Response Services
- Develop Office of Alcohol & Other Drug Services

Creation of Babson's First Wellness Center



# Health & Wellness Organizational Chart



# Growing Pains: Wellness @ Babson

Lack of physical space in Health Services

Lack of vision from Trustees regarding comprehensive and integrated Wellness Center

Pulling Counseling out of Health Services

Shared leadership model (Dean of Students by Committee)

Clinical case management v. Administrative case management

Limits of confidentiality

Limited campus health data available

Perceived loss of voice at the table among senior managers

Moving from generalist Health Promotion model to specialty services





# Successes: Wellness @ Babson

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Positioning wellness as central to students' academic, personal, and professional success

Successful launch of Sexual Assault Prevention & Response Services

Data gathering: AlcoholEdu/Haven, NCHA, Patient Satisfaction Surveys, College Adjustment Study (Harvard/McLean Hospital), Climate Survey

Peer education as a means to promote collaborative health models

- student-led, staff-guided small group orientation sessions
- promotion of online screening for mental health
- folding Sexual Assault Prevention Student Task Force into peer education program
- Stall Street Journal with content expert reviewers and guest writers

# Wellness @ Bentley

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## Essential Components – Health, Counseling and Wellness

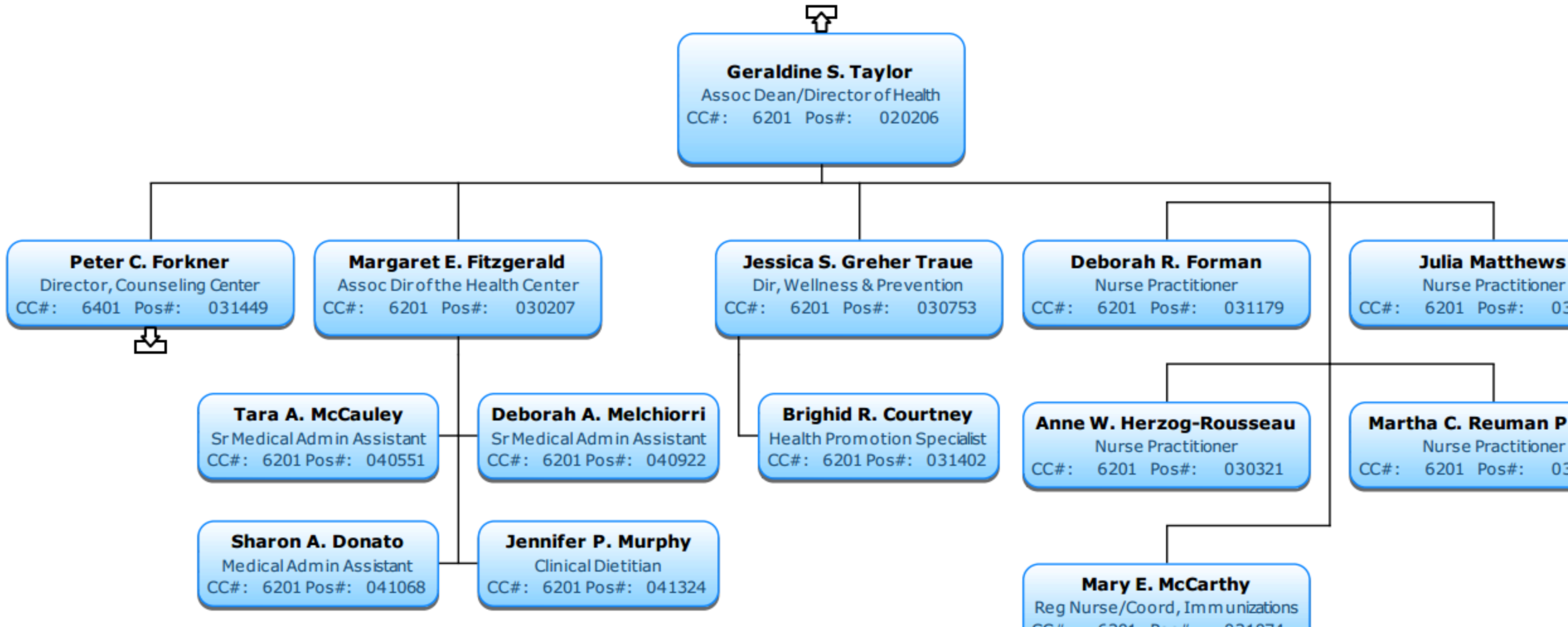
- Vision and mission to include all three entities
- Use of collaborative language embraced by entire team
- Involvement of student workers and WE's (Wellness Peer Educators)
- Support of VP and President
- Persistent marketing and storytelling with constant use of “Health, Counseling and Wellness”
- Development of trust – ongoing
- Focus on “Thriving” with logo
- Impact Statement – in process

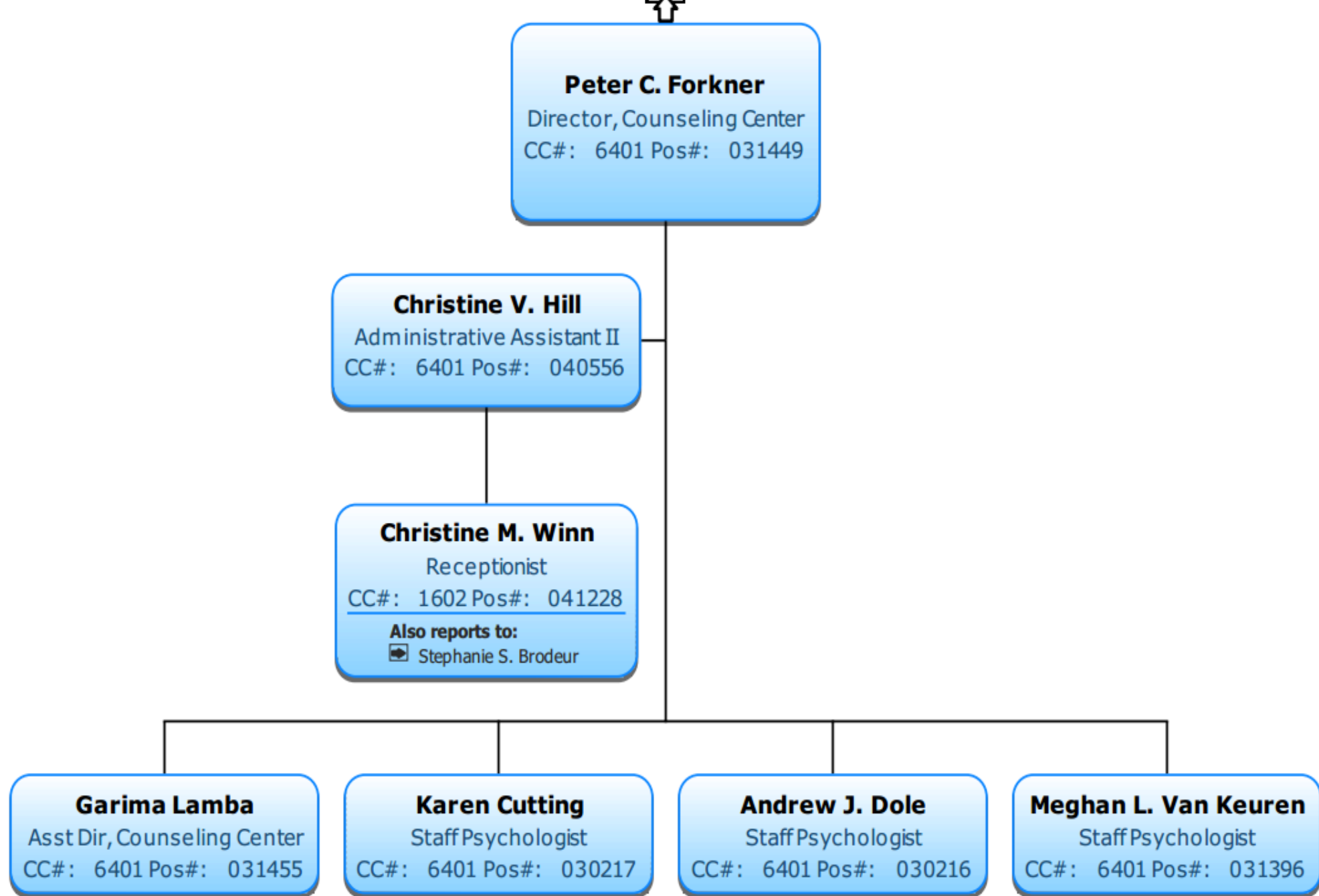
# Center for Health & Wellness

## Direct Reports/Staff



**BENTLEY**  
UNIVERSITY





# Growing Pains: Wellness @ Bentley

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## Concerns:

- Established silos for health and counseling
  - Counseling concerns about “integration” (language is important)
  - Concerns about loss of identity
  - Concerns about hierarchy within a medical model (leadership is important)
  - Concerns about sharing of records and confidentiality
- Trust
- Concerns about sharing health education programming on mental health issues
- Lack of co-located space and proximity
- Lack of care manager

# Successes: Wellness @ Bentley

- Use of Strengths-Based focus for staff - goals and collaboration – retreats
- Retention of outside consultant
- Commitment to concept and marketing of "Centers for Health, Counseling, and Wellness" with equal representation and respect for individual expertise
- Three directors at the Directors' Meetings - greater voice for health at the table
- Advocacy for Health, Counseling and Wellness Center
- Persistent advocacy by Associate Dean for each unit
  - Directorship for Wellness
  - Increased salaries
  - Increased staffing
  - Improvement of current space
  - Increased months of work for staff desiring same



*strong roots for a healthy future*

HEALTH  COUNSELING  WELLNESS

BENTLEY UNIVERSITY

# Impact Statement

Some other campuses that use these include:

- UT at Austin
- Brown University
- University of Georgia
- Texas A&M
- Harvard AODS

- Infographic Reporting
- For internal and external audiences



HEALTH COUNSELING WELLNESS

## 2015-2016 IMPACT STATEMENT

Health, Counseling and Wellness provide high quality, confidential, accessible, evidence-based medical and mental health care as well as support optimal personal and academic growth with best practice outreach programs.

Our offices do this through providing direct services, promoting healthy lifestyle choices, offering prevention-focused initiatives and supporting student resilience. Through these efforts we create a foundation for balance, ethical decision making and personal and social accountability.

### OUR STAFF



Health

- 6 Nurse Practitioners
- 2 Consulting Physicians
- 1 Registered Nurse
- 1 Nutritionist
- 3 Medical Support Staff



Counseling

- 5 Licensed Psychologists
- 3 Doctoral Level interns
- 1 Consulting Psychiatrist
- 2 Support Staff



Wellness

- 2 Health Promotion/Prevention Specialists
- 12 Peer Health Educators
- 3 Student Interns

### UTILIZATION OF SERVICES

5,503

Appointments at the Center for Health

2,230

Visits to the Counseling Center

860

Participants in Consent Day and Fresh Check Day Events

228

Registrants in Fitness and Stress Reduction Classes

96

BASICS: Brief Alcohol or Marijuana Screening Interventions for College Students at Wellness

7

Therapeutic or Health Affinity Groups supported 42 students

### Students Have the Following to Say

very much appreciate the genuine and friendly atmosphere. makes visits for bad reasons as enjoyable as they can be.

I felt listened to and safe and very welcomed

very professional, easy to talk to, helped me realize certain life obstacles that I was not able to realize on my one. So thank you!

my experience[in group] was amazing! I am so grateful I was able to be a part of it.

High Satisfaction Rates



# Roundtable Discussions

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## Guiding Questions:

How is your health and wellness program structured on your campus?

Where is health and wellness positioned within the institution?

Is wellness part of your institutional and/or divisional mission?

How collaborative is your model?

What are your key challenges?

What's working particularly well?

# Diversity & Inclusion

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Commitment to delivering culturally competent care

Prioritizing continuous learning and professional development

Focus on recruiting diverse candidates for open positions

Partnering with multicultural centers, LGBTQ, and international student services on programs, services, and messaging

# Hopes & Dreams

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- Integration of spiritual life
- Brand marketing
- Creation of a centralized, comprehensive, integrated wellness center
  - Health
  - Counseling
  - Wellness
  - Meditation/yoga areas
  - Fountains
    - Bridgewater State, UMASS Lowell, Smith
- Accreditation

# Lessons Learned

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Resist being siloed

Retreats very valuable

- Strengths assessment of staff - gets staff to appreciate each other
- Appreciative inquiry model - very effective and positive

Structuring health and wellness programs to promote better alignment with institutional mission and values provides clarity of purpose

Hire the right people

Share your story with whomever will listen

- Storytelling training
- Public speaking training

Culture change takes time