



Campus Wellness Strategic Initiatives Report

**Spring
2017**

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Message from Walter Mittelstaedt, Director, Campus Wellness

Progress report – Spring 2017

I am pleased to offer this progress update for the Campus Wellness Strategic Initiatives. The priorities and action items reported in the following document are the product of six months of work led by the Campus Wellness Steering Team in 2015. Staff across Health Services and Counselling Services offered their analyses of the then-current state of our response to the wellness needs of the University of Waterloo, and created some concrete “go-forward” directions. Since that time the document has guided the activity of all units of operation.

In July 2016 we were able to put forward the first progress report. We were pleased to report action in many or most of the priorities. In this present document, we report additional movement. Acknowledging that some priorities have taken longer than others, it remains evident that this planning document guides our decision-making and brings us closer to realizing our vision of “...a diverse community where the wellness of all is a shared priority and responsibility”. I trust you will share our enthusiasm for this project as you trace progress in the Campus Wellness Strategic Initiatives.

Campus Wellness mission

We lead by promoting and supporting wellness as a way of being for all in our diverse community. We create opportunities for our community members to be healthy, well, and successful. We provide excellent, integrated and dynamic programs and services in a positive, inclusive environment.

Campus Wellness vision

University of Waterloo is a diverse community where the wellness of all is a shared priority and responsibility. We care as deeply about the wellbeing of our members as we do about the excellence and stature of our accomplishments.

Campus Wellness statistics at a glance

Campus Wellness offers a wide variety of services to the University of Waterloo community. Check out some stats from the last fiscal year (May 2015 to April 2016).

17,477

Counselling Services appointments delivered.

Counselling Services saw **3,839** unique individuals through our services.

60,768

Health Services appointments delivered.

Health Services saw **13,618** unique individuals in our Student Medical Clinic and Family Health Clinic.

Campus Wellness departments saw 17,457 unique individuals for appointments or workshops in the last fiscal year.

12 full-time counsellors

6 part-time counsellors

5 full-time psychologists

4 part-time psychologists

2 intake specialists

14 physicians

14 nurses

3 allied health professionals

2 psychiatrists

26 management and support staff provide strategic direction or help our clinicians and physicians focus on providing services to students.

Counselling Services and Health Services offered **25** therapy groups, workshops, and seminars on health, wellness, and mental health topics.

Health Services Health Education and Promotions supported **9** Peer Health Education groups and interacted with **12,935** students during educational seminars and events, including the Single and Sexy play, Mental Health Wellness Day, and Peer Health Education events.

Report on Campus Wellness Strategic Initiatives

Our strategic initiatives help us plan our goals for the coming year and help us measure our successes. We review them often to ensure we are meeting our goals.

Priority: Leadership and Governance

Action 1: Develop a transparent accountability mechanism to ensure action on strategic initiatives.

Progress:

- Created the Campus Wellness Planning Team, with responsibility for reviewing department initiatives to ensure progress.
- Started holding Campus Wellness All Staff meetings to ensure priorities and standards are communicated internally.
- Created Strategic Initiatives Report to communicate priorities and progress externally to the University community.

Action 2: Continue to expand on quality assurance mechanisms and communicate results appropriately.

Progress:

- The Quality Assurance Program Evaluation (QAPE) group meets regularly to review the quality of Campus Wellness services. QAPE reviews the quality satisfaction data we collect and provides recommendations for service improvement.
- QAPE has developed a template for Counselling Services and Health Services data reporting.
- QAPE responds to needs that come forward and provides recommendations for ways to move forward.
- A strategic mandate project was formed to investigate wait times.

Action 3: Support a leadership structure to effectively manage current services while actively pursuing strategic initiatives.

Progress:

- Campus Wellness completed a staff reorganization to enable more effective use of human resources and allow strategic-focused leaders more time to work on strategic initiatives. Care was taken to ensure an organizational structure that allowed mental health clinicians to focus on the care of students with reduced administrative concerns.
- Our Administration team was reorganized and provided cross-functional training and a common framework for financial planning.

Action 4: Provide leadership in establishing a Wellness Coordinating Committee including campus partners involved in promoting student wellness.

Progress:

- The first meeting of the Student Wellness Forum happened in February 2017 and was attended by cross campus representatives from many departments concerned about and involved in student wellness.

Priority: Programs and Services

Action 1: Support and grow core (medical and counselling) services in response to student needs.

Progress:

- Hired 3 new staff positions (2 counselling intake workers and 1 mental health nurse).
- Additional support groups and workshops are being offered by Counselling Services.
- The NCHA survey result data was reviewed to inform new and ongoing services.
- Walk-in and single-session counselling appointments are now being offered.
- We are increasing the role of Nurse Practitioners in Health Services, with 2 Nurse Practitioners providing services.

Action 2: Adapt services to ensure maximum benefit from technology.

Progress:

- Hired Communications Project Manager to create new communications channels for student communications and review existing communications channels in use.
- Hired an IT professional to support day-to-day technology use in Campus Wellness.
 - Our IT professional will help our staff use technology more efficiently and allow clinical staff to focus more on their medical and mental health practices.
 - Our IT professional will provide exploration leadership for future technology acquisitions and programs.

Action 3: Emphasize our dedication to using best, evidence-based practices for planning and delivery of all programs and services.

Progress:

- We created walk-in hours and single-session counselling appointments at Counselling Services.
- A better coordinated triage system for mental health concerns was developed for Health Services and Counselling Services to ensure both departments are delivering appropriate levels of care.
- We purchased access to an online program that provides access to up-to-date relevant health information for nurses and doctors.

Action 4: Be deliberate about health promotion, disease prevention, and education programming.

Progress:

- We are in the process of hiring an Associate Director, Health Promotion to lead the Health Promotion strategy for existing resources and the development of new resources and programming.
- Developing relationships with the AHS faculty to collaborate on a Health Promotion agenda.

Action 5: Consider an emphasis on health promotion and prevention in all roles and have educational resources online and available.

Progress:

- Health information is shared across Campus Wellness disciplines to promote a greater knowledge about different health and mental health subjects amongst clinicians and practitioners.

Action 6: Address gaps in substance abuse and addiction programming.

Progress:

- Supported the Leave the Pack Behind initiative. Leave the Pack Behind resources are available to students in our locations.
- We are reaching out to community partners to renew collaborative opportunities with community experts.

Action 7: Develop resources to enhance support for our diverse population.

Progress:

- Updated registration forms, where possible, to include alternate gender options.
- Secured access to a language interpreter service for medical appointments.
- Secured training for 3 physicians to complete specialized training in transgender health care.

Priority: Human Resources and Internal Relationships

Action 1: Ensure continuation of active staff engagement in initiatives through appropriate structures and process.

Progress:

- Staff are participating in internal committees, hiring panels, and all-staff meetings.

Action 2: Develop a positive culture that is deliberate about staff appreciation and wellness, acknowledging and celebrating accomplishments.

Progress:

- We are following the University's lead in implementing the Excellence Canada Accreditation framework for employee wellness.

- Created Campus Wellness at a Glance, an internal newsletter, with news about internal processes and accomplishments.
- Facilitated an improvement of employee wellness through participation in the selection of an Employee and Family Assistance Plan.
- A Healthy Workplace Committee for staff was established at the University level.

Action 3: Support workforce development and ensure opportunities for growth by encouraging the advancement and funding of staff education.

Progress:

- A per staff budgetary allocation has been made for internal and external continuing education.
- Staff development guidelines for training were developed including both mandatory and optional opportunities.
- Formal and informal training events have been offered including the following areas: Non-violent crisis intervention, regular in-service with pharmaceutical reps, and regular University OHD training.

Action 4: Ensure that workplace environments meet high standards for safety.

Progress:

- A review of protocol and procedures for physical safety was conducted.
- The Health and Safety committee regularly meets to review ongoing operations and complete building inspections.
- Panic buttons were installed in all Campus Wellness rooms and a protocol for response was developed.
- Non-violent Crisis Intervention training was offered to all staff members.

Priority: Collaboration and External Relationships

Action 1: Develop external communications strategy including Campus Wellness Branding and consistent language across units and programs.

Progress:

- We created a new Campus Wellness website that combines information from formerly separate departmental websites and provides opportunities for students to learn about self-care online.
- Plans are in progress to create a Campus Wellness Blog, Facebook and Twitter feeds to distribute wellness messages and timely information about our services.
- Liaised with other departments to ensure Campus Wellness information was broadcast in multiple places and ways. Ex. SSO, Library display signs, slides to faculties.
- Created a Campus Wellness Brand and Style Guide to ensure a consistent look, feel, and tone for all Campus Wellness external communications.

Action 2: Create an electronic directory and map of services.

Progress:

- As a beginning step, we have documented the integration of services by developing a Campus Wellness organizational chart.
- Lists of our services are promoted on our website.

Action 3: Promote formal and strong relationships between academic units and Campus Wellness.

Progress:

- Academic representatives from all faculties have been invited to the Student Wellness Forum.
- Engaged with academic units to share NCHA results and share what services are available to students.

Action 4: Continue to develop ways to positively influence policy regarding academic accommodation of illness.

Progress:

- Dr. Baldwin, Medical Director, Health Services has met with AccessAbility Services to gather clarified guidelines for accommodations.
- Campus Wellness has opened discussions with the Undergraduate Operations Committee about Verification of Illness form processes.
- AccessAbility Services representatives sit on the Collaborative Mental Health Operations Team.

Action 5: Nurture effective relationships with community partners such as hospitals, primary health care centres, and counselling centres.

Progress:

- Consulted with KW Counselling when hiring Mental Health Nurse.
- Developed a protocol with Grand River Hospital for students returning to campus after a hospital stay.
- Participated in Waterloo Region Suicide Prevention Councils.
- Working with UW Police and WRPS about student transportation protocols.

Priority: Financial Planning

Action 1: Develop a system of regular and relevant reports to the Student Services Advisory Committee (SSAC) and other funding sources.

Progress:

- Established monthly finance meetings with managers and financial officers to improve in year financial planning.
- QAPE reviews monthly data and financial data is summarized in an annual report to the SSAC.

Action 2: Explore avenues for external funding of new and innovative projects.

Progress:

- Funding was secured from the Advancement Office for Move Your Mind and Mental Health Wellness Day events.
- Exploring contract funding for a Mental Health Case Manager.
- Funding was secured for the Communications Project Manager position.

Action 3: Develop funding mechanism to support priority strategic initiatives.

Progress:

- Through the University's strategic plan we are seeking opportunities to fund initiatives such as research into a customer service oriented Electronic Health Record system.

Action 4: Continue to explore funding models for all services that will maximize team collaboration.

Progress:

- Budget created to allow physicians to participate in organizational and planning activities.
- Budgets were created to hold all-staff meetings.

Priority: Technology and Facilities

Action 1: Support development of technology to conduct communication strategy.

Progress:

- Plans are in place to purchase waiting room screens to advertise our services and promote key wellness messages.
- The Communications Project Manager is reviewing and providing recommendations for the use different technologies in the Communications plan.

Action 2: Ensure optimal implementation of collaborative Electronic Health Record (EHR) system.

Progress:

- A QAPE subgroup was formed and is reviewing options for optimizing current EHR software or seeking an alternative.
- Engaged with IST to develop a project charter to search for and identify EHR alternatives.

Action 3: Ensure adequate and responsive on-site support for EHR and other mission critical hardware and software.

Progress:

- Hired an IST professional to support Campus Wellness hardware and software.

Action 4: Ensure appropriate and prominent physical space from which to launch health promotion initiatives.

Progress:

- Granted 400 square feet of space in the new SLC/PAC expansion for health promotion initiatives.

Priority: Innovation and Research

Action 1: Promote research partnerships with relevant academic units and on-campus research centres.

Progress:

- Worked with IAP to process NCHA-II survey results and host them on the IAP website.
- A research partnership was established with the Psychology department for examining single-session counselling work. Single-session appointments are now offered as a result of this partnership.

Action 2: Encourage innovative responses to student needs.

Progress:

- Added specialized clinics to satellite campuses.
- The Coping Skills seminars were made available online.

Action 3: Capitalize on UWaterloo innovation capability to create partnerships in developing wellness-oriented products.

Progress:

- Investigating logistics and technologies for online appointment booking.
- Exploring a partnership opportunity with an online wellness app provider.

Report on Mental Health Review Initiative

The Mental Health and Wellness Review project was initiated in 2011 to review University of Waterloo central structures, approaches and processes for addressing student mental health challenges, make recommendations, and lead the implementation of change and improvements where warranted.

Because this is the first Campus Wellness Strategic Initiative Report, it will focus on progress from the delivery of the selected recommendations until the present day. Future reports will focus on progress on these recommendations as part of our Strategic Initiatives.

The Mental Health and Wellness Review provided recommendations for multiple departments on campus. The content of this report will involve key recommendations that were made for Campus Wellness and its departments.

Recommendation one: Staffing alignment

A new position should be created - Director, Campus Wellness - that reports to the AP, Students and oversees all aspects of student wellness through the following direct reports:

- Director, Counselling and Psychological Services
- Director, Health Services
- Director, Wellness Education and Programs
- Director, Wellness Administration

Progress:

- The current Senior Management Team is comprised of the Director, Campus Wellness, the Medical Director, the Director, Counselling Services, and the Manager, Wellness Administration.
- Hiring of an Associate Director, Health Promotion is ongoing.

Status: Complete. The hiring of the Associate Director, Health Promotion will be tracked in the Programs and Services Campus Wellness Strategic Initiative going forward.

Recommendation two: Public health approach

The Director, Campus Wellness will develop a public health approach to address mental health on campus, with the goal of establishing a community that is designed to prevent mental health problems and suicide and to promote mental health for all members of the University population (students, staff, and faculty).

Progress:

- Counselling Services continues to offer suicide intervention skills and mental health training to staff, students and faculty. Our training initiatives have reached over 3,000 students, staff and faculty over the past 10 years.
- There has been an increasing profile of the campus wide Mental Health Wellness Day over the past two years. Two Wellness Weeks are held annually by Health Services and the Federation of Students.
- The Peer Health Education Teams deliver seminars and events focused on Mental Health Awareness and Stigma Ending initiatives.
- A Communications Plan has been developed, including a refreshed web presence and refreshed look for Campus Wellness posters.

Status: In progress. Further progress will be tracked through the Programs and Services Campus Wellness Strategic Initiative going forward.

Recommendation three: Campus Wellness cross-functional group

The Director, Campus Wellness will assess/evaluate student needs, opinions and satisfaction with respect to mental health related services by identifying and creating a cross-functional working group to guide this work. The group will:

- review all current methods and instruments
- make recommendations regarding the coordination and management of these student assessment functions
- consider recommending the ongoing and/or periodic use at the University of Waterloo of appropriate standardized instruments with a focus on health, student mental health, and wellness (e.g., the American College Health Association - National College Health Assessment Survey)

Progress:

- The Collaborative Mental Health Operations Team was established to review processes and programs relating to student mental health.
- The Senior Management Team was established to review processes and strategic priorities for Campus Wellness.
- The University participated in the NCHA survey in 2013 and 2016 and Campus Wellness uses the data collected to make changes, where required, to programs and services.

Status: Complete. Further work on related initiatives will be tracked through Campus Wellness Strategic Initiatives going forward.

Recommendation four: Program review

The Director, Campus Wellness will ensure the existence of interventions (i.e. policies, practices, services) concerned with mental health promotion, the prevention of mental health problems and illnesses, treatment, and maintenance/accommodation.

Progress:

- We expanded the range of our services to include dedicated crisis appointments, walk-in hours, and single-session therapy.
- We developed complimentary services like Coping Skills seminars and workshops on topics such as mindfulness, so that all students including those waiting for individual appointments, can receive instruction on self-help strategies more quickly.
- We continue to support the training of UW MATES Peer Support services.
- We continue to support Peer Health Education groups with a focus on mental health awareness and mental health stigma.

Status: Complete. Further work on related initiatives will be tracked through the Programs and Services Campus Wellness Strategic Initiative going forward.

Recommendation five: Process development

The Director, Campus Wellness will oversee the development of processes to identify risk and protective factors on individual, interpersonal, institutional, and community/societal levels associated with mental health, suicide, and mental health problems/disorders on campus.

Progress:

- A better coordinated triage system for mental health concerns was developed for Health Services and Counselling Services to ensure both departments are delivering appropriate levels of care.
- A Campus Wellness process was developed for handling student-in-crisis situations.
- The University has developed a formal risk assessment and risk management process.
- A Campus Wellness process for student transportation to hospital was developed.

Status: Complete. Further work on related initiatives will be track in the Programs and Services Strategic Initiative.

Recommendation six: Review student survey results

The student survey conducted as part of the Mental Health and Wellness Review will be reviewed by the Director, Campus Wellness and the working group. The results of the student survey will be used to inform campus mental health programs and services and health promotion programs. For example, specific consideration will be given to the finding in the study that a significant number of students experience anxiety associated with academics (e.g., test and performance anxiety), have unhealthy sleep behaviours that interfere with academic success, or have concerns associated with overuse of internet or computer games.

Progress:

- The Director, Campus Wellness received the report resulting from the Mental Health Review and notes similarities between key areas in it and the most recent NCHA results. NCHA results are used to inform Campus Wellness services and programs.

Status: Complete. The Director has reviewed the report and will continue to use updated results from the NCHA surveys and the President's Advisory Committee to inform our services and programs.

Recommendation seven: Review campus emergency response practices

The Director, Campus Wellness will initiate a review of existing practices related to campus emergency response and recommend changes, if required.

Progress:

- A complete review of emergency response measures and protocol was done by the Safety Office and UW Police Services. One of the initiatives that grew out of that review was the development the WatSafe App which offers emergency information to our campus community.
- Campus Wellness has developed crisis response plans specific to each of our locations.

Status: Complete. Further related initiatives will be tracked through the Campus Wellness Strategic Initiatives.

Recommendation eight: International students mental health working group

The Director, Campus Wellness will establish a working stakeholder group tasked with determining the special concerns related to mental health and mental health services of international students. It is recommended that the group have latitude to determine its scope of work, but will necessarily include examination of the stigma around mental health.

Progress:

- The Family Health Clinic at Health Services has been established, allowing families of students, visiting scholars, and post-doctorates access to health care while they are away from their family doctor.
- Language interpreter services are available to students or family members who need them.
- Campus Wellness is exploring collaborative opportunities with the International Students departments and units on campus.

Status: Ongoing. Our focus has been primarily on how we can update our services to support our diverse student populations. While a working group has not been established we are continuing to explore ways to make our services accessible to our diverse community.

Recommendation nine: Substance abuse programming

The Director of Counselling Services, in collaboration with the Director of Health Services, will develop and implement comprehensive University of Waterloo-based substance abuse programs and services. This could be accomplished through the mechanism of a task force similar in scope and process to this review.

Progress:

- Campus Wellness participates on the post-secondary substance use collaborative committee.
- We are building connections with St. Mary's Counselling in our community.
- We support the Drink Wise and Leave the Pack Behind initiatives.

Status: Ongoing. Further work on related initiatives will be tracked through the Programs and Services Campus Wellness Strategic Initiatives going forward.

Recommendation ten: Marketing and communications

With the goal of increasing student access to services and recognizing that significant numbers of students may lack adequate awareness of campus services the Director, Campus Wellness will undertake a review to determine best practices of marketing and communicating programs/services and supports to the University of Waterloo community. This review will include consideration of the following:

- web-based resources
- social media
- a public health approach to wellness and the mental health of students, staff and faculty
- consideration of integrating into service provision web-based tools for self-assessment

Progress:

- Communications Project Manager hired in December 2016.
- Revamped Campus Wellness website launched to provide one-stop wellness web presence.
- Campus Wellness social media communications (Blog, Facebook, and Twitter) planned to deliver key wellness messages and timely information.

Status: Ongoing. Further work on related initiatives will be tracked through the Programs and Services Campus Wellness Strategic Initiatives going forward.

Recommendation eleven: Faculty relationships

The Director, Campus Wellness will review the relationship that the campus mental health service system has with faculty and administration. This review will include assessing and making recommendations related to:

- education of faculty and administration related to student mental health concerns
- feasible ways of engaging faculty and administration in ongoing exploration of the ways in which the campus community can be an asset in protecting students from mental health crises
- feasible ways in which this important partnership can be sustained in the interest of the welfare and success of University of Waterloo students

Progress:

- The Student Wellness Forum was created.
- We will be closely involved in the President's Advisory Committee on Student Mental Health and hope to build further relationships between Campus Wellness and the faculties as a result of this work.

Status: Ongoing. Further work on related initiatives will be tracked through the Collaboration and External Relationships Campus Wellness Strategic Initiative going forward.