CARING, COMPASSIONATE SUPPORT FOR YOUR WELLNESS NEEDS ON CAMPUS
We are pleased to provide an update on the Campus Wellness Strategic Initiatives. It is always useful to take inventory of our activities in light of past planning. In doing so, we recognize that the core areas of Health Services, Counselling Services, and Health Promotion continue to thrive. Working in conjunction with University of Waterloo policies and strategic plan, the Campus Wellness Strategic Initiatives provide the foundations of a sound organization. Further, they point toward potential areas of growth and change. There are a number of items listed in this report that suggest that Campus Wellness can look forward with confidence.

During this progress review, Campus Wellness’ active involvement in the President’s Advisory Committee on Student Mental Health (PAC-SMH) saw a confluence of PAC-SMH planning activity with CW’s own priorities. In particular, the combination of focus on promotion of student wellness and updating/expanding service models for students with mental health concerns are two themes that represent crossover between our internal process and the PAC-SMH.

In this document, you’ll find a summary of our progress towards our Strategic Initiatives, including many goals that have been accomplished. It is thus timely for us to begin considering new goals. The PAC-SMH recommendations will be helpful for development of new Campus Wellness Strategic Initiatives. We look forward to continual use of this approach to engage our staff and the broader community as we jointly work toward “…a diverse community where the wellness of all is a shared priority and responsibility.”
CAMPUS WELLNESS
BY THE NUMBERS
Fiscal Year 2016/2017

Health Services
62,000 appointments
15,500 individuals

Counselling Services
20,000 appointments
4,000 individuals

Workshops and Seminars
1,700 participants

Peer Health Education
Over 14,000 students reached
Priority One
Leadership and Governance

**ACTION ONE:**
Develop a transparent accountability mechanism to ensure action on strategic initiatives

**Progress:**
› Campus Wellness published its first Strategic Initiatives Report in April 2017

**ACTION TWO:**
Continue to expand on quality assurance mechanisms and communicate results appropriately

**Progress:**
› A client satisfaction survey was distributed, which resulted in over 900 responses
› Reports regarding client utilization of services are reviewed monthly by Quality Assurance Program Evaluation Committee

**ACTION THREE:**
Support a leadership structure to effectively manage current services while actively pursuing strategic initiatives

**Progress:**
› Counselling Services management has been reorganized to better support clinical work
› Campus Wellness leadership has enrolled in Leadership Foundations & Leadership Essentials programs
› A separate unit for Health Promotion was established to improve coordination and reach of health and wellness prevention activities
› Health Services management is undergoing reorganization to better support clinical work

**ACTION FOUR:**
Provide leadership in establishing a Wellness Coordinating Committee including campus partners involved in promoting student wellness

**Progress:**
› Campus Wellness facilitated the President’s Advisory Committee on Student Mental Health (PAC-SMH) and a final report was released
› Occupational Health plays a key role on the University Healthy Workplace Committee
Priority Two

Programs and Services

**ACTION ONE:**
Support and grow core (medical and counselling) services in response to student need

**Progress:**
› Family Clinic client numbers have grown to near target levels  
› Health Services has contracted new physicians  
› Health Services piloted a Sexually Transmitted Infection (STI) drop-in clinic  
› A full-time Mental Health Nurse was hired to support higher risk students and provide co-ordination between internal and external services (e.g. Grand River Hospital)  
› Counselling Services initiated a pilot program for short-term therapy  
› Counselling Services now has same-day appointments in addition to walk-in appointments  
› Walk-in appointments are available every day to meet acute care needs and to attend to urgent health concerns

**ACTION TWO:**
Adapt services to ensure maximum benefit from technology

**Progress:**
› Campus Wellness established online presence in multiple social-media platforms and is tracking engagements on those platforms  
› A formal partnership was established with Information and Service Technology (IST) to identify and support priority IT areas  
› Infrastructure has been set-up to support online electronic payment of client/patient fees (to be implemented in 2018)  
› Health Services has enrolled in the Ontario Telemedicine Hub to allow clinicians to access speciality medical consultations
**ACTION THREE:**
Be deliberate about health promotion, disease prevention, and education

**Progress:**
› Hired an Associate Director, Health Promotion (ADHP)
› ADHP developed a formal relationship with Sexual Violence Response Coordinator and the Equity office to work towards a comprehensive sexual violence prevention framework
› ADHP worked collaboratively with Athletics and Recreation to develop an Active Living and Sedentary Behaviour Framework
› Health Services is recruiting Physicians and Nurse Practitioners with an interest in Health Promotion

**ACTION FOUR:**
Consider an emphasis on health promotion and prevention in all roles and have educational resources online and available

**Progress:**
› Established a Campus Wellness Health Promotion Committee with the goal of prioritizing, coordinating and communicating health promotion initiatives
› Digitized and published several online wellness seminars
› PAC-SMH Community Partners panel is discussing collaborative approach between community and university resources

**ACTION FIVE:**
Address gaps in substance/addiction abuse programming

**Progress:**
› Staff participate in a community coalition with Public Health, Emergency Medical Services (EMS), Fire, Police, Wilfrid Laurier University, and Conestoga College; the coalition’s goal is to address substance-related harms in post-secondary education institutions
› Medical Director is a resource to campus partners regarding the delivery of naloxone kits
› ADHP is collaborating with internal and external partners to develop strategies to address campus response to cannabis legalization

**ACTION SIX:**
Develop resources to enhance support for our diverse population

**Progress:**
› Several CW staff participated in Making your Organization LGBTQ Positive training from Rainbow Health Ontario, and CW revised intake forms and resources to improve language and inclusivity
› Counselling Services secured funding for a Mandarin-speaking counsellor who will focus on supporting students in the Faculty of Mathematics
› Campus Wellness created promotional post cards which were translated into Hindi, Arabic, and Chinese
› Health Services utilizes translators and interpreters and makes multi-lingual health resources available
Priority Three

Human Resources and Internal Relationships

**ACTION ONE:**
Ensure continuation of active engagement of staff in initiatives through appropriate structures and processes

**Progress:**
› An Administration Communication Coordinating Team (ACCT) was created to ensure timely and consistent exchange of internal information
› Monthly all-staff meetings were initiated to build relationships, improve communications and foster sharing of timely information and resources
› Campus Wellness established systems for regular staff meetings; many of the groups are interdisciplinary

**ACTION TWO:**
Develop a positive culture that is deliberate about staff appreciation and wellness, acknowledging and celebrating accomplishments

**Progress:**
› A Healthy Workplace Committee was created and plans to distribute a staff survey to examine the 13 Psychosocial Factors of a Healthy and Safe workplace
› The PAC-SMH invited representatives from Counselling Services and Health Services to provide information about their work on campus and appreciate the nature of their interaction with students
› Counselling Services now has dedicated team building time and has established a team building committee
› Health Services is expanding on continuing education opportunities for Nurses, Nurse Practitioners, and Physicians
**ACTION THREE:**
Support workforce development and ensure opportunities for growth by encouraging the advancement and funding of staff continuing education

**Progress:**
› Approximately 90% of CW staff have completed the Non-Violent Crisis Intervention (NVCI) workshop
› Staff are taking advantage of external and internal professional development opportunities

**ACTION FOUR:**
Ensure that workplace environments meet high standards for safety

**Progress:**
› Health and Safety committee expanded to include Counselling Services representatives
› Panic button protocol was developed and a plan is underway to expand notification systems
Priority Four

Collaboration and External Relationships

**ACTION ONE:**
Develop external communications strategy, including Campus Wellness Branding and consistent language across units and programs

**Progress:**
› Display monitors were installed to provide timely information regarding services as well as wellness tips
› Established social media channels to raise awareness of services and Campus Wellness events, and provide wellness and self-care information
› New print promotional materials were developed and over 4,000 promotional postcards were distributed in the Fall term, in addition to over 400 Do You Need Help decision-tree posters

**ACTION TWO:**
Create an electronic directory and map of services

**Progress:**
› Campus Wellness organizational charts have been developed for CW as a whole and for each CW unit; charts are updated as needed and posted to SharePoint
› Created a decision tree poster to help students identify what mental health services are available on campus and where to find them

**ACTION THREE:**
Promote formal and strong relationships between academic units and Campus Wellness

**Progress:**
› Participation in the Student Affairs Managers Network (SAMN)
› Counselling Services continues its strong relationships with its academic satellite offices
› Developing a collaborative relationship with Applied Health Sciences (AHS) Faculty; includes guest lecturing, recruitment of Master of Public Health (MPH) practicum students, and opportunities for experiential student learning
› Expanding our physician training program with McMaster Medical students and residents; as well as nurse training with Conestoga College
**ACTION FOUR:**
Continue to develop ways to positively influence policy regarding academic accommodation of illness

**Progress:**
› Developed consistent process across Campus Wellness for use of Verification of Illness Forms (VIFs)

**ACTION FIVE:**
Nurture effective relationships with community partners such as hospitals, primary health care centres, and counselling centres

**Progress:**
› Counselling Services is enhancing relationship with McMaster Medical School
› ADHP is participating in external working groups, including a prevention subcommittee of Waterloo’s Integrated Drug Strategy and Waterloo Region Sexual Health Youth Strategy
› PAC-SMH, Community Partners panel is reviewing relationships with external resources
› Health Services collaborates with community health care providers, including hospitals and community clinics
Priority Five

Financial Planning

**ACTION ONE:**
Develop a system of regular and relevant reports to Student Services Advisory Committee (SSAC) and other funding sources

**Progress:**
› Working with Student Services partners and Student Leaders to reformat the SSAC report which includes financial data
› Health Services and Counselling Services are reviewing reporting mechanism for financial systems
› Reviewing and renewing best practice financial practices with Financial Officer, Associate Provost, Students

**ACTION TWO:**
Explore avenues for external funding of new and innovative projects

**Progress:**
› Received funding for new services from Ministry of Mental Health Advancement; PAC-SMH recommendations have led to specific funding to support mental health services

**ACTION THREE:**
Develop funding mechanism to support priority strategic initiatives

**Progress:**
› A funding proposal for a new Electronic Health Records (EHR) System has been submitted to University leadership

**ACTION FOUR:**
Continue to explore funding models for all services that will maximize team collaboration

**Progress:**
› Funding has been secured to allow more physicians to participate in organizational and planning activities
› Memorandum of Agreements (MoA) for physicians have been signed; Independent Contractors are committing to a formal MoA, which defines an expanded role in Health Services
Priority Six

Technology and Facilities

**ACTION ONE:**
Support development of technology to conduct communication strategy

**Progress:**
› Digital displays were purchased to improve the delivery of communications in waiting areas and meeting rooms
› Software was purchased to enable the development of new video/online seminars

**ACTION TWO:**
Ensure optimal implementation of collaborative EHR, either by optimizing current EHR, or seeking alternative software

**Progress:**
› A Project Charter for the implementation of a new EHR has been developed in partnership with IST and presented to Senior Management

**ACTION THREE:**
Ensure appropriate and prominent physical space from which to launch health promotion initiatives

**Progress:**
› Health promotion staff have engaged students for feedback on the design of the new Health Promotion space in the SLC/PAC expansion
› Discussions have begun to ensure that Campus Wellness has appropriate space for growth
Priority Seven

Innovation and Research

**ACTION ONE:**
Promote research partnerships with relevant academic units and on-campus research centres

**Progress:**
- Collaborated with Applied Health Sciences professor on National College Health Assessment data to examine gender differences in mental health
- Masters of Public Health students are conducting internal research and evaluation projects to improve efficiencies and effectiveness of programs
- Health Promotion staff is engaged in the Woman’s Exchange Research Project to increase awareness among female students about the link between alcohol and breast cancer

**ACTION TWO:**
Encourage innovative responses to student needs

**Progress:**
- Health Services has developed more adapted responses to patient flow in Clinic, e.g. advanced access and utilization of triage in an effective manner
- Adapting new ways to address languages barriers, for example proposed new Mandarin-speaking counsellor in Counselling Services, and developed Campus Wellness promotional postcards in three languages
- Counselling Services continues to expand on-line workshops and seminars, e.g. Coping Skills

**ACTION THREE:**
Capitalize on University of Waterloo innovation capability to create partnerships in developing wellness-oriented products

**Progress:**
- Exploring an online interface for student appointments
- In discussion with several student groups regarding apps which promote mentoring with students
- Campus Wellness staff consult on student project requests to provide guidance, expertise, and support student initiatives and engagement