

UNIVERSITY OF RHODE ISLAND
HEALTH SERVICES
STRATEGIC PLAN

February 22, 1999

Revision January 12, 2000

Revision September, 2001

Revision September, 2002

Reviewed September 2003, 2004, 2005

URI Health Services exists in the highly competitive health care arena, which is subject to significant rapid changes including competitive market structure. Our vision,

“ To be the most caring, respected and sought after health care resource for our diverse student population and a leader in college health.”

sets the focus for our direction. Our success in operating a broad array of ambulatory health care services including primary care and support services with referral to specialty care, is contingent upon building and maintaining relationships within the University and community to foster healthy lifestyles and facilitate a continuum of care. We must work as an integrated team to deliver comprehensive quality treatment in an efficient and expedient manner responsive to the expressed health and wellness needs of each student.

Strategies we will use to accomplish this include (*accomplishments to date are in Italics*):

Assessing patient satisfaction and demonstrating a measurable increase in satisfaction.

Accomplishments

Develop and implemented Patient Satisfaction instrument.

Ongoing Objectives

Initial baseline of 90%.

Improved satisfaction by addressing 90% of all needs identified within 12 months.

Sharing results of each survey with staff to increase awareness of successes and concerns.

Measure

Results of Patient Satisfaction Survey.

Enhance staff satisfaction by utilizing a continuous improvement process that facilitates a positive and supportive work environment.

Accomplishments

Annual survey completed in 1997, 1998, 1999, 2000, 2001, and 2002 with feedback to staff and action by Quality Steering Council and Management. The results have plateaued the past several years with decreased participation.

All Staff Meeting established and conducted regularly.

Minutes of all meetings made available to all staff through hot boxes in kitchen to enhance communication between/among staff.

Communication Summary Sheet distributed and reviewed at All Staff

Suggestion Box is continuously available to all staff.

All staff suggestions will be addressed at the biweekly all staff meeting.

Established Quality Steering Council and chartered four teams based on priority needs identified by all staff brainstorming and multi-voting. Additional Teams chartered as needed.

In house and external (e.g. NECHA) opportunities to attend and present programs have been supported. Individual development is encouraged and supported within mission.

Staff development fostered through PDLOT offerings including First Things First and Seven Habits and Health Service Inservices including Myers/Briggs, Team Building, and Performance Improvement.

Ongoing Objectives

Assess satisfaction through annual survey and addressing concerns as they arise.

Formal proposals or suggestions are reviewed by the Management Team with decision made in support of Health Services' Mission and these strategies.

Providing opportunities for individual development in support of Health Services' Mission including manager/staff open dialog/feedback on career and personal growth, objectives, job enrichment, and continuous improvement.

Measure

Annual Staff Satisfaction Survey.

Health Improve overall efficiency in the delivery of the continuum of care at Services.

Accomplishments

Hours of operation reduced and staff redistributed to provide more efficient service to students based upon usage data.

Quality Steering Council established and has chartered four multi-disciplinary teams; Marketing, Triage, Billing, Patient Satisfaction, to work toward improvement in key areas identified by staff. Additional teams chartered as need identified.

Health Service Fee remained unchanged from FY 1995 to 2002 reflecting an increase in reimbursement and a reduction in operating costs.

Clinical Staff now meets collaboratively breaking down barriers and gaining consensus toward guidelines and delivery model/process.

Several positions already eliminated or modified through attrition to increase efficiency.

Ongoing Objectives

Continuously explore alternative delivery models and mix, which drive quality care at an affordable price.

Apply a system/process approach to the review of all services with the utilization of multi-disciplinary teams to ensure sound business decision making.

Develop and implement a process to baseline and reduce per unit cost for delivery of all services.

Re-evaluate staffing patterns and positions on a regular basis to ensure that services provided best meet the needs of the community served.

Measure

Per Unit Cost of Providing Service.

Broaden opportunities for the University community to participate and access Health Services.

Accomplishments

Initial meetings to establish SHAC have taken place and group continues to form.

Support University Community.

Clinical Laboratory Science Program

Pharmacy Externships

Nurse Practitioner Preceptors

Health Services Internship

URI 101

Visiting Lecturers for Physical therapy, Nursing, Pharmacy, Nutrition, and Health Services Administration

Clinical Studies Collaborative Agreement continues Clinical Trials

URIEMS Service to University Community

A-Team (Health Promotion Partnership)

Violence Prevention Task Force

Eating Problems Seminar (HDF 298F)

Ongoing Objectives

Develop needs assessment.

Survey student population.

Re-vitalize Student Health Advisory Council (SHAC).

Participation in University functions including orientation.

Develop relationship with Housing and Residential Life Hall Coordinators and Resident Advisors to increase awareness of Health Services to students living in dorms.

Study the expansion of health care services to a broader university community.

Support the University's Teaching and Research Missions.

Measure

Percentage of individuals seeking services from URI Health Services.

Attain and maintain national accreditation as a health services provider.

Accomplishments

Physical plant problems resolved by addition and renovation.

Safety and Infection Control Programs Implemented.

Laboratory accredited by state and federal agencies. Pharmacy and Radiology licensed by RI Department of Health.

Integrated laboratory certification into JCAHO and eliminated separate inspections, Lab accreditation 1999, re-accredited 2001, 2003.

Ambulatory accreditation achieved in October 1999, re-accredited 2002

Ongoing Objectives

Maintain Health Services accreditation with JCAHO.

Measure

Maintaining Accreditation.

Support student success through prevention and early intervention to enhance academic performance

Accomplishments

Cold Self Care Program.

Facilitator Nurse Role.

Psych-Med Clinic.

Specialty Clinics on Campus.

Multi-disciplinary Eating Disorder Team.

Asthma Clinic.

Immunization and Allergy Clinic.

SpeakEasy Peer Education Program.

Meditation Program.

Smoking Cessation Program

Health Promotion Team – Campus Wide Multi-Disciplinary

Ongoing Objectives

Develop and implement early intervention in psycho-social needs to include stress reduction/relaxation.

Provide care to acute illness within 24 hours.

Identify reason for missed classes or withdrawal/drop out and develop Strategy to support students in need.

Encourage follow up and preventive care for chronic illness with integration of health and patient education.

Measure

Retention rate of enrolled freshman students with identified psycho-social/chronic and /or acute episodic illness.