

November 30, 2022

MEMORANDUM

TO: M. Katherine Banks, Ph.D.
President

FROM: Greg Hartman
Working Group Chair

SUBJECT: Follow-up Implementation Memo – Working Group #22–Student Health Services:
Organizational Structure of UHS and Budget to Support Implementation and Student
Mental Health as an Institutional Priority

Background

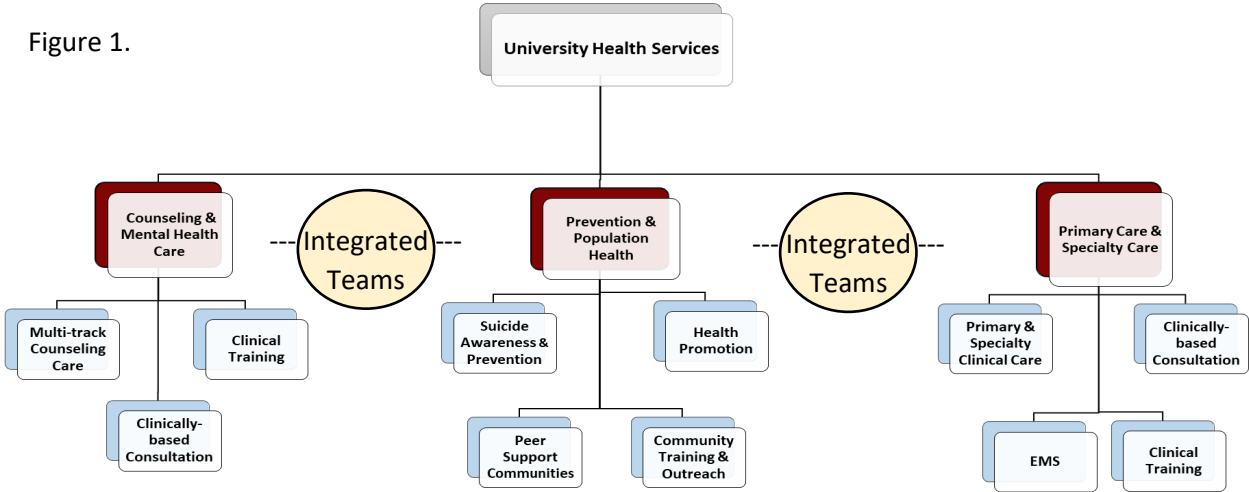
On Dec. 14, 2021, President Banks released the Path Forward plan for the reorganization of Texas A&M University, detailing 41 recommendations, emphasizing her commitment to helping Texas A&M advance its academic mission by providing the highest quality of undergraduate and graduate programs while developing new understandings through research and creativity. The Path Forward recommendation to expand High Impact Practices (HIP) in Student Affairs through reorganization and alignment of functions and programming included expansion and integration of Student Health Services (SHS) and Counseling and Psychological Services (CAPS) into Texas A&M Health. This strategic change strengthens the focus on holistic student health. Path Forward Workgroup #22 was appointed to act on this recommendation.

The workgroup report signed by President Banks on Sept. 10, 2022, summarizes the focus areas and outcomes of the planning for reorganization of SHS and CAPS into A&M Health and outlines future actions. Major outcomes included the rebranding of SHS and CAPS as University Health Services (UHS) under A&M Health. To lead the organizational restructuring of UHS a senior executive leader was desired by the workgroup. On August 1, 2022, Dr. Nancy Fahrenwald, formerly the Dean of the School of Nursing, was announced as the new Associate Vice President for UHS. This position reports directly to the Vice President and Chief Operating Officer of A&M Health. The Directors of SHS and CAPS currently report to the AVP. This memorandum is provided in follow-up to the workgroup #22 report as requested.

Organizational Functions of UHS

University Health Services is reorganized around functional areas for comprehensive service to college student health in an integrated holistic model of care. The model is integrated across the functional areas of counseling and mental health care, prevention, and population health, and both primary care and medical specialty care (Figure 1). The integrated team based approach is focused on the spectrum of college student health services as put forth by the American College Health Association.

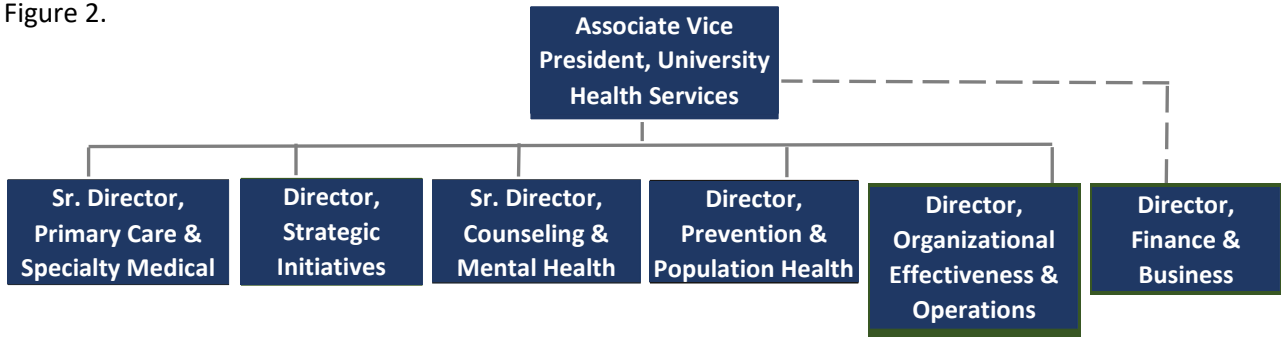
Figure 1.



Leadership Organizational Structure of UHS

The reorganized leadership structure and roles within UHS support the vision of holistic health care for Texas A&M University students. The Executive Team, led by the Associate Vice President, supports expanded services, shared operations, and accountability (Figure 2). A description of the leadership role changes within UHS is included as Appendix A.

Figure 2.



UHS Budget Narrative

University Health Services proposes a budget increase to support the infrastructure and leadership changes within the unified organization and to provide expanded mental health services and efficient operations for holistic student health care (Table next page). The proposed 3 year budget increase supports three overarching strategies and action steps as follows. The FY23 budget was revised to reflect these strategic priorities. An unfunded fourth strategy is also provided.

Strategic Goal 1: Provide 24/7/365 accessible confidential mental health resources and support for all students, regardless of location and program.

- Funding supports technology-based education, call center, counseling & chat feature with 24/7/365 access for all students regardless of location.

Strategic Goal 2: University Health Services infrastructure and leadership.

- Funding supports transformation of SHS and CAPS into UHS as an integrated and team-based holistic student health with a new efficient & effective organizational structure.

Strategic Goal 3: Increase Access to Mental Health Care: Services and Professionals.

This funding supports:

- improving the current ratio of licensed mental health professionals to students from 1:2,100 to achieve the national standard of 1:1,000 or 1,500, budgeting for the midpoint 1:1,250 students.
- retention of the Texas A&M mental health professional workforce providing care for students.
- embedded mental health professionals for student care in academic and high need areas.
- implementation of the Collaborative Care Model in primary care to support early detection and rapid response to students who screen positive for depression or generalized anxiety with appropriate intervention before more serious issues develop.
- implementation of the Mental Health Co-responder Program in the University Police Department to support students, staff and visitors with the right emergency response needed to support an increasing demand for mental health emergency care.
- implementation of a Mental Health and Resiliency Program within the A&M Corps of Cadets.
- sustaining an evidence-based suicide prevention training and outreach program.
- developing and implementing a comprehensive marketing & communications strategy for mental health resources and care and promotion of UHS.
- contracting for mental health specialty care services with high needs, including long-term counseling and intensive outpatient programming for students with high needs.
- mental health consultation, training, and operations to support transformation of care and interdisciplinary team building.

Strategic Goal 4: Increase capacity of the facilities to provide health care for Texas A&M University students. No funding is requested in this proposal. Health care operations require a new facility.

- The Student Health Center was built decades ago to serve 38,000 students with different needs.
- The current building lacks capacity for additional health professionals, training of future professionals, and clinical care spaces to meet demands for care.
- A new building with the opportunity to integrate primary care, emergency response, and mental health care with the allied health services to support care is envisioned.
- Future philanthropic and university funding is needed to support a new integrated clinical service building.

	FY23	FY24	FY25
Strategic Investment Total over 3 years	\$ 3,332,000	\$ 5,275,924	\$ 6,326,743

Texas A&M University				
A&M Health: Budget for Path Forward Workgroup #22				
Establish University Health Services , Serve Holistic Student Health, & Expand Mental Health Care				
	FY23	FY24	FY25	FTE
Provide Accessible Confidential Mental Health Resources & Support for All Students	Strategic Investment			496,800
Technology-based Education, Call Center, Counseling & Chat Feature with 24/7/365 Access				
Contract: LifeWorks, My Student Support Program (mySSP)	496,800	496,800	496,800	
UHS Infrastructure & Leadership	Strategic Investment			882,115
Promote, Protect and Serve Holistic Student Health with Organizational Efficiency & Effectiveness				
Assoc. VP UHS base salary & admin stipend = \$343,402.05 + 28% benefits	439,555	452,741	466,324	1
Executive Assistant (shared position= 30% effort for UHS, YR 1, 100% YR 2 & 3)	40,960	136,397	140,489	1
Project Managers: Data Analytics and Accreditation (2) YR 1, YR 2	89,600	184,576	190,113	2
Sr. Director, Primary Care & Medical Specialty Care (previously SHS Director role)	30,000	30,900	31,827	
Sr. Director, Counseling and Mental Health (previously CAPS Director role)	30,000	30,900	31,827	
Director, Finance & Business (reassign SHS role to UHS role and reclassify)	20,000	20,600	21,218	
Director, Organizational Effectiveness & Operations (reassign SHS role to UHS and reclassify)	20,000	20,600	21,218	
Director, Strategic Initiatives (reassign CAPS role to UHS and reclassify)	20,000	20,600	21,218	
Director, Prevention & Population Health (new integrated role & unit in UHS)	192,000	197,760	203,693	1
Increase Access to Mental Health Care: Services & Professionals	Strategic Investment			4,947,829
Retain and Recruit the TAMU Mental Health Workforce				
Market adjustments for current Mental Health Professionals in CAPS	625,000	643,750	663,063	
Recruit Mental Health Providers to serve in the counseling center (6 total: 2yr 1, 2yr 2, 2yr 3)	220,000	453,200	620,839	6
Embed Mental Health Professionals in Academic Settings				
Academic Mental Health Workers (10 total: 4 YR1, 4 YR2, 2YR3)	440,000	906,400	1,166,990	10
Collaborative Care Model in Primary Care (Integrated Behavioral Health)				
Psychiatric Nurse Practitioners (1 in YR 2)		185,000	381,100	1
Behavioral Intervention Specialists (3 - 2 yr 2, 1 yr 3)		225,000	347,625	3
Mental Health Co-responder Program in the University Police Department				
Mental Health Professionals based at UPD (4) 2 in FY23 & FY24	220,000	453,200	466,796	4
Case Manager Mental Health Professional (yr 2)		90,000	92,700	1
Mental Health and Resiliency Program in the Texas A&M Corps of Cadets				
Case Manager/Social Workers (4 total, 1 YR1 (pilot), 1 YR2, 2 YR 3)	90,000	185,400	381,924	4
Suicide Prevention Outreach & Training Program				
Student Development Specialists Prevention & Population Health (2)			148,526	2
Virtual Suicide Prevention Training (Kognito)			122,004	
1 Associate Staff	70,000	72,100	74,263	1
Marketing & Communications Strategy				
Marketing & Communications: Mental Health & UHS Campaigns, Branding, Outreach Materials	70,000	70,000	70,000	
Mental Health Specialty Care Services for Students with High Needs				
Contract: Long-term Counseling Services	110,000	200,000	206,000	
Contract: Behavioral Health Intensive Outpatient Services	108,085	200,000	206,000	
Mental Health Consultation, Training, & Operations (funded from salary salvage in FY23)				
Contract: National Experts to Co-create Mental Health Co-responder Model	100,000			
Contract: National Experts to Co-create Collaborative Care Model	100,000			
Organizational Infrastructure and Professional Support (furniture, hardware, strategic planning)	300,000			
EMS Mental Health Services/Calls and Operations (ambulance & equipment)	300,000			
Rebranding SHS/CAPS to UHS within A&M Health & renovations	250,000			
A&M Strategic Investment	\$3,332,000	\$5,275,924	\$6,326,743	

NOTES:

All positions include estimated benefits, licensing, technology and required professional development

Appendix A. Summary of UHS Leadership Role Changes

UHS Senior Directors (2 positions)

Two senior director positions have significant changes in scope of responsibility, accountability, and operations within UHS in comparison to the roles of Director of SHS and Director of CAPS. These changes are needed to achieve the strategic vision of UHS as an integrated organization. The independent operations of the two units are united to create open channels of communication and shared functions working with common leadership to serve holistic student health using a collaborative and team-based approach. New funding in FY23 supports a salary adjustment for the two positions.

Promoted, Revised, and Realigned Current Associate Director to Director Level Roles (3 positions)

Streamlined operations of UHS are supported by three Director level roles that previously existed within CAPS or SHS as Associate Director positions. Expanded responsibilities within the current roles and reassignment of some current duties associated with these three roles are reflected in the new position descriptions for: Director, Finance and Business Services; Director, Organizational Effectiveness and Operations; and Director Strategic Initiatives. These are promotions within UHS. The finance role and the operations role previously existed in SHS as Associate Director positions (i.e., Associate Director Finance and Business Services and Associate Director Ancillary Services and Operations). The scope of responsibilities of these roles include service to the integrated UHS organization. The Director of Strategic Initiatives role existed within CAPS as an Associate Director. This role will oversee expansion of embedded mental health professionals, and implementation of the mental health co-responder model in the University Police Department as well as expanded primary care services. New funding in FY23 supports a salary adjustment for the three positions.

New Director of Prevention and Population Health Role (1 position)

A UHS Prevention and Population Health Director provides a strategic focus on college student health issues that are within the scope of services of UHS, including prevention and control of communicable diseases, emerging health issues, promotion of UHS care and the strategic community outreach and prevention areas of mental health promotion and suicide prevention.

This unit will accelerate the implementation and impact of mental health investments that support education and outreach to students, faculty and staff with evidence based mental health and suicide prevention training, new peer education initiatives, and both marketing and communications. This position will be funded partially by new investments and partially by SHS funds that currently flow to the Division of Student Affairs.

Realigned Reporting of Current Assistant and Associated Directors to UHS Directors

Three current Associate or Assistant Director roles within SHS or CAPS are realigned to report to the Director of Organizational Effectiveness and Operations, i.e., the Associate Director for Clinical Informatics role and team within SHS, the Assistant Director for Client Service role and team within SHS, and the Assistant Director of Operations role within CAPS. The clinical informatics role within CAPS will report to the Associate Director for Clinical Informatics.

Revised, Promoted & Realigned Roles to Report to the Sr. Director of Primary Care & Medical Specialty Care

An Associate Director of Allied Health Services role within UHS is a promoted, revised, and realigned position previously entitled, Assistant Director for Medical Laboratory Operations and Outreach within SHS. Reporting directly to the Sr. Director for Primary Care and Specialty Medical Services, the role has expanded responsibility for leading and managing the team of UHS allied clinical health care professionals, staff, and services within the medical laboratory, pharmacy, physical therapy, dietician, and radiology. The Associate Director also manages the medical laboratory within UHS. The salary adjustment to support the expanded role is supported by reinvested funds within SHS.

An Associate Director of Nursing and Clinical Care Services role within UHS is a promoted, revised, and realigned position previously entitled, Chief of Nursing Services within SHS. Reporting directly to the Sr. Director for Primary Care and Specialty Medical Services, the role has expanded responsibility for co-leading a new integrated model of behavioral health with the Associate Director for Medical Services and will supervise the Behavioral Health Services manager who will lead the team of behavioral intervention specialists. These changes are supported by new investments to support the mental health of students with evidence based mental health care. The salary adjustment to support the expanded role of Associate Director is supported by reinvested funds within SHS.