Why a healthy campus is important
Building a healthy campus culture and environment helps ensure a vital academic community where each person can thrive and participate fully in the University’s mission of teaching, research and public service. University Health Services supports the entire campus by providing high-quality care and expertise in prevention programs and services, and leading community-based solutions to critical health issues.

Chancellor Robert Birgeneau

Building lifelong health choices
One of the University’s roles is to equip its members—students, staff and faculty—to lead healthy and fulfilling lives, to make lifelong choices to support their physical, mental and emotional health. University Health Services is a model for proactive campus health care.

Vice Chancellor Nathan Brostrom, Administration

Part of a larger support system
Investing in an effective and sustainable campus infrastructure includes supporting the health and well-being of Berkeley faculty, staff and students and mitigating the risk of illness and injury to individuals and the campus. As part of Health and Human Services, we look to UHS to provide leadership, expertise and an on-campus, integrated health care system.

Associate Vice Chancellor Steve Lustig, Health & Human Services

Executive Director Message
I am delighted to share our new strategic plan with you.

University Health Services (UHS) has served the UC Berkeley campus for more than 100 years, contributing to the teaching, research and public service mission by ensuring students, faculty and staff have the health services they need to support their academic and work endeavors.

Internally, the process of conducting strategic planning is one of the key methods UHS has used for over 20 years to proactively assess the external and internal environment for emerging trends, expectations and issues. Our external assessment from campus revealed the desire for new levels of connectivity with our campus partners and clients as we address the changing health and safety issues in our community. The resulting strategic plan builds on and enhances our capacity to create throughout the University a culture that supports health, wellness and community responsibility for taking care of each other and our environment.

Our vision statement illustrates this approach: “A healthy campus community that is an inspiring place to learn, work and live.” When I envision a healthy campus, I see an integration of health into every aspect of campus - the way we study, the way we work, the way we eat, the way we move, the way we live.

We view ourselves as part of a system responding to the diverse needs of a community that we are passionate about serving. The strength of our contribution is a result of the dedication and talent of our staff. We embrace our values, which provide the foundation and spirit of University Health Services. Our mission and strategic directions remind me daily that the work we do is important, inspiring and rewarding. With 100 years behind us, I look forward to moving us into a new era dedicated to infusing health into our community.

Yours in good health,
Claudia Covello

09/26/08
Who We Are
UC Berkeley has one of the most comprehensive campus health centers in the country. University Health Services provides medical, mental health, health promotion and insurance services to all Cal students as well as medical, occupational health, worksite health promotion and employee assistance services to faculty and staff. Services are designed to minimize the impact of illness, injury and emotional distress on studies and work.

Our service expand beyond the physical footprint of the Tang Center

**Students**
Advice Nurse
After Hours phone assistance
Clinical Laboratory
Counseling and Psychological Services
Health Promotion
Pharmacy
Physical Therapy
Primary Care Clinics
Radiology
Social Services
Specialty Clinics
Sports Medicine
Student Health Insurance Plan (SHIP)
Urgent Care
Volunteer programs

**Faculty/Staff**
CARE Services employee assistance
Career counseling
Disability Management Services
Eldercare counseling
Ergonomics@Work
Health*Matters worksite wellness
Health Net provider (UCB members only)
Medical consultation to research labs
Occupational Health services
Work/Life programs

**Campus and Community**
Behavioral risk assessment and consultation
Campus health initiatives
Crisis planning, response and recovery
Flu shot clinics
Health screenings and awareness events
Infectious disease management
International Travel Care

UHS also provides contracted services to Mills College and Lawrence Berkeley National Laboratory

Accreditation and Awards
UHS is accredited/licensed by: Accreditation Association for Ambulatory Health Care (AAAHC), American Psychological Association, International Association of Counseling Services, CA State Board of Pharmacy, CA Department of Health Services under the Clinical Laboratory Improvement Amendment

UHS Continuing Education Program accreditation: CA Medical Association, American Psychological Association

Recent Awards: Recognized by the California Medical Association for the best linkage of a Continuing Medical Education Program with performance improvement in the state from among 600 hospitals and organizations in 2000 & 2007; Mother-Baby Friendly Workplace Award (Breastfeeding Support Program) 2005; California Fit Business Award 2007 for faculty/staff wellness programs
Core Values
The following beliefs guide our work in service to the campus:

Integrated View of Health
We believe health is multidimensional: physical, mental, emotional, environmental, social and spiritual.

Community-Based Collaboration
We embrace working collaboratively— with clients, campus and local providers—using the strengths of a multidisciplinary approach.

Accessibility and Responsiveness
We promote equity and inclusion and believe everyone should receive the highest quality care. We are committed to providing programs and services that are economically, physically and culturally accessible and responsive to the changing needs of our communities.

Social Responsibility and Stewardship
We protect the long-term wellbeing of our community by responsibly using and developing the resources entrusted to us and promoting environmental awareness, global thinking and local action.

Vibrant Work Culture
We celebrate the contributions of our staff and embrace diversity of ideas, backgrounds and experiences. We encourage teamwork and innovation, and support a learning environment that helps staff succeed in their jobs and develop their careers.
**Vision**
A healthy campus community that is an inspiring place to learn, work and live

**Mission**
*UHS is a responsive, integrated and inclusive organization that:*

Delivers the highest quality health and counseling care, specializing in meeting the needs of students, faculty and staff

Provides leadership to identify issues that impact the health of the campus and collaborates with campus and community partners on public health and community-based strategies

Promotes healthy personal choices and an environment that facilitates health and wellbeing

Provides expertise in crisis planning and response to minimize disruption and support recovery for individuals and the campus

Protects the campus community by minimizing the impact of injury, illness, and emotional distress and financial risk through provision of insurance services

**Strategic Directions**

1. **Health Leadership**
   Establish a campus culture that prioritizes health and wellbeing by using collaborative and community-based strategies.

2. **Responsive Health Care**
   Develop a flexible health care model for the delivery of high quality programs and services that integrate advances in the health and counseling fields and effectively serve the needs of a multicultural, diverse campus community.

3. **Organizational Innovation**
   Build an adaptive and sustainable organization that maximizes effectiveness and provides careful stewardship of University resources.
Strategic Direction 1: Health Leadership
Establish a campus culture that prioritizes health and wellbeing, by using collaborative and community-based strategies.

1. Lead strategies that enhance a campus culture of prevention and wellness
   a. Wellness culture
      Collaborate on a wellness vision and action plan for the campus. Pursue policies and practices which promote and protect health. Institutionalize accessibility to healthy options. Integrate wellness perspectives into campus planning, including space, construction, human resources and other administrative priorities.

   b. Complex health issues (including alcohol/drugs and sexual assault prevention):
      Establish healthy campus norms and expectations through partnerships with the University, city and county agencies, law enforcement, community organizations, campus departments, students and community members. Employ comprehensive environmental risk management strategies and implement broad support, outreach and training.

2. Enhance campus capacity to prevent, mitigate, respond to, and recover from public health and behavioral threats
   a. Public health
      Provide medical, mental and occupational health expertise on pandemics, disasters and preparedness planning. Immediately respond to emerging threats, such as infectious disease outbreaks.

   b. Behavioral threats
      Institutionalize a coordinated approach to prevention, response and recovery. Expand collaborative prevention and case management strategies. Enhance the campus behavioral threat response team.

3. Expand mental health network into the campus community and create synergy across campus service and program areas
   a. Campus mental health network
      Develop a coordinated services network. Integrate mental health experts in student service locations throughout campus. Expand consultation and training activities.

   b. Targeted interventions to vulnerable and traditionally underserved students
      Increase community education and outreach activities to demystify and destigmatize services. Establish satellite sites for counseling and consultation.

   c. Academic departments
      Examine the academic setting for opportunities to prevent and ameliorate mental health problems. Identify role of academic personnel in assisting students in crisis and support overall student wellbeing.

4. Strengthen workplace strategies that maximize health and wellness, productivity and success of the campus’ diverse faculty and staff
   a. Prevention and wellness
      Expand department-focused wellness interventions and programs. Diversify ergonomics matching funds to non-computer environments and integrate ergonomics into campus building design. Enhance management consultations to address workplace behavioral health concerns.

   b. Work/life
      Increase benefits and resources to assist faculty and staff in balancing work/life needs and to enhance campus recruitment and retention efforts. Foster a work climate inclusive of the campus’ diverse workforce.
Strategic Direction 2: Responsive Healthcare

Develop a flexible health care model for the delivery of high quality programs and services that integrate advances in the health and counseling fields and effectively serve the needs of a multicultural, diverse campus community.

1. Enhance service excellence by increasing access and making services easier to use
   a. Ease of use
   Maximize timely access to care through simplifying appointment, intake and service delivery procedures. Enhance web-based and self-service technologies for scheduling appointments, communicating with providers and completing other transactions.
   b. Service hours and locations
   Expand satellite locations to make programs and services available in multiple locations on campus. Implement after-hours phone support for urgent medical and mental health issues.
   c. Customer service
   Emphasize interpersonal interactions across the service spectrum. Tailor care to the individual and promote a mutually respectful, consistent client-provider relationship.

2. Expand programs and services targeted to underserved populations
   a. Access
   Identify outreach and service methodologies to improve access for underserved populations. Identify and reduce barriers to service utilization.
   b. Interventions
   Expand successful strategies that target underserved populations including community outreach and culturally-relevant educational materials and campaigns. Design new interventions to address health disparities for individuals and groups. Enhance staff learning opportunities to improve intercultural competency.

3. Ensure continuity of care through increased coordination and integration of services
   a. Tang Center
   Provide coordinated, team-based care, case management and referrals across UHS health and counseling units. Ensure smooth transitions among service areas.
   b. Off-campus providers
   Strengthen service network and coordination of care with local medical and mental health systems. Ensure smooth transitions to off-campus providers.
   c. Student Health Insurance Plan
   Streamline and demystify procedures for accessing insurance benefits. Offer comprehensive benefit package while keeping premiums affordable. Reassess options for affordable dependent care coverage.

4. Transform program and service models to reflect advances in information and social technologies
   a. Education and outreach
   Utilize evidence-based approaches to empower clients in health behavior choices and self-care, including interpersonal, environmental, distance-learning and health coaching models.
   b. Electronic medical record (EMR)
   Fully develop EMR to improve timely access, quality, coordination of care, documentation, data management and communication with clients and third parties.
Strategic Direction 3: Organizational Innovation

Build an adaptive and sustainable organization that maximizes effectiveness and provides careful stewardship of University resources.

1. **Create and sustain a productive, supportive and diverse workforce**
   
   a. **Workforce planning**
   Develop a comprehensive workforce assessment aligned with organizational goals. Analyze staff turnover, planned retirements, succession plans and reorganization strategies in light of funding challenges and competing demands for campus resources.
   
   b. **Workforce development**
   Create an organizational work culture that sustains staff excellence through professional growth and work / life balance. Implement activities to promote awareness and empathy within a multicultural and intergenerational environment.

2. **Develop new strategies for addressing major infrastructure issues to better position the organization for the future**
   
   a. **Financial strategy**
   Develop a financial strategy that aligns resources with campus needs and priorities. Balance resource allocation among ongoing core programs and new initiatives. Increase funding sources and re-engineer work processes. Ensure the financial strength of the Student Health Insurance Plan.
   
   b. **Technology and space**
   Strategically invest technology resources to maximize effectiveness and efficiency. Develop and implement a plan to address critical space shortages. Integrate sustainability into building operations.

3. **Enhance continuous improvement initiatives that support the highest quality of care and organizational evolution**
   
   a. **Quality improvement**
   Continue to achieve the highest ratings in all categories of external reviews by national and state accrediting bodies. Refine electronic medical record reporting to enhance quality improvements, identify potential health trends and incorporate best practices.
   
   b. **Research, data, and evaluation**
   Organize and prioritize research and evaluation to guide the development of innovative initiatives, guide organizational decision-making, and transform programs. Expand partnerships with other campus units and researchers to better identify trends and evaluate programs.

4. **Utilize new communication technologies and marketing approaches to improve community health and organizational visibility**
   
   a. **Technology**
   Invest in new technologies to increase awareness of our programs and services, including multimedia and web-based enhancements.
   
   b. **Public relations**
   Revitalize public relation, community marketing and media relations activities. Implement diverse communication strategies including technological approaches and face-to-face outreach.
What We Do
UHS employs over 200 staff including the following members of our multidisciplinary healthcare team: physicians, nurse practitioners, physician assistants, registered nurses, medical assistants, physical therapists, pharmacists, psychologists, psychiatrists, social workers, nutritionists, health educators, ergonomic, disability and insurance specialists, and laboratory, pharmacy, and radiology technicians. In addition, approximately 600 students and 60 community members contribute over 56,000 volunteer hours annually.

Annual Statistics 2007-08
91,000 laboratory tests performed
60,000 prescriptions filled
4,000 radiology exams
70,000 medical visits
21,000 mental health visits
7,000 physical therapy visits
3,000 occupational health visits

Most common reasons for student medical visits
- Women’s annual exams/contraception
- Sprains, strains and fractures
- Colds and flu
- Depression, stress and anxiety
- Gynecological health

Most common reasons for occupational health visits
- Treatment for work-related injuries
- Job-related new hire exams
- Work-related immunizations
- Medical clearance for respirator use
- Hearing conservation tests

“In addition to these most common reasons for visits, we are seeing a progressively increasing level of severity and acuity of illness and injury in both our student and faculty/staff populations on campus. Because of this range of issues, we need to not only re-double our efforts on prevention and public awareness but also continue to utilize the most advanced medical knowledge and technologies available to provide the best possible treatments for our patients.”
—Brad Buchman, MD, Medical Director
**Additional data and stories**

“The Smoking Cessation class helped me quit smoking on January 31, 2007, and I haven't gone back once. Bringing the class to my workplace helped me finally kick the habit!”
—UC Berkeley staff member

“I did not recognize that I had a drinking problem. In my initial alcohol counseling group meetings, I didn’t want to attend or even participate. Eventually I opened up. In individual therapy sessions I uncovered other emotional problems that contributed to my alcohol addiction. By recognizing my problems and being honest, I was able to address problems that prevented me from succeeding in life. I am fortunate to have sought treatment at the Tang Center through Social Services. I owe my degree to the people who worked with me!”
—UC Berkeley student

Know Your Numbers health screening has proven to be life-saving—one campus member discovered his high blood pressure required immediate action to prevent a stroke. After a walk across the hall to Tang's Urgent Care, where the urgency was confirmed, he made a same-day visit to his doctor and was started on treatment.

Integration of services and coordination of care within UHS is especially critical when cases become more complex. For example, a student athlete visited the Tang Center because of chest pains. The unusual x-ray results led to a referral for further testing. Specialty Clinic and Urgent Care made the diagnosis of malignant lymphoma (cancer), and the patient was then referred for treatment to an oncologist. UHS was able to provide continuing support from Urgent Care, Specialty Clinic and Counseling and Psychological Services. The athlete is now completely free of cancer and starring in the sport she loves.

UHS staff teach 14 academic courses in the School of Public Health and Department of Education, reaching over 1000 students each year. Courses include: Drugs, Health, and Society; Exploring Learning Differences; Violence, Social Justice and Public Health; and Race, Ethnicity and Health in America.

Evaluation from a five-year statewide research project found that Berkeley campus / community alcohol prevention efforts resulted in a 13% decrease in underage student drinking and a 23% decrease in undergraduates reporting a serious personal problem as a result of drinking.

The Nurse Trees: Five crab apple trees flanking the Durant courtyard were originally planted in the early 1980s at Cowell Hospital in memory of Ivy Potts, an outstanding and beloved nurse who worked in the Allergy Clinic. Ivy's colleagues honored her by having the lovely trees planted in her name. Fellow nurse Sallie Stockton spearheaded the effort to transplant the original trees when UHS moved from Cowell to its current location, at the Tang Center, in the early 1990s. Every spring the trees have bloomed in the courtyard, as they once did at Cowell.

A cornerstone of our quality improvement activities is our accredited continuing education programs, tailored to meeting the unique needs of our staff and the diverse clients we serve. Our Continuing Medical Education Program won "best in state" awards from the California Medical Association in 2000 and 2007.

The three segments of the UHS logo represent people, campus and community. The segments form a small core from which our many services and programs radiate out to the campus. These segments suggest continual motion and represent a forward thinking and evolving organization.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1868</td>
<td>The University of California is created by state act, replacing the College of California; the Berkeley campus opens the next year.</td>
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<tr>
<td>1906</td>
<td>The University of California Board of Regents, with a gift from Prytanean, a women's service organization, allocates funds to equip a 20-bed infirmary, that becomes the Student Health Service. George F. Reinhardt, MD, named first University Physician and director of the health service.</td>
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<tr>
<td>1911</td>
<td>Alumnus Ernest V. Cowell bequeaths $250,000 to the University to build a campus hospital.</td>
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<td>1914</td>
<td>Robert T. Legge, MD, named second director of the health service.</td>
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<tr>
<td>1924</td>
<td>Infirmary becomes first campus hospital to be accredited by the American College of Surgeons, the precursor to the Joint Commission of Healthcare Organizations (JCAHO).</td>
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<td>1930</td>
<td>The Ernest V. Cowell Memorial Hospital opens with 70 beds.</td>
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<td>1935</td>
<td>A large-scale influenza epidemic forces use of all available space at Cowell.</td>
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<td>1938</td>
<td>Wm. Goodricke Donald, MD, named third director of the health service.</td>
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<tr>
<td>1943</td>
<td>Cowell Hospital successfully grows and purifies its own penicillin to combat a campus scarlet fever epidemic.</td>
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<tr>
<td>1947</td>
<td>A Division of Psychological Medicine established on campus.</td>
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<tr>
<td>1955</td>
<td>Cowell Hospital earned the distinction of being the first student hospital accredited by the American Medical Association.</td>
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<td>1958</td>
<td>Margaret Zeff, MD, named acting director of the health service.</td>
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<td>1959</td>
<td>Henry R. Bruyn, MD, named fourth director of the health service.</td>
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<tr>
<td>1973</td>
<td>James R. Brown, MD, named fifth director of the health service.</td>
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<tr>
<td>1982</td>
<td>Occupational Health Clinic opens.</td>
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<tr>
<td>1985</td>
<td>The health service receives first state grant to develop a model for campus HIV education.</td>
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<td>1987</td>
<td>Graduate students approve a new fee for the Graduate Student Health Insurance Plan. CARE Services, the employee assistance program, established.</td>
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<td>1989</td>
<td>The Student Health Service becomes University Health Services (UHS).</td>
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<tr>
<td>1990</td>
<td>Undergraduate students approve a new fee for the Undergraduate Student Health Insurance Plan. Inpatient Unit closes. Health*Matters, the workplace wellness program, established. Catherine B. Tassan, MPH, named sixth director of UHS.</td>
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<tr>
<td>1991</td>
<td>Counseling Center merges with the Psychiatry Unit to become Counseling and Psychological Services and merges with UHS. UHS receives first accreditation from Accreditation Association for Ambulatory Health Care (AAAHC).</td>
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<tr>
<td>1992</td>
<td>Dental Unit closes. The Tang Foundation of San Francisco pledges $5 million toward the new $18 million health service building; $2.5 million raised through other foundations, donors and friends of the health service.</td>
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<tr>
<td>1993</td>
<td>UHS moves from Cowell Hospital to the new Tang Center on Bancroft Way. School of Optometry establishes Optometry Clinic at the Tang Center.</td>
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<td>1994</td>
<td>Workers’ Compensation/Vocational Rehabilitation joins the health service.</td>
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<td>1995</td>
<td>Sports Medicine Program formed. Steve Lustig, MA, named seventh director of UHS.</td>
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<tr>
<td>1999</td>
<td>Ergonomics and Elder Care Programs established.</td>
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<tr>
<td>2000</td>
<td>UHS is recognized by the California Medical Association for the best Continuing Medical Education Program in the state from among 600 hospitals and organizations.</td>
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<td>2005</td>
<td>Students vote in a universal health fee to stabilize and increase services at UHS.</td>
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<tr>
<td>2006</td>
<td>The health service celebrates 100 years. Chancellor’s Advisory Committee on Student Mental Health established. Campus health and safety programs expand with funding from UC Risk Services’ Be Smart About Safety program. Formation of Health and Human Services cluster.</td>
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<tr>
<td>2007</td>
<td>Claudia Covello named eighth director of UHS. UHS launches Electronic Medical Records (EMR). UC Registration Fee increased to provide more student mental health services.</td>
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