Self Assessment
IUPUI Health Services
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Scope

The purpose of this self-assessment is to review student health services at IUPUI. Student health services are provided by IUPUI Health Services, an entity within the IU School of Medicine. Because IUPUI Health Services provides significant occupational health services to the IUPUI campus, this review will briefly discuss occupational health services, but the focus will be on student health services.

To provide the appropriate context, the history of student health services will be discussed, followed by discussions of the present situation, resources, goals/objectives and strengths, weaknesses, opportunities and threats.

History

The history of Indiana University Purdue University Indianapolis (IUPUI) dates back to the early 1900's. The Indiana University School of Medicine (IUSM) was founded in 1903. In 1919 it opened its first building at its present site in Indianapolis, near University Boulevard and Michigan Street. In 1912, Long Hospital was built on Barnhill Drive next to Michigan Street. From 1912 until 1958, medical students went to Indiana University at Bloomington for their first year of medical school. They then transferred to Indianapolis for their final three years of training. In 1958, the program was changed so that medical students were in Indianapolis for all four years.

There are three additional health science schools on the IUPUI campus. The IU School of Nursing (IUSN) was founded in 1914 and is also located on Barnhill Drive on the IUPUI campus. In addition, the Indiana University School of Dentistry (IUSD) moved to its present site at 1121 Michigan Street in 1933. Finally, the School of Health and Rehabilitation Sciences is located in Coleman Hall, at 1140 West Michigan Street. Please refer to the IUPUI Campus Map (Appendix 1).

In the 1950s, the Student Employee Health Service (SEHS) developed at the IU Medical Center Campus. SEHS was founded to serve two purposes: provide services to employees at IU Medical Center and provide services to students on campus. At this time, the only students on the campus were health care related students. In 1996, the name Student Employee Health Service was changed to Occupational Health Services/Student Health Services (OHS/SHS), in an attempt to clarify the role of the clinic. The name was subsequently changed in 2005 to IUPUI Health Services (HS). Throughout this document, the dual purpose clinic will be referred to as HS, and the specific role of Student Health will be referred to as SHS.
HS was founded as part of the School of Medicine. It has continued to remain a unit within the School of Medicine. The reporting relationships of HS within the School of Medicine have changed over time; however, it has always remained within the School of Medicine. The initial Director of the HS was Dr. Genna. She oversaw HS for about ten years, from approximately the mid-1950s to the mid-1960s. HS provided mainly outpatient care, though it did provide some inpatient services. HS oversaw a unit called The Nursing Infirmary. This was an inpatient unit, which physically was located in Riley Hospital for Children but served as an inpatient ward for nursing and other students requiring inpatient care. Throughout this time, HS provided free care to students.

In the 1960s, Dr. Jerry Royer became Director of HS. He remained Director until September, 1974. Dr. Royer had an entrepreneurial interest. During his time as Director of HS, he sought contracts with outside entities. His interest was primarily in occupational health rather than student health. He obtained several outside contracts during this time. During the late 1960's, the IU Medical Center campus started to change. During this period, it was felt that Indianapolis should have a major state university. The decision was made that the IU Medical Center campus would become the site of Indiana University Purdue University Indianapolis, a campus predominantly administered by Indiana University but with some academic units administered by Purdue University. The non-health school component of IUPUI started out as a small commuter campus. However, over the last approximately 35 years, the non-health component has grown a great deal. At the present time, the total enrollment at IUPUI is approximately 29,000, of which approximately 24,000 are non-health sciences students.

After Dr. Royer left in 1974, Dr. Alvin Fisher became Director of HS. Dr. Fisher was the head of Family Medicine. Family Medicine was not yet an independent department, but the expectation was that it would become a department. The logic behind making Dr. Fisher Director of HS was that HS and Family Medicine dealt with similar types of patients and thus would make a good fit. It was originally envisioned that physicians from Family Medicine and from HS would rotate between the two clinics. However, such a close relationship between HS and Family Medicine never actually occurred. Physicians working in Family Medicine stayed in their clinic, while physicians working in HS stayed there. Dr. Fisher took a laissez-faire approach toward HS. He was not very actively involved in the operations of HS. Dr. Billie Griffin, a staff physician at HS, essentially oversaw the day-to-day operations of HS. Dr. Fisher primarily focused on Family Medicine, which in time did become a department within the School of Medicine. Some senior administrators in the medical school did not feel that Dr. Fisher paid as much attention to HS as he should have. However, morale at HS was not necessarily bad. Though Dr. Fisher did not spend much time at HS, he did come over at times. Staff felt he listened to them and treated them reasonably well.

Dr. Deborah Allen became Chair of the Department of Family Medicine in the 1980s. Since HS fell under Family Medicine, she oversaw it. She instituted new policies regarding HS, some of which caused morale to suffer significantly. Several physicians, including Dr. Billie Griffin, left. The only physician that stayed on during Dr. Allen's time...
and beyond was Dr. Kathleen Speicher. Dr. Speicher started working at HS in 1974. She retired in 2002.

In 1993, HS was moved out of the Department of Family Medicine. It was moved under Dr. George Lukemeyer, Associate Dean for Clinical Affairs at IUSM and subsequently to Dr. Stuart Kleit, who succeeded Dr. Lukemeyer as Associate Dean for Clinical Affairs. The move was made because the association of HS and Family Medicine had clearly not worked out well. Morale at HS was very low. Dr. Kleit asked Richard Hanson, an administrator at University Hospital, to do an analysis of HS. Mr. Hanson identified significant financial problems and inefficiencies, in addition to the morale problems noted.

It is appropriate to comment here on the financial history of HS. Initially, HS was established to serve the needs of employees and students at IUSM. IUSM covered the cost of these services. As the number of non-health science students at IUPUI grew, it became evident that IUSM could not provide free care to all the students. In the 1980’s, consideration was given to closing HS, but it was decided to keep it open because of the requirement of IUSM to ensure that its students had a place to receive health care. At this time, it was decided that IUPUI and IUSM would each contribute financially to HS. IUPUI paid for occupational health services for employees and IUSM paid for occupational health services for its employees and some health services for students. The IU Workers Compensation Department would also pay HS for health services provided on a fee-for-service basis. Students would pay for their own medical care on a fee-for-service basis. There was no allotment of money from the university or any department for any student health services, except for money from IUSM for students who had exposures while working in hospital or clinic settings.

Later in 1993, Dr. Kleit asked Mr. Hanson to become Administrator of HS. Mr. Hanson focused on making financial improvements in HS and improving efficiency. HS at the time spent money for a number of services for students of which it had no control. It provided many services for which it did not get paid. Mr. Hanson instituted changes that successfully improved efficiency and trimmed expenses. At the same time, there developed a need to provide Hepatitis B Vaccine to hospital employees and students who had never been vaccinated before. Federal law mandated that employers of health care workers provide their workers with Hepatitis B vaccine free of charge. HS provided the vaccine to university employees and was reimbursed by the employee's department. Hepatitis B vaccination provided a significant source of income for HS and helped it move toward financial solvency.

In 1996, Dr. Stephen Wintermeyer was hired as Medical Director of HS. He started his position on February 1, 1996. He was hired by Dr. William Martin, Chief of the Division of Pulmonary, Allergy, Critical Care and Occupational Medicine, and by Dr. Kleit. Dr. Kleit was looking for an individual with a background in Occupational Medicine who could serve as Medical Director of HS. Dr. Kleit did not feel that this position needed to be full-time, since Dr. Speicher remained on staff as a full-time physician. Dr. Wintermeyer was hired because of his training in Occupational Medicine, Pulmonary
Medicine, Critical Care Medicine and Internal Medicine. He had the background and training to be Medical Director of HS, had the qualifications to be a faculty member at IUSM and could also serve as a pulmonary physician. When he was hired, the expectation for Dr. Wintermeyer was to spend about 60-65% of his time at HS and the remainder with Pulmonary Medicine.

When Dr. Wintermeyer became Medical Director, it became evident to him that HS was a neglected unit on campus. In particular, student health issues were neglected. One of the first things that he noticed was that there was no sign on Coleman Hall indicating that HS was located there. He made contacts with student government leaders and discussed student health services issues with them. There was a significant lack of interest on the part of the student leaders in student health issues. There was no funding for the provision of student health services. Unlike many other universities, there was no student health fee. There was no mandatory insurance, so a number of students did not have health insurance. The primary insurance company for students, MegaLife, provided poor service.

In order to get more information regarding the demand for student health services, Dr. Wintermeyer commissioned a telephone survey of IUPUI students in April 1997. A telephone survey was done of 1,019 students. The following were the key findings of the survey:

1. 26% of the students reported they did not currently have a primary care provider.
2. Awareness of health care services available (to students, on campus) was extremely low. When students were asked "What health care services ..." were available to them on campus, over 65% said they "don't know".
3. Students who report use of Student Health Services tended to rate those services highly.

On January 1, 1997, an event took place that increased the responsibilities of HS. The two IU-owned hospitals, University Hospital and Riley Hospital, separated from Indiana University and merged with Methodist Hospital to form IU Health Health Partners. This was a significant merger of hospitals and a significant change in the administrative oversight of employees that were working on the IU Medical Center Campus. Because of the experience HS had in providing occupational health services to IU and Riley employees, HS was asked to continue to provide services to these employees. HS has had a contract with IU Health Health Partners to provide occupational health services for IU Health employees at Riley Hospital and University Hospital since the founding of IU Health on January 1, 1997. Because of these significant changes on the occupational side of HS and Dr. Wintermeyer's training in occupational medicine, he focused most of his energies as Medical Director on the occupational side of the clinic.

Despite a lack of emphasis at IUSM and IUPUI on student health issues, SHS made some accomplishments from 1996 to 2004. One major accomplishment was the institution of the OUCH pager, which is carried 24/7 by a physician, nurse practitioner or nurse manager at HS. The OUCH pager has allowed HS to provide care/expertise at
nights and on weekends, thereby allowing employees and students to handle issues appropriately in real time, rather than waiting to come in to the clinic the next business day. On average, there are approximately three pages to the OUCH pager each day. HS also expanded its range of services. Two examples are in-house spirometry and EKG's. Both Dr. Wintermeyer and Dr. Speicher became board certified in Occupational Medicine. HS also obtained quantitative fit test machines and began to perform fit-testing on medical students and house staff. Finally, HS has supported the Oral Health Research Institute in performing clinical research on smoking cessation pharmacologic agents used for smoking cessation. HS has also taken part in a CDC-sponsored clinical trial involving smallpox vaccine.

HS has performed periodic Patient Satisfaction Surveys since approximately 2006. The results indicate that 90% of patients rate the services provided in the clinic as good or excellent.

HS also tried expanding its hours in 1998, closing at 6pm, instead of 5pm. The demand for care during this extra hour was not high and after a one year trial, the closing time was shifted back to 5pm.

HS has developed strong working relationships with multiple departments on campus, including Campus Facilities Services, Environmental Health and Safety, Adaptive Education Services, Affirmative Action Office, Human Resources.

This history of HS needs to include a discussion of physical space. HS was initially located in the basement of Long Hospital. In 1974, Indiana University Hospital opened. It was felt that the Women's Health Services and Labor and Delivery located in the Coleman Hospital for Women should be moved to University Hospital. This move was accomplished after discussions with the Coleman family. As a result of these discussions, the Coleman family allowed the Coleman Hospital for Women to be utilized for other purposes besides care for female patients. In 1974, HS moved from the basement of Long Hospital to the east wing of the first floor of Coleman Hall. A major renovation was done at that time. In 2004, no major renovations had been done since 1974.

In 2004, SHS underwent a Program Review, along with Counseling and Psychological Services (CAPS). The Program Review occurred because of the interest of then-Vice Chancellor for Student Life and Diversity, Karen Whitney. Vice-Chancellor Whitney had significantly more interest in student health issues than previous IUPUI administrators. The other major reason behind the Program Review at that time was the decision for IUPUI to build apartments for approximately 850 students on campus. The additional beds would raise the number of residential students from 250 to 1100.

Because of these new issues noted above, Dean Whitney requested that a formal program review be made of student health services. This request was made in December, 2002, with the plan to do the review during the 2003-04 academic year. Dr. Wintermeyer and his staff agreed to the recommendation and felt that it was very
appropriate. The recommendation was discussed with Dean Craig Brater of IUSM in February 2003. Dean Brater gave his approval.

The key recommendations for of the 2004 Program Review were the following:

1. Change the funding mechanism. Specifically, a $80/semester Health Fee and mandatory health insurance were recommended.
2. Build a new Health and Wellness facility.
3. Initiate Accreditation process
4. Strengthen the relationship between SHS and the Division of Student Life
5. Develop Wellness programs
6. Increase staffing
7. Move toward and Electronic Medical Record

Since the program review in 2004, HS has made some progress in providing student health services at IUPUI. However, the key goals of creating a strong funding mechanism for student health services and building a new Health/Wellness facility have not been reached.

Major accomplishments at SHS since 2004 include the following:

1. Renovation of the HS space in Coleman Hall (CF 100)
2. Acquisition of a small amount of space at the Campus Center for student health
3. Acquisition of some financial support from Student Life
4. Accreditation by the Accreditation Association of Ambulatory Health Centers
5. Establishment of a health/wellness education program
6. Establishment of a strong relationship with the Student Life Division
7. Strong service to the university during the pandemic flu of 2010
8. Purchase and implementation of an electronic medical record

A renovation of the Coleman Hall facility was carried out in 2005. See Appendix 2 for the floor plan. The renovation required the clinic to be moved to a temporary location at University Hospital for six months. The renovation has been a major success. One benefit is that the space is much more efficient. There is a central nurses’ station. There are now four private exam rooms for physicians, though one is used as a dedicated fit testing room. Another is used part time for biometric screens for employees. Thus, there are two or three exam rooms available for providers at any given time. There are four nurse care rooms, each of which allows privacy for nurses to see patients. Such privacy did not exist in the previous layout of the facility. The patients have been very positive about the renovation.

SHS has obtained a small space in the Campus Center (CE 213). This space is 571 ft². It was renovated and opened in August, 2011, as Campus Center Student Health (Appendix 3). A part-time nurse practitioner was hired in January 2012 to see patients there after the Director covered the clinic during the Fall 2011 semester. This clinic has steadily gotten busier. During the first month of the Fall 2012 semester, the clinic has
been full almost the entire 20 hours it is open during the week. It is open from 11:00am to 4:00pm Monday through Thursday. The location is very convenient for students. The nurse practitioner sees many walk-in students. CCSH has been successful, although it is small, and only minimal marketing efforts have been carried out.

Student Health has received some funding from Student Life. The initial funding was in 2007-08 for $25,000. The amount was raised to $115,000 in 2008-09 and was constant for the next two years. The amount was increased to $430,000 in 2010-2011 due to the support of Interim-Vice Chancellor for Student Life Norleen Pomerantz. The funding has been used to provide wellness programs for students, including free flu shots. The funding supports a health educator, who began as part-time and is now full-time. She provides many health and wellness programs for students. Starting in 2010-2011, the funding has supported the Campus Center Student Health Clinic and been used to reduce the out-of-pocket costs. The cost of a provider visit has been reduced from an average of $55/visit to $29/visit. The $29 covers the cost of a provider visit but does not cover the cost of labs or medications.

The funding equates to approximately $7.00 per student per semester. Therefore, it is well below the suggested amounts of the 2004 program review. It also requires annual justification. Therefore, it is far from a solid financial situation.

The 2005 renovation of the HS clinic in Coleman Hall corrected some facility problems, which had prevented HS from applying for accreditation. The major problem that was solved was lack of privacy for patients who were being seen by nurses. The new Patient Intake rooms allowed nurses to have privacy when seeing patients. HS applied for accreditation with AAAHC in 2008 and was approved for the maximum three year period. HS was reaccredited in 2011 for three years. At this time, IUPUI Health Services is one of only three college health centers in Indiana to be approved by either AAAHC or the Joint Commission. The other two are IU Bloomington and University of Southern Indiana. Because of our accreditation status, two members of our staff have served as a consultant to the University of Notre Dame Health Center as it has prepared for its accreditation in survey this fall.

SHS has moved forward in terms of wellness programs. However, there is a lot to be done. We hired a part-time wellness educator starting in 2005. Because of increased funding from Student Life, the wellness educator position is now full-time. The wellness educator performs various screenings herself for students, she makes multiple screening opportunities available for students and she coordinates the Student Health Fair each spring. In addition, Lee Bernard, who directs the SHS wellness efforts, has served as the chair of the IUPUI Wellness Coalition.

In addition to these efforts, Dr. Wintermeyer created four online training videos in 2005. These videos are being used by the School of Medicine Graduate Medical Education Office and Medical Student Affairs Office for training regarding needlesticks, bloodborne pathogen exposures and tuberculosis.
One additional area in which progress has been made is the development of a close working relationship between SHS and the Division of Student Life. Dr. Wintermeyer has had an indirect reporting relationship to the Division of Student Life since approximately 2005. He has reported to Karen Whitney, Norleen Pomerantz, Jason Spratt and now Tralicia Lewis. The strengthening of this relationship has improved opportunities of collaboration between SHS and other departments, such as CAPS, Campus Recreation and Housing.

Health Services contributed significantly to the campus during the 2009-10 H1N1 Flu Pandemic. Dr. Wintermeyer essentially served as the public health officer for the campus. He served on the IUPUI Emergency Operations Committee, which dealt with day to day operations related to the pandemic. He obtained H1N1 vaccine from Marion County Health Department early to immunize the priority groups, including healthcare workers and pregnant women.

In April 2012, HS implemented an electronic medical record, eClinicalWorks (eCW). We are still in the implementation phase. Progress is being made, albeit slowly. Benefits of eCW include the ability to readily access charts, making their own immunization data available to students via a portal at this time and improved reporting capabilities. Our staff has accepted eCW well, as they realize the advantages outweigh the disadvantages.

SHS is working to improve professional development of its staff by hosting the 2012 Mid-America College Health Association Conference in November 2012. Dr. Wintermeyer is Co-Chair of the Planning Committee. Amanda Snow, Emily Werner and Kathy Stovall are also on the Planning Committee. Emily Werner is presenting at the meeting. We chose to host it in Indianapolis to facilitate as many of our staff as possible to attend the meeting.

Present Situation

IUPUI Health Services serves three populations. The first population is IUPUI employees. Included in this population are employees of IU School of Medicine, IU School of Nursing, IU School of Dentistry and all the other academic and nonacademic departments on the IUPUI campus. HS provides pre-placement evaluations for employees of many of these schools and departments. HS provides care for workers comp injuries for all employees of these departments. HS also handles referrals out for work related injuries. HS also has someone available on call by pager (OUCH pager) 24/7 to provide assistance. Please refer to the Clinical Data Table (Appendix 4) to see the number of visits for each main population. Please also refer to the HS Website (Appendix 5) for additional information.

The second major population that is serviced by HS is IUPUI students. Our brochure (Appendix 6) discusses many of the services provided. HS is available to serve all 29,000 students on the IUPUI campus. HS provides outpatient acute and primary care.
to all students attending classes on campus. Services currently provided include acute
care visits, travel immunizations, pregnancy testing, low cost birth control prescriptions,
HIV testing and counseling, allergy shots, asthma treatments, flu shots, marriage
license blood work/paperwork, referrals to other specialist, physical exams etc. The
usual charge to a student for a provider visit is $29.00, not including labs or
medications.

There are currently four university-sponsored student health insurance plans on
campus. One is a mandatory policy for medical and dental students. The second is for
Student Academic Appointees. The third is for international students. The last one is a
voluntary plan for any student who wishes to purchase it. The IUPUI campus has no
mandatory student health fee or mandatory health insurance requirements for its
students. Each individual school has flexibility to decide if insurance is mandatory for its
students.

Funding to support health services to students comes from the Student Life Division and
form IUSM. The SLD funding supports wellness programs for students, Campus Center
Student Health and subsidizes the cost of services in each clinic. HS also receives fees
directly from patients for services. The fact that HS provides employee health services
to IUPUI and IU Health helps allow HS to keep fees for students low. The funding from
IUSM is intended to pay for "occupational" services for medical students, such as TB
surveillance testing and management of blood/body fluid exposures, but not to pay for
personal health care for these students.

The third major population that HS serves is the non-IU employees on the IU Medical
Center Campus. The vast majority of these employees work for IU Health, which
operates Riley and University Hospitals. Because the needs of these employees
overlap greatly with those of the employees of IUSM, IUSN and IUSD, HS is able to
provide these services efficiently. As noted previously, HS and IU Health have had a
contractual arrangement since January 1, 1997. The IU Health hospitals employee
populations on campus have expanded, creating a larger population to serve. In
additional, HS now provides services for IU Health Physicians, a multi-specialty
physician group with many employees on campus.

In 2006, SHS performed a SurveyMonkey survey of students. Finding including the
following:

1. 51% were unaware that Student Health existed
2. 65% had never visited Student Health
3. 18% did not have health insurance

The following statements can summarize the present situation at student health
services:

1. A steadily increasing population to serve, both of students and employees
2. Inadequate space
3. A rapidly growing number of students living on campus, which will require new ways of providing services for students
4. Significant lack of knowledge about Student Health among students
5. Significant percentage of students without health insurance

Student Health Services wishes to improve its capabilities of providing health services to IUPUI students. The staff is passionate about student health. SHS wishes to work closely with Student Life to improve the health services available to IUPUI students.

Resources

Staff

The HS organizational structure is fairly simple. (Appendix 7). Dr. Stephen F. Wintermeyer is the Director. The three other members of the management team are Lee Bernard, Elaine Delbecq and Doris Mays, each of whom report directly to Dr. Wintermeyer. Lee Bernard, the Advanced Nurse Practitioner, has both a direct reporting and required oversight/supervision relationship with Dr. Wintermeyer. Elaine Delbecq, Nurse Manager, has responsibility of supervising all clinical personnel. Doris Mays, Administrator, is responsible for supervising all support personnel. (See Appendices 8-11 for CV/Resumes of the management staff).

Dr. Wintermeyer has the longest experience working at HS. He has worked at HS since 1996. In addition to being Director of HS, he is also an Associate Professor of Clinical Medicine in the Division of Pulmonary, Allergy, Critical Care and Occupational Medicine at IUSM. He devotes approximately 90% of his time to HS and 10% to Pulmonary. The fact that he is a faculty member at IUSM has been very helpful in establishing the credibility of HS on campus. Lee Bernard has been on staff at HS since February, 2004. Doris Mays has been Administrator since April, 2002. Elaine Delbecq has been Nurse Manager since February, 2010.

The following is a brief description of the provider, clinical, wellness and administrative staff.

Provider Staff

Amanda Snow, NP: Amanda is a part-time NP who sees students at CCSH four days/week. She started in January, 2012. She has extensive ER experience as an RN and NP. She received excellent care from NPs at the IU Bloomington Health Center and wishes to provide the same level of care to IUPUI students.

Sarah Davidson, MD: Dr. Davidson is an internist with experience in student health at Washington University in St. Louis. She sees patients every Tuesday morning. She has worked at HS since 2004.
Clinical Nursing Staff:

Lorri Ferguson, LPN joined IU HS in 2006 after working for 9 years at University Orthopedics. Her areas of focus have been FIT Testing and more recently Travel immunizations. She has been an LPN since 1989.

Jayna Skillman, RN joined us in March of this past year. She is an Air Force Linguist veteran who served as a linguist and is fluent in Farsi. Her diverse background assists our international students in seeking health care. She is our Super-User nursing staff member with electronic medical records and has a strong background in wellness.

Tina Coffin, LPN joined our staff in September 2011 after working at Hancock Regional Hospital for 11 years. She is currently attending classes for her Associate degree in nursing and stocks our unit with supplies. She is keenly interested in health promotion and wellness.

Mandy Durcholz, RN is our newest member of the team coming to us from IOPO (Indiana Organ Procurement Organization) and IU Health. Her spirit of volunteerism and teamwork makes her a natural fit for our busy clinic atmosphere. Her active lifestyle shows our patients the benefits of practicing regular exercise.

Ella White finished a certificate as a medical assistant one year ago after changing careers. FIT Testing and TB surveillance is her focus.

Wellness Staff

Michael Carmichael joined the clinic in August 2012. He works part-time. His main role is to perform the wellness screenings for the Healthy IU program. He has a strong interest in wellness. He helps out with administering and reading PPDs and giving flu vaccinations. He joined us in August 2012. He is an Air Force veteran and has past work experience as a medical assistant and dialysis technician.

Emily Werner is the Wellness Educator for IUPUI Health Services. Emily plans the health and wellness programs for IUPUI students, which includes wellness screenings at the Campus Center Student Health clinic, monthly health programs, the annual Student Health Fair and serves on the Student Life Wellness committee. Emily earned her Master’s in College Student Development and Counseling in 2008 from Northeastern University in Boston, MA and her Bachelor’s in History from the University of Evansville in 2004. Emily’s past work experience has been in Wellness Education at Wentworth Institute of Technology in Boston and at the University of Evansville in Residence Life. She enjoys spending time with her husband and 2 daughters.

Clerical Support Staff

Kathleen (Kathy) Stovall, Administrative Secretary: This position provides administrative support for all of the Senior Administrative Staff. Kathy initially started in the department
as hourly clerical support on 9/14/10. However, it became apparent that her level of skill and expertise warrant a more permanent placement in our department and she was promoted on 4/3/11 to the position of Administrative Secretary. Kathy is a ten year employee of the university and had previously been an administrative secretary in the pulmonary department.

Barbara Boone. Medical Secretary. This position provides administrative support and has responsibility for billing services and coordinates Worker Compensation referrals. The position also provides additional clerical support to the Front Desk. Barbara was transferred from Pulmonary to our department on 9/13/2006. Barbara is a 12 year employee of the university.

Jeanie Cummins, Patient Care Secretary: This position sets appointments, checks patient in and out of the clinic and services as the receptionist on the front desk. Jeanie is currently assigned to the Campus Center Student Health location. Jeanie joined our staff on 8/6/2009 as a transfer from UMDA, a billing service for IU Medical staff. Jeanie is a five year employee of the university.

Tammey Washington, Patient Care Secretary: This position sets appointments, checks patient in and out of the clinic and services as the receptionist on the front desk. Tammey initially started as a clerical/administrative extern from her health program and moved into our hourly data entry position July 2010 and a month later permanently joined our staff in her current position.

Lynnsey Ray, Patient Care Secretary: This position sets appointments, checks patient in and out of the clinic and services as the receptionist on the front desk. Lynnsey is our most recent hire. She also started as an hourly data entry person on October 2011. She was later hired into this permanent position in August 2012.

Facilities

Our present physical facilities are inadequate to serve a population of 29,000 students. (The Coleman Hall clinic is approximately 3,550 ft². It was renovated in 2005. The renovation has improved the efficiency of the space, but did not increase the size of the clinic. The CCSH space is 571 ft². It was renovated in 2011. There is one exam room.

Financial

Although Student Health Services is in the black, it would not financially survive if we were to lose any of our major revenue sources. Our revenue streams are not as secure as we would like. Our total revenue comes from seven major categories. The current percentage income breakdown for the 2011-12 fiscal year is as follows:

FY 2011-12
1. Student Life (from General Student fees) 26%
2. IUPUI Campus Support (for employee health) 20%
3. IU Health Partners 18%
4. Fees for Services (from students) 12%
5. IU Workers Compensation 10%
6. IU School of Medicine 8%
7. Immunizations Charges 6%

HS is dependent on the continual support it receives from the all of these sources. The current total cost to run HS is approximately $1,500,000 per year. It takes all the various resources to support us in this effort to maintain financial viability. Any additional services to be provided would need to have their own funding mechanism.

Goals/Objectives

Dr. Wintermeyer, the Director of SHS, has participated in developing the Student Life Strategic Plan. He and his staff have developed a Student Health Services Strategic Plan (Appendix 12) that is closely correlated with the Student Life Strategic Plan. Specific goals and objectives (bold) for SHS include the following:

Campus Life
A. Provide research, rationale, and support to expand facilities that accommodate: health and wellness, dining and housing options.
   a. New facility that provides space to continue to serve
   b. Establish in-house IT support (EMR specific)
   c. Create facilities in Coleman Hall to promote employee exercise (e.g. showers, storage for bikes, etc)
B. Develop a plan to promote and sustain physical, mental, and emotional health and wellness to enhance student success.
   a. Perform needs assessment for after-hours support (hotline, nurse line)
   b. Create Peer Education program
   c. Submit a proposal for Mandatory insurance for all students
   d. Submit a proposal for Mandatory health fee
   e. Development of wellness education department

Division Effectiveness
D. Develop a comprehensive model for Division-wide fiscal effectiveness and efficiency
   a. Marketing/promotions budget
I. Develop mechanisms to ensure data are used to drive programmatic and fiscal decision making
   a. Improve assessment of student learning (impact of healthcare services)
   b. Benchmarking studies (NCHA, within peer institutions)
Student Health Services has multiple strengths and some major concerns. The strengths include the following:

**Strengths:**
1. AAAHC Accreditation
2. Ability to leverage resources with employee health responsibilities
3. Strong relationship with Student Life
4. Strong relationship with CAPS
5. Strong reputation within IUSM
6. Staff supporting EMR implementation
7. Campus Center Student Health

**Weaknesses:**
1. Inadequate facility
2. Inadequate funding mechanism
3. Limited staff
4. Limited IT support

**Opportunities:**
1. Increasing number of residential students
2. Increasing number of students living near campus
3. Student Life interest in Wellness/Recreation facility
4. New EMR

**Threats:**
1. Funding mechanism must be justified annually
2. Small, independent clinic

In summary, HS is a small entity providing medical care and wellness programs at IUPUI. HS does quality work, as evidenced by its accreditation and patient satisfaction survey results. However, HS is presently much too small to serve the needs of the IUPUI student population at present and in the future, especially given the increasing number of students living on or nearby campus. There are presently 1100 students living on campus. By Fall, 2013, an additional 560 students will be living on campus. By Fall, 2015, the number will increase again by about 550. In addition, there are two apartment buildings that have opened in the last year within two blocks of campus. These buildings together house approximately 1100 tenants, most of whom are IUPUI students. One of these apartment buildings is planning to add build an addition because of the demand for space. To insure that SHS is capable of providing the needed health services to IUPUI students in the future, SHS will need a new facility and a secure funding mechanism.
<table>
<thead>
<tr>
<th></th>
<th>Jul-11</th>
<th>Aug-11</th>
<th>Sep-11</th>
<th>Oct-11</th>
<th>Nov-11</th>
<th>11-Dec</th>
<th>Jan-12</th>
<th>Feb-12</th>
<th>Mar-12</th>
<th>Totals</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IU Health Office Visits</td>
<td>53</td>
<td>46</td>
<td>55</td>
<td>45</td>
<td>52</td>
<td>39</td>
<td>44</td>
<td>47</td>
<td>42</td>
<td>423</td>
<td>20%</td>
</tr>
<tr>
<td>IU Health Nursing Visits</td>
<td>232</td>
<td>273</td>
<td>266</td>
<td>265</td>
<td>279</td>
<td>284</td>
<td>208</td>
<td>251</td>
<td>180</td>
<td>2238</td>
<td>24%</td>
</tr>
<tr>
<td>IU Office Visits</td>
<td>46</td>
<td>50</td>
<td>48</td>
<td>46</td>
<td>46</td>
<td>32</td>
<td>35</td>
<td>45</td>
<td>53</td>
<td>401</td>
<td>19%</td>
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<tr>
<td>IU Nursing Visits</td>
<td>641</td>
<td>498</td>
<td>578</td>
<td>664</td>
<td>421</td>
<td>279</td>
<td>250</td>
<td>269</td>
<td>225</td>
<td>3825</td>
<td>41%</td>
</tr>
<tr>
<td>Students Office Visits</td>
<td>57</td>
<td>122</td>
<td>177</td>
<td>186</td>
<td>144</td>
<td>107</td>
<td>145</td>
<td>171</td>
<td>128</td>
<td>1237</td>
<td>59%</td>
</tr>
<tr>
<td>Students Nursing Visits</td>
<td>377</td>
<td>507</td>
<td>367</td>
<td>458</td>
<td>206</td>
<td>217</td>
<td>259</td>
<td>241</td>
<td>208</td>
<td>2840</td>
<td>31%</td>
</tr>
<tr>
<td>Total Office Visits</td>
<td>160</td>
<td>216</td>
<td>291</td>
<td>281</td>
<td>258</td>
<td>178</td>
<td>225</td>
<td>272</td>
<td>226</td>
<td>2107</td>
<td></td>
</tr>
<tr>
<td>Total Nursing Visits</td>
<td>1,302</td>
<td>1,316</td>
<td>1,251</td>
<td>1,424</td>
<td>954</td>
<td>819</td>
<td>744</td>
<td>795</td>
<td>645</td>
<td>9,260</td>
<td></td>
</tr>
</tbody>
</table>
Announcements

If your need is URGENT and the clinic is closed:

Students: visit the closest urgent care center or ER. (see Emergency care under the Student tab)

IU Health employees: visit the Methodist EOHS in the Medical Tower (see the Occupational Health page)

IUPUI employees: call the OUCH pager at 312-6824 to receive clearance to visit the IU Health (University Hospital) Emergency Room.

Parking vouchers from the parking garages are not validated for visits at the clinic.

- Flu shots are available in Coleman Hall on a walk-in basis. Find a clinic near you—see the schedule. Watch this page or the flu page for more information.
- Biometric screens invitations have been sent to employees with last names beginning with A-C. Full-time IUPUI employees and spouses/partners (with health benefits through IUPUI) are eligible. Screenings are scheduled at Coleman Hall.
- The Campus Center Student Health is open for wellness screenings and healthcare visits for IUPUI students. See the CCH page for more information. Wellness screenings are held from 10:00am-2:00pm Monday through Thursday except when special events are being held. A nurse practitioner is available 11:00am-4:00pm Monday through Thursday for healthcare needs. The CCH clinic is for students.

http://www.health.iupui.edu/

10/2/2012
No provider visits or wellness screenings will be done at the Campus Center clinic during fall break Oct. 15-16, MACHA conference Nov. 8-9, Thanksgiving break Nov. 21-23, and Christmas Break Dec. 17-31.

- Discounts are available for students at both clinics.

Appointments and cancellations may not be made via e-mail. Please call IUPUI Health Services at (317) 274-8214 to make or cancel an appointment.

Mission Statement

The mission of IUPUI Health Services is to provide high quality, low cost health care services to students, faculty, and staff at IUPUI as well as to other appropriate individuals on the IUPUI campus; to provide an educational or training site for healthcare students and residents, and to conduct research and to assist other departments of the University in performing research.

IUPUI Health Services successfully completed our second review of services by the Accreditation Association for Ambulatory Health Care in June 2011. We are proud to be accredited for the maximum 3 year period for our 2nd time.
"IUPUI Student Health Services was a very respectable and helpful service..."

"It was very helpful being able to go someplace since I am not from Indianapolis and didn't know who to go to."
IUPUI HEALTH SERVICES
Organization Chart

Administrator
Doris Mays, MHA FACHE

Clinical Nurse Manager
Elaine Delbecq, RN MSN

Staff Provider
Sarah Davidson, MD

Adv. Nurse Practitioner
Lee Bernard, RN MPH ANP

Fam. Nurse Practitioner
Amanda Snow, RN MSN FNP-C

Clerical Support
Tammy Washington

Clerical Support
Jeanie Cummins

Clerical Support
Lynnsey Ray

Med. Admin. Secretary
Barbara Boone

Data Entry Clerk (Hourly)
2 Vacancies

Sen. Admin. Secretary
Kathleen Otovali

Staff Nurse
Jayna Skillman, RN

Staff Nurse
Tina Coffin, LPN

Staff Nurse
Lorri Ferguson, LPN

Medical Assistant
Ella White, MA

Staff Nurse
Amanda Durchoz, RN

Staff Nurse / Data Entry
Sally Hyatt, RN

Health Educator
Emily Werner

Biometric Screening
Michael Carmichael
Curriculum Vitae

Name: Stephen F. Wintermeyer, MD, MPH

Present Position: Associate Professor of Clinical Medicine
Division of Pulmonary, Allergy, Critical Care and Occupational Medicine
Department of Medicine
Indiana University School of Medicine (IUSM)

Business Address: Division of Pulmonary, Allergy, Critical Care and Occupational Medicine
Indiana University School of Medicine
Roudebush VA Medical Center
1481 West Michigan Street, 111-P (IU)
Indianapolis, IN 46202
Tel: 317-988-1739
Fax: 317-988-1743
Email: swinterm@iupui.edu

Secondary Address: Indiana University Purdue University Indianapolis (IUPUI) Health Services
1140 West Michigan Street
Indianapolis, IN 46202
Tel: 317-278-2603
Fax: 317-274-7657
Email: swinterm@iupui.edu

Education:
Academic:
B.S. Yale University, 1980
M.D. Harvard University, 1985
M.P.H. University of California, Berkeley, 1995

Postgraduate Medical:
Jul 1985 - Jun 1986 Internship (Internal Medicine)
Walter Reed Army Medical Center
Washington, D.C.

Jul 1986 - Jun 1988 Residency (Internal Medicine)
Walter Reed Army Medical Center
Washington, D.C.

Jul 1991 - June 1994  Fellow
Division of Pulmonary Medicine
Department of Medicine
University of California, San Francisco

Jul 1992 - Jun 1993  Resident

Jul 1994 - Jun 1995  Division of Occupational and Environmental Medicine
Department of Medicine
University of California, San Francisco

Jul 1995 - Dec 1995  Clinical Fellow
Division of Critical Care (Anesthesia)
University of California, San Francisco

Academic Appointments:
Jul 1986 - June 1988  Teaching Fellow
Uniformed Services University for the Health Sciences
Bethesda, MD

Feb 1996 – June 2001  Clinical Assistant Professor of Medicine
Indiana University School of Medicine

Aug 1999 –June 2001  Adjunct Assistant Professor
Department of Public Health
Indiana University School of Medicine

July 2001 – Present  Adjunct Associate Professor
Department of Public Health
Indiana University School of Medicine

Oct 2001 – Present  Adjunct Associate Professor
School of Health Sciences
Purdue University

Hospital Appointments:
Jul 1988 - Dec 1988  Staff Internist
121st Evacuation Hospital, Korea

Dec 1988 - Jul 1989  Chief, Internal Medicine
121st Evacuation Hospital, Korea

Jul 1988 - Jul 1989  Tuberculosis Consultant
18th Medical Command, Korea

Jul 1989 - May 1990  Staff Internist
May 1990 - Aug 1990
Cutler Army Hospital
Ft. Devens, MA
Chief, Internal Medicine
Cutler Army Hospital
Ft. Devens, MA
Aug 1990 - Apr 1991
Chief, Dept. Of Medicine/Ambulatory Care
46th Combat Support Hospital
Operation Desert Shield/Storm
Saudi Arabia/Iraq
Apr 1991 - Jun 1991
Chief, Internal Medicine
Cutler Army Hospital
Ft. Devens, MA
Feb 1996 - Present
Attending Physician
University Hospital
Wishard Memorial Hospital
Indianapolis, IN
Feb 1996 - Present
Staff Physician
Kindred (formerly Vencor) Hospital
Indianapolis, IN
July 1998 - Present
Attending Physician
Roudebush VA Medical Center
Indianapolis, IN
Feb 2000 – 2004
Select Specialty Hospital
Indianapolis, IN

Other Appointments and Professional Consultantships:
February 1996 – Present
Medical Director/Director
IUPUI Health Services
January 1997 - Present
Co-Medical Director
Employee Occupational Health Services
Clarian Health Partners
June 1998 - Present
Attending Physician
Indiana University Occupational Lung Center
January 2000 – 2002
Consultant
Fortis Insurance
University Service
   IUPUI Steering Committee for People with Disabilities, Member, September, 1996 – June, 1997
   IUPUI Steering Committee for People with Disabilities, Chair, July, 1997 – present
   IU Committee for the School of Public Health Task Force on Curriculum for MPH in Occupational Health and Environmental Health, Member, 1996 – 1998
   IUSM Task Force for Bloodborne Pathogen Training, Chair, 1999 – 2000
   IUSM Community Relations Committee, Faculty Member, January, 2000 – 2002
   IUSM Bioterrorism Task Force (Associate Chair), 2001 - 2002

Hospital Service
   Clarian Health Partners Risk Management Committee, January, 1997 – present
   Clarian Health Partners Infection Control Committee, January, 1997 – present
   Clarian Health Partners Bioterrorism/Disaster Preparedness Task Force, November, 2001 -- present
   Clarian Health Partners Board Committee on Quality/Patient Care, July 2002 -- present

Military Service
   Branch:            US Army
   Rank:              Major (Date of Rank: Jun 1991)
   Awards:            Army Commendation Medal (1989)
                      Navy Meritorious Unit Commendation Medal (1989)
                      Southwest Asia Service Medal (1991)
                      Army Commendation Medal (1991)
                      Bronze Star Medal (1991)
                      Army Commendation Medal (1992)
                      Kuwait Liberation Medal (1992)
                      Army Meritorious Unit Commendation Medal (1994)

Specialty Board Status:
   Certification (Member Boards of American Board of Medical Specialties)
      National Board of Medical Examiners 1986
      American Board of Internal Medicine (Internal Medicine) (indefinite) 1988
      American Board of Internal Medicine (Pulmonary Medicine) Recertified 2004
American Board of Preventive Medicine (Occupational Med) (indefinite) 1997
American Board of Internal Medicine (Critical Care Medicine) Recertified 2008
Certification (Other)
Medical Review Officer Certification Council (recertification) 2001
American Board of Independent Medical Examiners 1999

License and Certification:
License
Physician, State of Massachusetts 1986-1993
Physician, State of Indiana 1996 - present

Professional Organizations:
Membership
Fellow, American College of Chest Physicians
Fellow, American College of Occupational/Environmental Medicine
Fellow, American College of Physicians
Member, American College Health Association
Member, American Thoracic Society
Member, Central Indiana Society for Occupational Medicine
Member, Central States Occupational Medicine Association
Member, Indiana Thoracic Society
Member, Massachusetts Medical Society

Positions
ATS
Member, Environmental Occupational Health Assembly Program Committee (2000-2002)
ACOEM
Member, Occupational/Environmental Lung Disorders Committee (1999—present)
Chair, Occupational/Environmental Lung Disorders Committee (2001-05)
Member, Executive Committee, Medical Center Occupational Health Section (1999 to 2008)
Member, Board of Directors (May 2004 to 2008)
Central States Occupational Medicine Association
Member, Board of Governors (1998-2005)
Member, Residency Advisory Committee (1999 to 2002)
Member, Program Committee (Spring 2001 Meeting)  
Co-Chair, Program Committee (Fall 2002 Meeting)  
Co-Chair, Program Committee (Fall 2008 Meeting)  
Secretary-Treasurer (2005-06)  
Vice-President (2006-07)  
President-Elect (2007-08)  
President (2008-09)  
National Institute for Allergy and Infectious Diseases  
Member, National Biocontainment Laboratory Review Panel (2003)  
Member, Regional Biocontainment Laboratory Review Panel (2003)  
Marion County Department of Health  
Smallpox Planning Committee (2002-03)  
Scientific Advisory Committee for H1N1 Flu Outbreak (2010-11)  
Indianapolis Coalition for Patient Safety  
Member, Influenza Prevention Working Group  
Mid America College Health Association  
Co-Chair, Program Committee (Fall 2012 Meeting)  

Honors  
Local  
Marion County Department of Health Certificate of Appreciation (2011)  
Indianapolis Coalition for Patient Safety Certificate of Appreciation (2012)  
Regional  
Central States Occupational and Environmental Medicine Association Dedicated Service Award (2012)  

Invited Lectures:  
National:  
"Biological Hazards for Health Care Workers". Association of Occupational Health
“Tuberculosis and Other Airborne Pathogens”. Medical Center Occupational Health
Course. American College of Occupational and Environmental Medicine. October 18,
2006.
“Pandemic Influenza”. Medical Center Occupational Health Course. American College
“Update on Pandemic Flu”. Student Health Services at Academic Medical Centers
“Medical Students and Pandemic Flu.” Student Health Services at Academic Medical
Regional:
“Respirators/Respirator Fitness Examinations”. Methodist Hospital Occupational
“Pulmonary Surveillance Examinations”. Methodist Hospital Occupational Medicine
“Pre-Placement Evaluation for Health Care Workers”. Illinois Compensation Trust
“Pulmonary Cases: Diagnosis and Causation”. Central States Medical Association 83rd
State:
"Post Exposure Prophylaxis for Bloodborne Pathogen Exposure in Health Care
Workers”. Association for Professionals in Infection Control & Epidemiology (Indiana
Chapter) Conference on “HIV: Its Impact and Application to Practice Conference”.
November 13, 1996.
"Case Studies in Ergonomics”. 16th Annual American Industrial Hygiene Association
"Occupational Asthma”. Hoosier Safety Council 12th Annual Convention and Safety
"Tuberculosis: Protection of Professional Health Care Workers”. Tuberculosis Update.
IU School of Medicine CME course. March 27, 1998.
"Occupational Asthma”. Occupational Medicine for Primary Care Providers. IU School
of Medicine CME Course. October 9, 1998.
"Bloodborne Pathogen Exposures in Health Care Workers”. Occupational Medicine for
Primary Care Providers. IU School of Medicine CME Course. October 9, 1998.
"Bloodborne Pathogen Exposures: Prevention and Treatment”. Hoosier Safety Council
"Medical Evaluation of Occupational Exposure to HIV". 7th Annual Update on the Management of HIV. IU School of Medicine CME Course. October 27, 1999.
"Medical Evaluation of the Patient with Indoor Air Quality Concerns". Indiana Chapter of the American Industrial Hygiene Association meeting. October 11, 2000.
"Medical Evaluation of the Patient with Indoor Air Quality Concerns". Environmental Health Sciences Seminar. Purdue University. November 28, 2000.

Local:
"Clinical Characteristics of Probable Biological Weapons". Indianapolis Medical Society/Eli Lilly Seminar on "Recognizing & Responding to a Community Biological or Chemical Attack". November 6, 2001.
"This Moldy House". Indiana University School of Medicine Mini-Medical School. March 12, 2002.
"Medical Evaluation of the Patient with Indoor Air Quality Concerns". Lecture for insurance company adjusters and case managers. May 7, 2002.

University
"Definition of Americans with Disabilities Act Terms". IUPUI Faculty Staff Conference. March 14, 1997.


"Infection Control". Orientation Lecture for Incoming Medicine and Pediatric Interns.


“Overview of Occupational and Environmental Medicine”. Lecture to MPH students. April 11, 2006

“Pandemic Flu”. IUSM All School Grand Rounds (presented with three other speakers). September 6, 2006.


“Influenza Vaccine for Health Care Workers: Is 40% Good Enough?” IUSM Department of Medicine Grand Rounds. September 12, 2008.

Other Presentations
International

“Evaluation of a Dedicated Pager System to Respond to Health Care Workers


Course/Seminar Directorships

Occupational Medicine for Primary Care Providers. IU School of Medicine CME course. October 9, 1998.

Updates in Occupational Medicine. IU School of Medicine CME course. October 22, 1999.


Annual Meeting. Student Health Services at Academic Medical Centers. February 7-9, 2002.


Disaster Preparedness Course for IUSM Fourth Year Medical Students. June 2, 2008.

Students/Fellows

Grants:
Internet Based Universal Precautions Training. Indiana University Purdue University Indianapolis (IUPUI) New Faculty Development Grant. $10,000. Awarded June 2000.

Publications:
Research articles:

Abstracts:


Reviews/Chapters:


Position Statement:


Letters


Web-Based Training Materials

Reviewer Positions

Ad hoc reviewer:

Journal of the American Medical Association, 1993
Journal of Occupational and Environmental Medicine, 1998
CHEST, 1998 – 2000
Southern Medical Journal, 2005
Lee A. Bernard  
8488 E County Road 200 S.  
Avon, IN 46123  
Cell: (317) 403-6399  
Email: lubernar@hotmail.com

Qualifications: A nationally certified Adult Nurse Practitioner with 13 years experience in family practice, orthopedics, urgent care, research and occupational and student health.

EXPERIENCE:
Nurse Practitioner
2/04-current  IUPUI Health Services  Indianapolis, IN
• Provide primary and urgent care to IUPUI students and qualified spouses
• Assess and treat work related injuries/illnesses and evaluate infectious disease exposures; set work restrictions for IU and IU Health employees, order and interpret diagnostic tests and refer to specialists
• Counsel students and employees regarding risk of blood and body fluid exposures and prescribe antiviral treatment for high risk exposures
• Implemented wellness screenings for students and employees and counseling to improve or maintain health measures
• Supervise wellness educator and part-time LPN. Chair of the IUPUI Wellness Coalition.
• Monitor Quality Improvement activities-decreased medication loss, improved chart organization, monitor immunizations of new employees, and monitor abnormal pap results
• Maintain website content
• Coordinate flu vaccination clinics; coordinate with nursing instructors and precept students
• Prescribe travel medications
• Participated in accreditation process; clinic fully accredited on first-try and successfully renewed
• Proficient in the use of Careweb, Medcat ECW and Stix medical electronic systems

1/01-2/04  IU Center for Clinical STD Research  Indianapolis, IN
• Examined, diagnosed and treated patients in a public health clinic for sexually transmitted diseases
• Coordinated clinical drug, device and biological studies for sexually transmitted diseases
• Obtained CLIA lab certification
• Passed human subjects protection exam
• Passed Certification of Clinical Research Coordinator exam 10/03

8/00-1/02  Prompt Med, St. Francis Hospital-Mooresville  Mooresville, IN
• Assessed and treated acute illnesses, injuries and health conditions in urgent care setting

8/00-11/00  Ortho Indy, Dr. Jack Farr  Indianapolis, IN
• Intra-operative first assistant, new patient assessments and post-operative care

6/99-8/00  Kendrick Family Practice  Mooresville, IN
• Examined, diagnosed, treated and educated patients in a primary care setting

Registered Nurse  
Clarian Health Partners  Indianapolis, IN
Staff nurse-fulltime and pm
• Scrub and circulate in Riley Hospital OR staff nurse 3/97-6/98. Utilized Phamis computer system.
• Scrub and circulate in Eagle Highlands OR pm-6/98-6/99
• New hire and needlestick assessments, TB administration/computer entry, and injury reporting

Spinal Surgery Center  Indianapolis, IN
OR Supervisor
• Ordered equipment, instruments & supplies and hired staff
Vencor Hospital
Indianapolis, IN
OR Coordinator
- Organized OR for procedures, ordered supplies and equipment, sterilized endoscopy equipment
- Circulated and recovered patients, computerized charting

Kendrick Memorial Hospital
Mooresville, IN
Staff Nurse- Prompt Med (St. Francis Hospital-Mooresville)
- Triage patients, applied splints and braces, obtained lab specimens, administered medications and provided patient education
Staff Development Coordinator
- Developed and implemented hospital-wide orientation program
- Implemented competency assessments in clinical areas
- Committee member: Tuberculosis Exposure Control Program and Product Review
- Chaired Nursing QI program
- Fit-tested hospital staff with qualitative method
- Taught CPR, EKG and TB Administration classes, developed and provided annual Infection Control in-services (Tuberculosis and Universal Precautions), Accu-check in-services to all clinical staff
OR Manager
- Supervised 23 staff members in 3 OR settings
- Involved with planning the remodeling of OR-consolidated 3 ORs into 2
- Implemented “just-in-time” inventory system

Methodist Hospital of Indiana
Indianapolis, IN
Clinical Instructor OR
- Orientation and training of new employees and IVY TECH surgical tech students
- Developed and implemented self-study booklets and games
- Presented in-services and mandatory infection control programs
Staff Nurse OR, PACU and General Surgery unit
- Precepted new employees, performed charge nurse duties and assisted in designing new PACU

Wishard Memorial Hospital
Indianapolis, IN
Charge Nurse Gyn unit
- Assigned and supervised nursing staff and provided patient care

EDUCATION:
IU School of Medicine, Master of Public Health
Indianapolis, IN August 2002
IU School of Nursing, Master of Science in Nursing
Indianapolis, IN August 1999
IU School of Nursing, Bachelor of Science in Nursing
Indianapolis, IN August 1989

CERTIFICATIONS:
ACLS/BLS
Certified Specialist-Adult Nurse Practitioner (ANCC)
Certified Occupational Health Nurse-Specialist (ANCC)
Certified College Health Nurse (ANCC)
Indiana CSR and DEA Controlled Substance Registration Certificate
HIV Prevention Counseling-ISDH
PPD Administration and Reading -retrained 4/08
Desktop Publishing Fundamentals-IUPUI
SAS Training Workshop
Business Foundations- Kelley School of Business

MEMBERSHIPS:
American Association of Occupational Health Nurses
Hendricks County Medical Volunteer
Indiana State Nurses Association/American Nurses Association
IUPUI Staff Council
IU Operations Committee, Health Engagement Program
Curriculum Vitae  
ELAINE M. DELBECQ  

906 West Drive Woodruff Place Indianapolis, IN  
46201-1954 (317) 639-9373  
edelbecq@hotmail.com  

EDUCATION  
Masters of Science in Nursing (Administration) and Masters of Public Affairs (Special) Indiana University at IUPUI, May, 1994  
Graduate School of Education, nine hours Indiana University at Ft. Wayne  
Bachelor of Science in Nursing  
Indiana University at IUPUI, May, 1979  

LICENSURE and CERTIFICATIONS  
Registered Nurse, Indiana #28074781, expires 10/11  

Parents as Teachers Program: Supervisor/Parent Educator trained and certified, July, 2007  
National Certified Addictions Counselor Level II (NCACII) 1991 to 1998  
Indiana Certified Alcoholism and Drug Addictions Counselor 1991 to 1998  

PROFESSIONAL AFFILIATIONS  
Sigma Theta Tau Nursing Honor Society, Alpha Chapter, since 1993 Indiana University Alumni Association, since 1979  

Other  
Woodruff Place Civic League, Indianapolis, since 1981
PRIME U WESI CHRONOLOGY

IUPUI Student Employee Health Services: Clinical Manager
2010 to Present
1140 West Michigan Street, Indianapolis IN 46202

Supervises a staff of 5 for Outpatient Clinic of Occupational Health and Primary Care for Students. Manages campus exposures and special outreach events.

HEALTHY FAMILIES MOM PROJECT, INDIANA UNIVERSITY SCHOOL OF NURSING
2005 to 2010
702 Barnhill Drive, Indianapolis, IN 46202/3500 Lafayette Rd. Indianapolis, IN 46222

Supervisor to five home visitors who teach parenting education to at-risk families. Use multiple curriculum including PAT, Success by Six, Partners for a Healthy Baby, MELD, PIPE, and many others. Participate in research projects by multiple researchers. Collaborate with leadership team to successfully complete National Credentialing and audit 2007. Home visiting and assessment supervisor. Covered for Director in absence. Community networking and liaison activities.

INDIANAPOLIS PUBLIC SCHOOLS
120 E. Walnut St., Indianapolis, IN 46204
Substitute Teacher: School #56 and Key Learning Community Schools 1999 to 2003
Kindergarten through fifth grade: Regular classrooms, Montessori, art, music, physical education and special education classes. Worked an average of 40-70 days per year.

CENTER FOR LAW AND HEALTH, INDIANA UNIVERSITY SCHOOL OF LAW 735 W. New York St., Indianapolis, IN 46202
Implementation Manager: Robert Wood Johnson Quality Improvement Grant 1993 to 1998 Assisted in the creation of a model and the computerized assessment tool for determining quality improvement strategies within the Area Agencies on Aging. Used by Care Managers to determine performance and satisfaction of In-Home services and providers. Taught 300 Care Managers throughout the state to use laptop computers, quality improvement theory and use of the tool, both to improve practice and administrative efficiency. Designed and wrote manuals, troubleshoot, trained supervisors and co-wrote professional journal articles. Done in cooperation with the State of Indiana, Family and Social Services Agency, Division of Aging and In-Home Services.

DOWNIE COOPERATIVE PRESCHOOL
111 S. Downey Ave, Indianapolis, IN 46219
President 1996 to 1999 and Treasurer 1999 to 2003
Conducted the business of a wholly parent-operated, non-profit preschool of 40 students. Activities included strategic planning, personnel management and performance evaluations, fund raising activities, day-to-day operations, recruitment, state licensure compliance, volunteer organization, and policy/procedure implementation. Periodic substitute teacher. Worked with state organization to produce annual conference on parenting.
PERSONNEL DEVELOPMENT GROUP, INC
17 W. MARKET ST. SU# 1000, INDIANAPOLIS, IN 46204. (Now operated at White River Psychology, Inc. 303 N. Alabama, Su.# 390, Indianapolis, IN 46204)

Coordinator of Chemical Dependency Services 1988 to 1991
Developed and implemented a chemical dependency monitoring program for the Employee Assistance Program serving over 7,000 public safety, government employees and their immediate family members. Trained supervisors and employees in drug-free workplace services and intervention techniques to meet federal grant mandates.

PERSONNEL DEVELOPMENT GROUP, INC (cont.) Page 3
Employee Assistance Program Therapist and Special Projects Coordinator 1986 to 1988
Developed, marketed and presented health promotion seminars to 3,000 public safety, city, county and private business employees with an average of 190 group sessions per year. Counseling with speciality skills in chemical dependency, relaxation techniques, biofeedback, smoking cessation and stress management. Editor of company newsletter. Coordinated all special projects and public relations activities with area non-profit groups such as the American Heart Association, American Lung Association, American Cancer Society, Indianapolis Alliance for Health Promotion, Keep Indianapolis Beautiful, Marion County Health Department and the Indiana State Board of Health.

Clinical Associate 1985 to 1986
One of the original four founding members of a new company which grew to employ 67 persons by 1991. Supervised nursing and medical technician staff who provided screening and preventative health care services to public safety, City and County employees. Collaborated with the Medical Director in hiring personnel and performance evaluations. Established policies and procedures for the medical area. Designed and equipped medical facilities including a mobile medical van. Involved in strategic planning and goal setting for the organization. Wrote computerized health questionnaire and feedback form for clients as a result of the medical screening tests.

INDIANA UNIVERSITY HOSPITAL, INDIANA UNIVERSITY MEDICAL CENTER 1100
W. Michigan St., Indianapolis, IN 46202

Patient Care Coordinator, Psychiatry 1981 to 1985
Leadership and management responsibilities for 20 RNs, five mental health workers and two unit secretaries on a 21 bed acute care psychiatric unit for adults and adolescents. Interdisciplinary team approach using primary care nursing at a tertiary referral teaching
hospital, No unit director present for most of the experience. Interviewing, hiring, performance evaluation, budgeting, system liaison and consultation services provided. Member of the Hospital Emergency Procedures Committee and participated in four "Search and Screen"

Elaine Delbecq Page 4

committees to hire leadership personnel systemwide. Co-wrote and implemented anorexia and bulimia treatment programs. Taught inservice seminars to staff.

PARKVIEW MEMORIAL HOSPITAL, SOUTH UNIT 2200
Randalia Drive, Fort Wayne, IN 46805

Staff RN, Psychiatry 1979 to 1981
Acute care, adult, 98 bed unit. Experienced in electroconvulsive therapy, chemical dependency and general adult psychiatric treatment. Member of infection control, staff issues and patient care committees.

METHODIST HOSPITAL OF INDIANA, INC 1604 N. Capitol Street, Indianapolis, IN 46202

Graduate Nurse 1978
Post-Anesthesia Recovery Room

SPECIAL EDUCATION AND EXPERIENCES


2005-7 Institute for Strengthening Families by HFI. Attended each April and September, 3 days

2007 "Conference on Poverty", Washington, DC
2007 National Credentialing by Healthy Families; includes FSSA audit; site visit
2007 "Ethics in the Workplace", Indianapolis, IN
2007 PAT Supervisor/Parent Educator certification
2007 "Perinatal Depression" Grand Rounds
2006-7 Building Strong Families curriculum, supervision training
2006       Prevent Child Abuse videoconference

2005-6    "Speaking of Women's Health"
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7/2006    "Challenging Abuse and Neglect in America"

2/2006    "Perinatal Depression"-IUSON, Greenwood, IN

2/2006    "Prevent Child Abuse Mini-Conference"

2/2006    IU EEOC, FMLA, FLSA Supervisor Training

12/2006   Presenter-"Stress Reduction"

11/2005   Domestic Violence Recognition and Intervention

2005-8    Children's Health Network member

2005-8    "Life Skills Progression"-research, implementation, staff trainer

2000-03   Treasurer, Key School Organization. Fund raising, "Run for the Arts"

2000      "Community-Based, Long-Term Care: The Challenge of Quality Improvement
           with an Impaired and Unstable Client Population" by Eleanor Kinney, et al.
           Journal of American Geriatric Society Feb:00

1999-2001 Partners in Education Grant, School #56 and Citizens Health Center

4/1999     Montessori Education seminar by Selma Perry, Indianapolis

1/1999     "Peace Training" sponsored by IPS a two day seminar for schools, Indianapolis

7/1998     Assistant Leader, Girl Scout Camp Dellwood, Indianapolis

1997-98    Classroom parent assistant, School #56, Jane Gravenstreter, Montessori 1-3

3/1997     Exhibitor and group speaker "National Conference on Aging", Nashville, TN

1996-97    Classroom assistant, School #56, Pat Mueller, Montessori Kindergarten
10/1996 Group speaker "International Conference on Aging", Indianapolis

1996-1999 Democratic election poll worker, Indianapolis
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3/1997 Annual ICPC Parenting Conference, Indianapolis

7/1995 "Quality Improvement in Health Care" seminar, Indianapolis

10/1994 "Psychobiology of Mental Control-Immune System, Pain and Emotions" seminar, Indianapolis

9/1994 Eating—Reversing the Weight Gain Spiral seminar, Indianapolis

9/1994 "Implementing the DSM-IV" seminar, Indianapolis

Fall 1992 Independent Study Project, IU School of Nursing/SPEA to State of Indiana Department of Family and Social Services Administration, Aging and In-HomE Services Division, Geneva Shedd, Director. 12 weeks, Indianapolis

10/1991 Indiana Annual Conference of LaLeache League, West Lafayette, IN

1991 Organized and facilitated chemical dependency support group for Public Safety Personnel


1987-1990 Planning Committee: Indianapolis Alliance for Health Promotion Annual Conference, speaker introductions, Indianapolis


9/1990 Great Lakes Conference on Addictions, Five day seminar, Indianapolis

2/1990 Organized and implemented award winning program for safety belt use. Indianapolis wins recognition award II Sante Fe Safety Belt Challenge"

9/1989 Great Lakes Conference on Addictions. Five day seminar, Indianapolis

1987-1990 Member, Marion County Injury Control Board

3/1989 Speaker, Indianapolis Police Department Training Academy Recruit Class on 'Death Sensitivity", Indianapolis

2/1989 Keynote Speaker 'Wellness--To Your Best Health', Alpha Theta Chapter of Delta Kappa Gamma Society, Indianapolis

2/1989 Speaker, 'Wellness and Employee Assistance Programs II', 1989 Hoosier Safety Council Annual Convention, Indianapolis

4/1988 Co-organized a Race Walking Clinic in cooperation with the Indianapolis Department of Parks and Recreation featuring the 1988 Olympic Race Walking Coaches, Indianapolis

3/1988 "Injuries are Not Accidents" seminar, Purdue U, West Lafayette, IN

1988 Chairperson of the Indianapolis-Scarborough Peace Games Closing Ceremonies, 2,000 attendees, Indianapolis

1987 Planning Committee Member: Indianapolis Hike, Bike, Bus and Train Fest

12/1987 "Managing Multiple Priorities" seminar, Indianapolis

6/1987 "Healthy People, Good Business" seminar, Indianapolis

5/1987 "Marketing Strategies for Health Promotion" seminar, Indianapolis

11/1986 Recognition of Public Education Award from American Cancer Society for Great American Smoke out and the City of Indianapolis

9/1986 Article in Indianapolis Star regarding design/implementation Wellness contest

7-86 to 7-87 Apprenticeship in hypnosis with Gregory Sipes, PhD, Clinical Psychologist

1986 to 1992 Secretary of Steering/Operations Committee Indianapolis Alliance for Health Promotion CCDC Grant, Atlanta). Conference participant.


5/1986 "Reduction of Coronary Heart Disease Through Risk Factor Modification"
American Heart Association Annual Conference, Indianapolis

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1985-1991 Offical evidence gatherer for Indianapolis Police Department, Marion County Sheriffs Department and Indiana State Police Homicide and Sex Crimes Divisions

10/1985 "Smoking Cessation Clinic Provider Training" by American Cancer Society Indianapolis

8/1985 "Health Promotion in the Workplace", seminar by Indiana State Board of Health, Division of Health Education, Indianapolis

6/1985 Audited the American Heart Association's "Advanced Cardiac Life Support" class, St. Vincent's Hospital, Indianapolis

1985-1990 Member of "Wellness Advisory" and "Employee Assistance Planning" committees, City of Indianapolis

2/1985 "Health Hazard Risk Appraisal Protocol Training" seminar by the Indiana State Board of Health, Division of Health Education. Developed by Dr. Lewis Robbins and Dr. Jack Hall of Methodist Hospital, Indianapolis

4/1984 International Conference on Eating Disorders, five day seminar, group discussion, research and treatment issues. New York, NY

1983 to 1985 Facilitated and presented over 40 hours of staff inservices to nursing personnel. Orientation, Code 99, Leadership, Charge Nurse, Eating Disorders, Management of Aggression, Milieu Therapy. IU Hospitals

1981-85 Administered the WISC and the WAIS psychological exams for area psychologists, Indianapolis

1980 Nursing representative on the Haitian Mission Project Medical Corps, in cooperation with the Mayo Clinic of Rochester, MN and the Missionaries of Charity Sisters in Port-au-Prince, Haiti.

1-10 EMD
Appendix II

Doris A. Mays, MHA, FACHE
3129 Bretton Court
Indianapolis, Indiana 46268-2765
Residence: (317) 297-4817
Office: (317) 274-1023
Email: doamays@iupui.edu

SELECTED ACCOMPLISHMENTS

- Obtained second, three year Accreditation for the Accreditation Association for Ambulatory Health Care (AAAHC) for IUPUI Health Services.
- Implementation of Electronic Medical Record for practice
- Centralized common functions and activities such as scheduling, review of purchasing, upgrading and standardizing telephone performance, and quality improvement goals.
- Implemented plan for The Children’s Medical Center as the primary care manager for Medicaid HMO clients in a capitated system.
- Coordinated and implemented renovation of IUPUI Health Center.

PROFESSIONAL EXPERIENCE

IUPUI Health Services, Indianapolis Indiana
2002 – Present

Administrator
- Ensure effective operations by developing and implementing policies, procedures consistent with the mission and objectives of the services provided.
- Directs and supervises all clerical support personnel and directs other staff as needed or required.
- Maintain a fiscally sound operating environment by overseeing budget development and implementation.
- Drives process and organizational improvement for clinic operations, including leveraging new and existing technologies to improve care and service efficiencies.
- Ensures high level of customer satisfaction by measuring customer needs and reinforcing a culture of excellence in customer service.

IU MEDICAL GROUP (PRIMARY CARE), Indianapolis, Indiana
1996 – 2002

Practice Manager/Director, Practice Management
- Provided operational and administrative support to a large Primary Group Practice serving eight- (8) hospital-based community health centers within the metro area of Indianapolis.
- Developed and implemented staffing and budget goals.
- Analyzed, developed, and implemented individual and centralized solutions to issues.
- Assisted with site/office operations and utilized my budget knowledge to ensure practical application
- Implemented an appointment center or centralized scheduling.
- Utilized performance data with established and understandable goals to manage teams.

THE OHIO STATE UNIVERSITY MEDICAL CENTER, Columbus, Ohio
1994 –1996
Manager, Program Planning, and Evaluation
- Oversaw managed care activities for governmental programs (Medicare and Medicaid).
- Evaluated and implemented medigap program.
- Coordinated contracts with rural hospitals regarding Medicare programs.
- Served as liaison to community health centers.
- Assessed and resolved administrative and operational issues with community health centers.

BLUE CROSS/BLUE SHIELD OF OHIO-HMO Health Ohio
(formerly THE UNIVERSITY HEALTH PLAN, INC.) Cincinnati, Ohio
1992 - 1994

Manager, Medicaid Operations
- Managed the day to day operation of a 5,000 member Medicaid HMO.
- Developed and implemented enrollment plan and marketing outreach.
- Developed and implemented business plan for Medicaid eligible consumers.

THE CHILDREN'S MEDICAL CENTER, Dayton, Ohio
1986 - 1991

Assistant Vice President for Operations, Ambulatory Services
- Directed the ambulatory operation of a non-profit 155 bed pediatric hospital.
- Oversaw the operations of primary, specialty and ancillary services.
- Provided fiscal management and served as chairman of the hospital's Capital and Operating Budget committee.
- Directed productivity control, quality improvement activities, and strategic planning. Areas of management included: Primary and Specialty Clinics, Neurology, Radiology, Hematology/Oncology, Physical Rehabilitation, and Dental Clinics.

EDUCATION
Xavier University, Cincinnati, Ohio
Degree: Masters of Health and Hospital Administration

Syracuse University - New York
Degree: Bachelor of Science, Cum Laude

PROFESSIONAL AFFILIATIONS
Fellow of the American College of Health Care Executives (FACHE)
Vision
To impact the success of students by delivering nationally recognized programs and services that broaden the educational experience and promote campus and civic engagement.

Mission
The mission of the Division of Student Life is to...
Provide quality co-curricular programs and services that facilitate intellectual growth and personal development, creating pathways to success for all students.

Values
Patients First
- Focus on providing programs and services designed to facilitate active student learning and engagement by maintaining high expectations of students and supporting them to reach their full potential.

Health and Wellness
- Maintain a supportive environment for healthy living that encourages a balanced life.

Education
- Empower students to develop skills for managing self-care and engaging in healthy lifestyle habits.

Integrity
- Conduct ourselves and implement our programs and services with the highest professional standards.

Diversity
- Build inclusive, accessible, diverse communities by celebrating differences, modeling cultural competency, and promoting civility.

Social Justice
- Foster a community that promotes full and equal participation and respects the dignity of each individual.

Best Practices
- Employ exemplary, evidence-based practices that elicit superior staff performance, delivering quality services and programs with our students.

Collaboration
- Create and sustain dynamic, mutually-beneficial partnerships with internal and external constituents.

Civic Engagement
• Promote active collaboration that builds on the resources, skills, expertise, and knowledge of the campus and community to improve the quality of life in communities in a manner consistent with the campus mission. (IUPUI Center for Service and Learning)

Goals and Objectives (bold=new; italic=improvement of existing)

#1: Campus Life (what students do):
Improve and enrich campus life while ensuring that the Division and its departments meet nationally recognized standards for programs, services, and facilities.

A. Provide research, rationale, and support to expand facilities that accommodate: health and wellness, dining, and housing options.
   a. New facility that provides space to continue to serve (Steve 6/30/17)
   b. Establish in-house IT support (EMR-specific) (Doris 6/30/14)
   c. Create facilities in Coleman Hall to promote employee exercise (e.g., showers, storage for bikes, etc.) (Steve 6/30/14)

B. Develop a plan to promote and sustain physical, mental, and emotional health and wellness to enhance student success.
   a. Perform needs assessment for after-hours support (hotline, nurse line) (Steve 6/30/13)
   b. Create Peer education program (create a student organization) (Lee 6/30/14)
   c. Submit a proposal for Mandatory insurance for all students (Steve 6/30/14)
   d. Submit a proposal for Mandatory health fee (Steve 6/30/14)
   e. Development of wellness education department (Lee 6/30/14)

C. Identify and incorporate national standards for departments and the division.

#2: Campus Climate (how students feel):
Foster an inclusive, welcoming, supportive, and affirming community that contributes to student success.

A. Develop a comprehensive Division-wide plan to incorporate social justice and positively impact the campus community.

B. Develop programs and initiatives that increase campus pride and traditions among students, faculty, staff, alumni, parents and family.

C. Develop and incorporate a cultural competency model and an outcome-based diversity training series for Division staff members.

D. Incorporate a comprehensive retention model in collaboration with various units across campus.

#3: Campus and Community Partnerships
Create and sustain mutually beneficial relationships that advance student learning, maximize resources, and facilitate civic engagement.

A. Campus Partnerships
   1. Develop outcomes and mutually understood expectations for campus partnerships.
   2. Connect programs and services in Student Life that align with the learning opportunities identified in principles of learning for undergraduate and graduate students and the RISE Initiative.
   3. Analyze existing partnerships to assess effectiveness and outcomes.
   4. Identify and create new partnerships with administrative and academic units.
5. Identify and create new partnerships related to health science initiatives and programs.

B. Community Partnerships
   1. Develop outcomes and mutually understood expectations for community partnerships.
   2. Assess the effectiveness and desired outcomes of existing community partnerships.
   3. Increase educationally meaningful community engagement opportunities.
   4. Identify and create new partnerships with community constituents.
   5. Create and build a stronger, more collaborative presence in the Indianapolis area that connects/utilizes community involvement to student learning.

#4: Division Effectiveness

Demonstrate excellence in professional practice through effective leadership and responsible stewardship of resources.

A. Develop a strategy to recruit and retain highly qualified and diverse Student Life professionals.
B. Develop and implement a strategic plan outlining pathways to achieving new goals and strategic initiatives.
C. Launch a Division-wide performance management process.
D. Develop a comprehensive model for Division-wide fiscal effectiveness and efficiency.
   a. Marketing/promotions budget (Steve 6/30/13)
   b. Develop plan for increasing our Foundation account (Doris 6/30/13)
E. Develop a regular schedule of program review for each unit in the Division of Student Life.
F. Create a Division-wide framework for professional development for new and continuing staff that results in increased skills and retention of staff.
   a. Develop a Continuing education budget (Doris 6/30/13)
   b. Professional development (involvement in regional or national associations) (Steve 6/30/13)
G. Develop a comprehensive plan for fundraising and grant acquisition.
H. Create a national fundraising conference for student affairs professionals.
I. Develop mechanisms to ensure data are used to drive programmatic and fiscal decision making.
   a. Improve assessment of student learning (impact of healthcare services) (Steve 6/30/14)
   b. Benchmarking studies (NCHA, within peer institutions) (Amanda 6/30/14)
J. Develop new and maintain existing relationships with other state and peer institutions that inform improved service and positively impact student retention.