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THE FY’23 OVERSIGHT COMMITTEE (SHACOC)
The SHAC Mission

In its stated mission, Student Health and Counseling (SHAC) explicitly holds itself accountable to having a measurable impact on student success and wellness. The services are designed by seasoned college health professionals with guidance from the Student Health Leadership Counsel and patient satisfaction surveys. Our services focus on busy students in whom the timely access to medical and counseling services for both acute and chronic conditions can make a difference in academic success. SHAC offers affordable comprehensive and integrated care that is not duplicated or readily available elsewhere.

Collegiate health services offered include: Counseling and Psychiatry, Health Education/Prevention, General Medical, Reproductive Health, Infectious Disease Screening and Prevention, Immunizations, International Travel Health, Sports Medicine, Physical Therapy, Massage Services Acupuncture, Pharmacy, Lab, and X-ray.

SHAC served 8,679 Undergraduates, 6,200 Graduates, and 482 Staff/Faculty. The individuals served at SHAC included 5098 female and 3079 male students (means to identify gender identities are underway).

At the end of each term, SHAC disseminates the Patient Satisfaction Survey to all individuals who have utilized SHAC services during that term. The Spring ’23 survey yielded 327 responses indicating a preference for in-person services (N=304), satisfaction with the in-person check-in process (N=259), feeling safe within the clinic (N=292), feeling that they were effectively listened to during their appointment (N=272), satisfaction with privacy and confidentiality (N=301), staff respect for needs regarding ethnicity and race (N=312), gender identity (N=305), and sexual orientation (N=309). Finally, 235 of the surveyed students reported that the breadth and quality of services at SHAC helped them succeed in school.

The survey did highlight opportunities for improvement, most related to technical problems such as check-in process and missing identity fields. Other concerns involve areas with inadequate staffing, improving wait times for scheduling and services, improving privacy (sound conduction) in certain clinical areas, and timeliness of flow through the treatment process.

Financial Highlights

SHAC uses the Eligibility Wellness Fee funding to subsidize the cost of services so that students pay low co-pay and service fees, allowing for uniform and unfettered access to services. Diversification of funding is critical to meet the rising costs of healthcare, and for the services provided to have maximal impact and relevance to meet the evolving healthcare
needs of the UNM student population. Consequently, fundraising and development has become a significant focus for SHAC leadership.

SHAC also uses funding to engage in extensive collaborations relevant to the health of the UNM student population in general, increasingly in the areas of mental health, emergency preparedness, and infection control.

In 2022 SHAC was successful in obtaining a portion of the requested increase in the Eligibility Fee, from $107 to $129 per student, increasing to $151 in FY’25. We also worked closely with The UNM Foundation and the new Director of Development for Student Affairs to pursue broader funding opportunities toward the goal of further subsidizing student services, improve staffing and facilities.

**Operating Highlights**

Following staffing shortages during the Pandemic, SHAC was successful in filling critical positions across the organization, redistributing tasks to better align staff responsibilities with an appropriate scope of experience or licensure, renegotiating vendor, service and insurance contracts and bringing insurance reimbursement rates current, and moving toward overall efficiency. The year was focused on bringing remote staff back onsite to meet the increasing in-person inflow to the clinic, and facilitating team building within departments and greater collaboration between them.

Operations worked closely with UNM HR to administer a Climate Survey to SHAC staff as a precursor to Strategic Planning discussions about staff needs which provided candid and useful feedback. A key strategy used to address climate was the implementation of a *Kudos* recognition system (accessed via QR Code flyers throughout SHAC) resulting in over 50 recognitions between staff members for exemplary service.

**Looking Ahead**

The Oversight Committee has engaged managers and supervisors in a strategic planning process throughout FY’23. Five strategic goals which align with the University’s 2040 Strategic Plan were developed, then specific and actionable objectives with 1, 3, and 5 year timelines have been identified for each goal by operational area. Now, approaching the end of the planning process, SHAC anticipates a comprehensive Strategic Plan by mid-September, with several objectives already complete or underway.

Stephanie D McIver, PhD  
Executive Director
FINANCIAL SUMMARY

The Accounting department at SHAC shifted in staffing and focus during FY'23, starting with 3 staff members and decreasing to 2, with a streamlined focus on accounting/budgets and payroll/purchasing. Quarterly financial reports to SHACOC resumed. Highlights for this year included creating an invoice tracking log to ensure vendor invoices are paid in a timely manner. This department assisting in the hiring of 33 new staff across the whole organization. New employee onboarding processes were created. Budget oversight methods were improved (the expense budget increased from $7,246,158 to $7,349,914), including $50,000 NM Higher Education Department (HED) grant for the Lobo Balance Stress Management program. The FY’24 budget is $8,425,769.

New projects include the introduction of Smartsheets for improved leave processing, the collaboration with and sharing of expense data with Revenue Cycle/Billing to ensure SHAC MOU’s and contracts are accurate with analysis of net margins. Additional indexes were also created to create greater transparencies in the budget.

In FY’23 SHAC funded raises in the amount of $258,968 (salary/fringe) which are recurring expense that require the identification of recurring revenue to support. There are also increased vendor costs and equity adjustments we anticipate, resulting in an additional $280,258 in FY’24 in expenses. Finally, the Plant Fund was used pay the bond, and cover the x-ray machine maintenance contract. Strategies to infuse the now depleted Plant Fund in FY’24 are being considered.
## FY’23 FINANCIAL STATEMENT

### REVENUES:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY23 YTD Budget</th>
<th>FY 2023-YTD Actuals</th>
<th>Variance (Budget/Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Student Fees (SFRB)-SHAC Health Fee Gen</td>
<td>4,100,000.00</td>
<td>$4,065,611.00</td>
<td>($34,389.00)</td>
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<tr>
<td>Patient Revenues (Clinic Payments)</td>
<td>2,284,000.00</td>
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<td>Grant: Lobo Balance Stress Management</td>
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<td>$50,183.89</td>
<td>$183.89</td>
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<td>Sales Returns</td>
<td>5,851.00</td>
<td>$3,441.96</td>
<td>($2,409.04)</td>
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<tr>
<td>Auxiliary Sales (sales to other UNM departments)</td>
<td>65,309.00</td>
<td>$59,000.62</td>
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<td>Other Sales and Service (Pharmacy Payments)</td>
<td>616,918.00</td>
<td>$589,416.25</td>
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<tr>
<td>Miscellaneous Gen</td>
<td>-</td>
<td>$4,477.00</td>
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<td>Gifts Gen</td>
<td>-</td>
<td>$545.00</td>
<td>$545.00</td>
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<tr>
<td>Trsf From IG Gen (Acute Plan)</td>
<td>219,464.00</td>
<td>$219,464.00</td>
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<tr>
<td>Trsf From Public Service Gen (salary support White &amp; Martinez)</td>
<td>50,133.00</td>
<td>$34,361.53</td>
<td>($15,771.47)</td>
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<td>Trsf To Internal Services Gen (IT Shared Services)</td>
<td>(239,231.00)</td>
<td>($214,230.77)</td>
<td>$25,000.23</td>
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<td>Trsf From Plant Fund Minor Gen</td>
<td>7,744.00</td>
<td>$6,238.39</td>
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<td>Trsf From Plant Major Gen</td>
<td>56,766.00</td>
<td>$56,765.47</td>
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<td>Trsf To Debt Service Gen (Bond)</td>
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<td>($72,999.96)</td>
<td>($72,999.96)</td>
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<td>Allocations Pooled Allocation Gen (I&amp;G)</td>
<td>556,283.00</td>
<td>$556,283.00</td>
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<td>Reserves</td>
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<td>$1,179,569.47</td>
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<td>Budgeted Use of Reserves</td>
<td>681,914.00</td>
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<tr>
<td><strong>Revenue Total:</strong></td>
<td><strong>8,455,151.00</strong></td>
<td><strong>$8,999,512.76</strong></td>
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### EXPENSES:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY23 YTD Budget</th>
<th>FY 2023-YTD Actuals</th>
<th>Variance (Budget/Actual)</th>
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</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,641,002.00</td>
<td>$4,329,175.45</td>
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<td>Benefits</td>
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<tr>
<td>Office Supplies/General Operating Expenses</td>
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<tr>
<td>Travel and Participant Incentives Gen</td>
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<td>$27,915.12</td>
<td>($1,615.12)</td>
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<tr>
<td>Lab/Medical Supplies</td>
<td>484,200.00</td>
<td>$531,606.80</td>
<td>($47,406.80)</td>
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<tr>
<td>Communications</td>
<td>73,340.00</td>
<td>$71,265.69</td>
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<tr>
<td>Services (Excluding Prof Liab and Contract Svs)</td>
<td>88,618.00</td>
<td>$98,307.20</td>
<td>($9,689.20)</td>
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<tr>
<td>Professional Liability (Malpractice/Facility Insurance)</td>
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<td>$58,356.00</td>
<td>$13,056.00</td>
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<td>Contract Services General</td>
<td>263,381.00</td>
<td>$261,431.22</td>
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<tr>
<td>Plant Repairs/Maintenance/MISC</td>
<td>83,569.00</td>
<td>$106,051.60</td>
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<tr>
<td>Other Expenses (Bank Fees)</td>
<td>7,050.00</td>
<td>$4,919.55</td>
<td>$2,130.45</td>
</tr>
<tr>
<td>Description</td>
<td>Amount 1</td>
<td>Amount 2</td>
<td>Amount 3</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Inventory for Resale/COGS (Pharmacy)</td>
<td>$14,982.00</td>
<td>$494,121.50</td>
<td>$20,860.50</td>
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<tr>
<td>Licenses, Other Op Costs</td>
<td>$71,754.00</td>
<td>$1,075.00</td>
<td>$70,679.00</td>
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<tr>
<td>Administrative Overhead</td>
<td>$284,958.00</td>
<td>$284,958.00</td>
<td>$0.00</td>
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<tr>
<td>Banner Tax/Admin. Fee/Foundation Surcharge/Bad Debt</td>
<td>$131,769.00</td>
<td>$114,044.93</td>
<td>$17,724.07</td>
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<tr>
<td><strong>Expense Total:</strong></td>
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<td><strong>$8,051,789.90</strong></td>
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<tr>
<td><strong>NET PROFIT/LOSS:</strong></td>
<td><strong>$0.00</strong></td>
<td><strong>$947,722.86</strong></td>
<td><strong>$947,722.86</strong></td>
</tr>
</tbody>
</table>
DEPARTMENT HIGHLIGHTS

“I've gone to SHAC several times and the doctors, nurses and staff are always so friendly and knowledgeable. I wish all clinics/hospitals were like SHAC. It's especially great to have a place to go on campus as a student. Keep up the good work”

Google Review

Clinical Operations

During FY’23, our Director of Clinical Operations managed the functions of 5 Front Desk staff, 5 nurses, 5 medical assistants, 1 radiology technician, and 2 work-study students. The recent reorganization repositioned Front Desk functions under SHAC Operations. With the additional loss of staff, reduced this area to 11 employees by the end of the year. This reduction of staffing, and clinic safety remain a primary challenge for this area.

Registered Nurses conducted 1,569 nursing visits, which improve access and assist in triaging students with acute issues to the most appropriate SHAC provider in a timely manner. This area contributed to increased collaboration with UNMHS through the implementation of Cerner-Powerchart access to assist with incoming referral reports resulting in workflow improvements for providers and increase in quality of care for students. The radiology tech performed 557 in-house X-rays and processed 700 outgoing referrals for specialty care.

General Medical

This area, encompassing Primary and Acute Care clinics, employed 13 Medical providers, 1 physical therapist, and support staff including Medical Assistants and Nurses. The department resumed full post COVID emergency operations, with very robust demand for medical services. We continue to screen for respiratory infections upon check-in and now have the capability of diagnosing and treating communicable illness in the Negative Air-Pressure Room in the General Medical Clinic.

In total, this area conducted 41,040 patient contacts as follows: 27,665 phone, secure message, and asynchronous encounters, and 13,375 in-person encounters.

Challenges for this area included difficulty hiring, provider burnout leading to requests for decreases in FTE, increased administrative burden for clinical staff and lack of administrative support for critical compliance related functions such as the credentialing of licensed clinical staff.
Sexual and Reproductive Health

SHAC continues to provide high quality, expert and accessible sexual and reproductive health services, including:

- HIV and STI Screening
- Pre-Exposure Prophylaxis (PrEP)
- Long-Acting Reversible Contraception (LARC)
- Pregnancy testing as indicated
- Standard primary care gynecological services
- Integrated services for transgender and gender-diverse patients including hormone therapy, counseling, and referrals as appropriate.

SHAC served 137 students presenting with Gender Dysphoria with Hormone Replacement Therapy (HRT), Evaluations and Letters of Support for Gender Affirming Surgery, and counseling to address related transition issues.

Counseling Services

This critical area began the year with 8 providers, increasing to 13 by the end of the year through implementation of the Acute Plan, an infusion of budget support from the Provost’s Office, enabling us to increase mental health providers and improve our Clinical Load Index (CLI), of interest to the Board of Regents. This staff completed 20,456 individual contacts with clients serving approximately 2,100 students. Wait times decreased from first appointment to assessment by eight business days.

After closure during the Pandemic, this department established and successfully launched the ADHD Testing Office in the newly renovated space on the Plaza Level. The staff psychologist tested 63 students throughout the year. Providers maintained a hybrid schedule of in person and telehealth care and piloted a four-day work week for a few providers that increased client contact hours into the evening each week.

Continued initiatives involve improving employee retention through managing case load in-flow that does not bottleneck care timelines, giving greater attention to burnout and work-life balance, incentivizing productivity with professional development opportunities, improving resources and collaboration, and team building. We continue to address safety concerns for providers in offices by adding proxy access to clinic areas and improving coordination of crisis response and notification systems.
Psychiatry

This year was the 5th year of hosting a Psychiatry Resident from UNMHHS on rotation. During FY’23 the Resident and SHAC Psychiatrist (0.7FTE) provided 835 clinical encounters for 432 distinct patients (295 female, 137 male). Psychiatry Clinic process were greatly improved through engagement of a Medical Assistant for scheduling and vitals monitoring.

Health Promotion

This important and outwardly facing department started the year with 2 staff and 1 work-study student, ending the year with 4 staff specializing in Sexual Health, Fitness and Nutrition, Stress Management, and Mental Health, respectively. This area supports the Student Health Leadership Council and met monthly with them, guiding their peer support programs and student surveys.

Health Promotion conducted over 75 events in the last year ranging from New Student Orientations, prevention programming, collaborative campus wide events, preventative workshops, psycho-educational sessions, and peer education activities. They expanded their services to meet the mental health preventative needs of our students through obtaining a $50,000 NM Higher Education Department (HED) grant and hiring a Mental Health Training and Development Specialist. They were also able to increase their media presence through social media, podcasting, and other forms of marketing to highlight SHAC services and Health and Wellness messaging to students.

This year saw an increase in demand for wellness services and programming, so this department created new efficiencies in their outreach request process. They increased their collaboration with clinical departments for information and provider messaging. And Health Promotions saw greater success with the HED grant and now engages in annual efforts to seek available external funding.

Laboratory/X-Ray

SHAC has an in-house, fully accredited moderate complexity lab. The lab goes through an onsite accreditation process every two years and achieved full reaccreditation this past year. Some common labs are performed in house and many more specimens are obtained (blood, urine, others) and sent to TriCore Referencing Labs for processing on a daily basis. Lab is staffed by a manager (reporting to a medical director) and 3 licensed Laboratory Technologists.
This area participated in the SHAC open house providing free Pre-Diabetic testing for students and employees during the event and collaborates with the Department of Public Health NM to offer STI screenings for UNM students.

SHAC employs 1 X-Ray Technician who also serves as a referral coordinator.

Students in treatment at SHAC engaged in a combined 18,465 Lab and Radiology visits.

**Allergy and Immunization/Travel Health**

This is a key area at SHAC, responsible for our effective response to the entire campus during the COVID Pandemic and critical in establishing student compliance for all HSC programs. There were 4 staff nurses, 1 Quality Assurance nurse, 1 nurse Associate Director, and 1 Medical Director in this area. By the end of this year staff shifted to 3 staff nurses, 1 nurse manager, and 1 medical director.

Successes in this area include one staff nurse becoming certified as a SANE nurse. We provided 1,367 free flu shots during the campus community event to students, staff, faculty during the “Take One for Raymond” event on 10/05 and 10/06. A&I conducted 318 travel visits for FY’23, up approximately 61% from the previous year with 193 visits. Started a Latent TB Infection treatment clinic. Established a group of N95 fit test clinical staff in addition to the nurse who organizes SHAC-wide fit testing. Made progress with SHAC IT and Medicat (our Electronic Health Record) on the NMSIIS (NM Statewide Immunization Information System) interface, which allows vaccination information to flow from NMSIIS to SHAC and immunizations received at SHAC to flow over to NMSIIS with consent. Changed infection control processes based on emergency orders and transitioning back to pre-COVID practices while retaining additional precautions for patients presenting with respiratory symptoms.

Challenges remain poor communication systems and processes with HSC regarding clinical programs, though improvements are already underway via the new SHAC/UNMHS Steering Committee chartered this year.

**Physical Therapy/Massage/Acupuncture**

This specialty area went from 4 to 3 employees during FY’23, while experiencing an increase in in-flow as students returned to more in-person services. The new Physical Therapy gym construction was completed and opened for use. To help students improve health and wellbeing this area developed new signage, posters, brochures and updated the website for conditions commonly seen in PT. The PT provider became certified in Functional
Dry Needling. Challenges in hiring resulted in a decision to postpone reopening the Massage Therapy Clinic until FY’24. The administrative task of insurance authorization for patients took additional provider time and solutions are being addressed at this time.

**Pharmacy**

The SHAC Pharmacy grew from 2 to 5 staff members during FY’23, including work-study students who serve at the cash registers and with stocking. A new service the pharmacy is offering is vaccinations to students, faculty, and staff. This brought in not only revenue but also awareness of the services we offer for prescription medications. Initially appointments were made via phone and now appointments can be made online. UNM SHAC Pharmacy began providing COVID19, Flu, Shingrix, Prevnar vaccinations to students, faculty and staff. This new process allowed us to generate more income for SHAC and bring awareness that we can help with their prescription needs. Difficulties in hiring and retaining employees and ongoing IT issues.

**Front Desk**

The reception staff at the Front Desk experienced a difficult year with the loss of their Manager in March 2023 resulting in one of the new, experienced staff members promoted to Manager in late Spring. These front-line personnel had their first staff retreat in January 2023 with a focus on customer service, dealing with distressed patients, and team building. During the year they received 23,622 calls, answering 21,632. In total, 94% of calls were picked up and responded to within 43 seconds. Increased and stabilized staffing, now with specialization in insurance verifications, will improve student’s experience overall.

**Medical Records**

At the beginning of the year, SHAC was notified that, per UAP 6020, we would have to take possession of all paper medical records that had been stored at UNM Records Management. Beginning with identifying a suitable space and applying security features to comply with State and Federal regulations, SHAC took possession of 262 boxes of records in October 2022. The Medical Records Coordinator identified a review process and by January 2023 this archive was reduced to 82 boxes, the others marked for destruction or return. In-house procedures and policies have been created for our new management of remaining paper records.
STRATEGIC GOALS

During FY’23, the staff of SHAC began a Strategic Planning process. A SHACOC retreat in September 2023 produced the 5 Strategic Goals that inform each departmental objective over the next 5 years. The process also considers our congruence with the University’s 2040 Goals. The 5 Strategic Goals are:

- Staff Needs
- Fiscal Sustainability
- One-Stop Shop
- Student Engagement
- Campus Wellness

The morning of Tuesday, June 13, SHAC Management convened at UNM’s Anderson School Jackson Center for a 4-hour retreat. This Phase II of the Strategic Planning process further defined short-term and long-term goals and determined the actions necessary to achieve them.

Between now and September, managers will continue to meet regularly to organize departmental plans and objectives under these 5 Strategic Goals which will serve to guide SHAC’s functions and growth for the next five years. We anticipate completion of the Strategic Plan by early Fall 2023.