Centering health and well-being in the new normal at Columbia University as we invest in and strengthen our organization as stewards of the community’s well-being.
Contents

02
A Letter from the Senior Vice President

05
About Columbia Health

08
Executive Summary

10
A Look Back at 2021-2022

I. Centering Health and Well-Being in the New Normal
   Agility borne of adversity
   Providing responsive care
   Enhancing the student experience of support

II. Facilitating access to care
   Empowering students to be agents of their own well-being
   Building student leader capacity for well-being ambassadorship
   Evaluating, assessing, and learning to optimize offerings and operations
   Contributing to diversity, equity, inclusion, and belonging at Columbia

III. Investing in and Strengthening our Organization to Better Support the Community

24
Looking Ahead

26
Appendix
A Letter from the Senior Vice President

Dear Colleagues,

I am grateful to again have this opportunity to reflect on the many accomplishments and areas of growth that have taken place at Columbia Health during the 2021-22 academic year, allowing us to advance the well-being of the University community and the personal and academic development of students.

As we enter the third year of the COVID-19 pandemic, Columbia Health has balanced the responsibilities of managing the impacts of a global public health emergency on the student experience on our campuses while making strides towards our core vision.

We have learned that despite the challenges surrounding us, we are an agile organization. Demand has increased across all our service areas and the Columbia Health team has stepped up to meet these demands while maintaining the same high level of quality and expertise. This allowed us to provide exceptional care to the 28,000 students on the Morningside, Manhattanville, and affiliate campuses through individual visits, group programs, workshops, and trainings. Our care was responsive to students as new challenges or needs emerged. We were proactive and reactive, be it through providing information on reproductive rights or setting up support spaces for identity groups impacted by local and global political and humanitarian challenges.

Columbia Health continues to innovate to meet the students where they are – using technology (telehealth care) and alternate care delivery models (wellness coaching or workshops). We also recognize that Columbia students are agents of their own well-being and we worked with them as partners to build capacity in managing their own health needs. We incorporated diversity, equity, inclusion, and belonging into the fundamental aspects of all our work in order to cultivate an environment without bias or oppression and to allow us to live the principles of health equity, justice, and inclusion in our day to day.

There is perhaps no more fitting milestone for this academic year than Columbia Health’s achievement of another full three-year re-accreditation from the Accreditation Association for Ambulatory Health Care (AAAHC). This accreditation places Columbia Health among the 10% of college health services that meet the rigorous standards of quality health care set by AAAHC, validating that Columbia Health is equipped and positioned to advance the health and well-being of the entire Columbia community.

As we look to the future, we are expanding our staffing to meet the growing demands, investing in technology and infrastructure to address changing needs, and continuing to plan for an integrated, purpose-built Columbia Health space to ensure our students receive timely, dedicated, and holistic care.

I am proud to highlight Columbia Health's accomplishments this past academic year through this Annual Report. I recognize and thank the exceptional Columbia Health team who, year after year, remain steadfast in the work they do to support the Columbia community. It remains my absolute honor and privilege to lead this incredible team. We look forward to working with you in the coming years to create a community that centers health and well-being as a foundation of the exceptional experience for which Columbia is known.

Melanie J. Bernitz, M.D., M.P.H.
Senior Vice President, Columbia Health
Associate Clinical Professor of Medicine
(in the Center for Family and Community Medicine)
Our Team

Leadership
Office of the President
Senior Vice President
Melanie J. Bernitz, M.D.

Alice! Health Promotion
Senior Executive Director
Alicia K. Czachowski, Ed.D.

Disability Services
Senior Executive Director
Colleen Lewis, M.S.

Medical Services
Associate Vice President
Brenda Aiken, M.D.

Sexual Violence Response
Senior Executive Director
La'Shawn Rivera, M.A.

Administration
Associate Vice President
and Chief of Staff
Michael P. McNeil, Ed.D.

Counseling and Psychological Services
Associate Vice President
Richard J. Eichler, Ph.D.

Columbia Health
Staff Composition

<table>
<thead>
<tr>
<th>Employees</th>
<th>188</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Years of Service</td>
<td>1,261 Years</td>
</tr>
<tr>
<td>Average Years of Service:</td>
<td>7.5 Years</td>
</tr>
</tbody>
</table>

Breakdown of Staff Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>11.8%</td>
</tr>
<tr>
<td>Black/or African American</td>
<td>22.5%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>14.8%</td>
</tr>
<tr>
<td>White</td>
<td>36.7%</td>
</tr>
<tr>
<td>Undisclosed</td>
<td>14.2%</td>
</tr>
</tbody>
</table>
We are Columbia Health

Counseling and Psychological Services
Alice! Health Promotion
Medical Services
Administration
Sexual Violence Response
Disability Services
About Columbia Health

Mission
To advance the well-being of the University community and personal and academic development of students.

“Columbia Health partners with students and the University community to help students feel their best so they can accomplish what they came here to do while being happy, healthy, and well.”

Vision
To provide integrated, accessible, quality services and community programs to cultivate best possible and enduring outcomes while living, working, and learning.

“We are a team of nearly 200 college health professionals that offer programs and services spanning medical care, mental health care, health promotion and education, disability accommodations, and violence prevention and advocacy.”

Values

| Respect, Compassion, and Inclusiveness |
| Integrity, Accountability, and Trust |
| Teamwork, Collaboration, and Integration |
| Quality, Assessment, and Excellence |
How We Serve
The Community

“I think [wellness coaching] is an incredible initiative that the university is offering its students. It will definitely help to improve the overall mental health of students. In my opinion, the university is going in the right direction to offer a service like this.”

Graduate School of Arts and Sciences student

“I’d also like to thank you for being so gracious and prompt in helping me with my CART services during my time here at Columbia. The smooth process only helps to lift some burden of me navigating classes the best I could, I couldn’t have done it without your help.”

Undergraduate student

“The provider I spoke to was so kind and helpful. I explained my symptoms and they told me exactly how to proceed. Very informative and I am grateful!”

Columbia affiliate

48,340 visits to Medical Services by 29,034 students

5,457 attendees in 119 Alice! Health Promotion workshops and trainings

35,855 accommodations delivered by Disability Services for 3,751 registered students
“I just want to thank you for ALL your help this year while I was battling my ovarian cancer. You were so incredibly helpful [guiding me through the process of referrals, procedures, and my surgery]. You have been so kind helping me through this stressful time.”

School of General Studies student

“Thank you for the excellent workshop [on the impact of microaggressions] you did for the team... Everyone is still talking about it. They found it extremely helpful. We appreciated your partnership and look forward to more collaborations.”

Columbia Dean

“The [Unpacking the Man Box] speakers brought a diverse perspective on a very sensitive subject, and left us with many methods and ideas to consider for males to be more aware of ‘toxic masculinity.’ This session... made me more cognizant of how I can be more of an ally and help others who are affected by this issue.”

Columbia affiliate

14,355 participants in 342 Sexual Violence Response training, education, and prevention activities

24,598 students enrolled in the Columbia University Student Health Insurance Plan

7,105 students seen in individual treatment or one-to-one consultation at Counseling and Psychological Services

About Columbia Health
Executive Summary

For the Columbia University community, Fall 2021 marked the beginning of the new normal.

For the first time, the community experienced exactly what it meant to have the full on-campus Columbia experience while simultaneously managing COVID-19. Even as the intensity of COVID-19 receded from the front of our minds, students, faculty, and staff alike understood on a very visceral level how central health and well-being is to the Columbia experience, and to the personal and academic development of students.

Agility borne of adversity
The myriad challenges due to COVID-19 resulted in the rapid digitization of our operations, enabling our organization to meet heightened demand across all services through in-person and telehealth delivery channels and through external partnerships that provided care at no added cost for eligible students.

Virtual service delivery increased Alice! Health Promotion’s GHAP sexual health visits by 26% compared to pre-pandemic levels

These challenges also expanded the scope of the organization’s responsibility across the University through membership in the Public Health Working Group and COVID-19 Presidential Advisory Task Force; ensuring COVID-19 vaccine provision and mandate compliance; providing COVID-19 surveillance testing; and absorbing contact tracing for all Columbia campuses.

Approximately 10,000 affiliates supported by Alice! Health Promotion’s Contact Tracing Team

Providing responsive care
Columbia Health’s agility enabled us to be nimble and respond to the unrelenting challenges of the day, be it students’ reproductive rights, bodily autonomy, and social and political turmoil at home or abroad.

302 in-person support groups and virtual support spaces offered by Counseling and Psychological Services covering 50 different areas of concern

Columbia Health also continued its work protecting community health and well-being through proactive, preventive efforts to mitigate public health threats.

18,057 flu shots administered

2,561 affiliates trained in reversing opioid overdoses through naloxone with 10 reported lives saved to date

Enhancing the student experience of support
The experiences from the previous year helped Columbia Health better match delivery channels to student need. For instance, the return to campus enabled additional Columbia Health units to once again provide in-person drop-in hours for immediate access. Counseling and Psychological Services was able to adapt its intake process from a rapid access triage system to a virtual ‘treatment planning session’ model that better engaged students about their concerns and care options at the outset while giving them more control over their schedule.

90% of surveyed students who booked their treatment planning session using the Patient Portal said the purpose of the session was clearly explained

Over 92% of them found it easy to navigate the Patient Portal to book their appointment

Accelerating University efforts to create a more accessible Columbia experience, Disability Services met the increased need for a range of accommodations head on, seamlessly delivering academic, housing, and co-curricular accommodations to ensure that students had equitable access to all that Columbia has to offer.

Disability Services provided 35,855 total accommodations (16.2%) and provided note-taking services for 1,528 courses (21%)
Facilitating access to care for students and campus partners

Recognizing that many students are not used to independently taking charge of their own health and well-being, Columbia Health conducted cross-channel marketing campaigns and offered resource navigation to help students get the care they needed. For example, students on the Columbia University Student Health Insurance Plan received monthly emails featuring timely and digestible information about the Plan so they could maximize benefits while reducing costs.

80% open rates for So You Have the Columbia Plan... insurance usage education emails

Columbia Health understands the unparalleled insight and influence school administrators have on student life, even as they stand at the frontline of student support. That is why we offered administrators tools and information, worked with them to devise custom programs and support for their populations, and consulted on specific matters so they can be effective facilitators of health and well-being for students in their charge.

Counseling and Psychological Services provided 1,962 consultations with faculty, administrators, parents, and other members of the community concerned about a student

Empowering students to be agents of their own well-being

Columbia Health engaged all incoming students through new student orientation programs as well as numerous open or school-specific programs on health promotion, skill-building, and education around gender and power-based violence.

87% of BASICS participants agreed that they increased their knowledge about the effects of alcohol

Building student leader capacity for well-being ambassadorship

Students also play a powerful role in supporting the well-being of their peers. Columbia Health conducted trainings for student leaders who were well-placed to identify peers in distress and refer them to the appropriate campus resources. The first cohort of student leaders completed the Columbia Health Peer Ambassador Network training, equipping them with knowledge and skills to be better advocates for well-being and support their peers.

Evaluating, assessing, and learning to optimize offerings and operations

As part of our commitment to quality management, Columbia Health conducted continuous evaluations, internal and external benchmarking studies, and quality assurance and improvement projects. Members of the team also managed numerous Institutional Review Board (IRB) research protocols on a range of topics to advance our knowledge on issues pertinent to the Columbia community as well as to advance the field of college health more broadly.

84% were satisfied with the courtesy, sensitivity, and respect for privacy during their telehealth visit with Medical Services

16 active IRB-approved protocols

Contributing to diversity, equity, inclusion, and belonging at Columbia

Columbia Health is committed to cultivating an environment without bias or oppression and living the principles of equity, justice, inclusion, and belonging in the work we do. Work in our Health Equity and Racial Justice Change Teams continued, even as we participated in similar efforts across the University.

Investing in and strengthening our organization to better support the community

The work of achieving Columbia Health’s mission required critical investments be made in the resources that make our organization possible: our staff and facilities in particular. The 2021-2022 academic year saw tremendous inroads in establishing our footing as a standalone division at Columbia University: trending staffing with enrollment and utilization, providing digital tools to enhance the hybrid working experience, investing in training to foster professional growth, and building on conversations with University leadership and other campus partners to realize a singular, purpose-built, physical location for all of Columbia Health. Columbia Health also achieved another full three-year re-accreditation from the AAAHC, placing the organization among the elite 10% of college health services that meet rigorous standards of quality health care.

Executive Summary
A Look Back at 2021-2022
Centering Health and Well-being in the New Normal

For the Columbia University community, Fall 2021 marked the beginning of the new normal. For the first time, the community experienced exactly what it meant to have the full on-campus Columbia experience while simultaneously managing COVID-19. Students were once again participating in classes and events in person. Underpinning the reinvigorated bustle of the Morningside and Manhattanville campuses were the fundamental public health measures designed to secure the health of all, including mandatory masking in classrooms and clinical spaces, vaccination status verification for guests, gateway testing for affiliates new to campus, and the University vaccine mandate.

Even as the intensity of COVID-19 receded from the front of our minds, the broad recognition of the importance of public health and the community's health and well-being persisted. Students, faculty, and staff alike understood on a very visceral level how central health and well-being is to the Columbia experience and to the personal and academic development of students.

This reality is evidenced no more clearly than in the heightened demand for programs and services across all of Columbia Health, the depth and breadth of our partnerships across campus and beyond, and greater momentum around efforts to create a campus environment that cultivates well-being.

Usage of Columbia Health programs and services

- **29,034** unique students seen across **48,340** visits at Medical Services
- **7,105** students seen in individual treatment for one-to-one consultation at Counseling and Psychological Services
- **5,457** attendees in **119** Alice! Health Promotion workshops and trainings
- **14,355** participants in **342** Sexual Violence Response training, education, and prevention activities
- **35,855** accommodations delivered by Disability Services for **3,751** registered students
- **24,598** students enrolled in the Columbia University Student Health Insurance Plan

Significantly for Columbia Health, the 2021-2022 academic year was the first full year that the organization operated as a fully independent entity within the University. Against the backdrop of our new normal, **Columbia Health was well positioned to advance its mission and realize its vision** of integrated, accessible, quality services, and community programs to cultivate best possible and enduring outcomes while living, working, and learning at Columbia University.
Agility borne of adversity

The myriad challenges due to COVID-19 resulted in an accelerated evolution for many organizations, changes crucial to thriving in a post-pandemic world. For Columbia Health, this meant not just the rapid digitization of our operations but also the expansion of the scope of the organization's responsibility across the University.

Alongside the return to in-person service delivery, Columbia Health continued to offer telehealth appointments and virtual visits across all Units: primary and urgent medical needs (Medical Services), primary and urgent mental health care (Counseling and Psychological Services), health education and promotion (Alice! Health Promotion), accessibility and accommodations support (Disability Services), and survivor advocacy and violence prevention programs (Sexual Violence Response), as well as guidance and support navigating student health insurance and processing of immunization records across 13 Columbia schools and affiliates.

Hybrid service delivery enables Columbia Health to meet increased student demand.

For example, sexual health visits with Alice! Health Promotion’s Gay Health Advocacy Project (GHAP) increased 26% compared to pre-pandemic levels (2018-2019) simply by offering a virtual option with no additional headcount required.

“I met with [a GHAP Advocate] today and he was super helpful, really appreciated how patient, thorough, and kind he was. Thanks again to your team for being available and having these important conversations with us!”

- Teachers College Student

Columbia Health also renewed agreements with meticulously vetted partners to expand access to care for students* at no added cost: off-hours access to urgent medical care via FoneMed and mental health care via Protocall, as well as access to medical care and mental health care for students away from campus or abroad through Cigna Teladoc and WorkPlace Options, respectively.

*Available to students who have paid the full-time Health and Related Services Fee.

The 2021-2022 academic year saw the organization's continued leadership in the realm of pandemic response. Senior Vice President Dr. Melanie Bernitz represented the student health perspective in ongoing Public Health Working Group and COVID-19 Presidential Advisory Task Force meetings, consulting on all major decisions regarding public health and its implications on campus operations and life. Columbia Health, in partnership with the Office of Communications and Public Affairs, continued to update the University COVID-19 website, advise on communications, and develop guidance through shifting pandemic situations and policies.

With the March/April 2021 announcement of the campus COVID-19 vaccine mandate, effective Fall 2021, Columbia Health shared guidance and resources for vaccine compliance to students, in partnership with the Office of Communications and Public Affairs. Columbia Health also ran a COVID-19 vaccination site on the Morningside campus, ensuring convenient on-campus access to vaccines for students, faculty, and staff, as well as priority availability of boosters for high-risk individuals.

To mitigate the anxiety and uncertainty students may feel about how to act when public health restrictions change along with pandemic conditions, Columbia Health shared a decision-making guide to help students choose a course of action that is right for them.

Columbia Health continued to operate the robust COVID-19 testing program for gateway, surveillance, supplementary, and voluntary testing until its phase out on May 12, 2022, due to wide availability of at-home and PCR tests and high vaccination coverage of the campus community. Symptomatic testing remained available at Medical Services and wastewater surveillance testing was ongoing.
Contact tracing for all affiliates on all campuses became completely housed at Alice! Health Promotion, allowing for streamlined workflows, increased efficiencies, and reduced workloads for other units at Columbia Health and campus partners. Contact tracing efforts included notifications and resource navigation for affiliates who received a positive result from a Columbia testing site, as well as those who reported a positive result from an outside test.

A flexible operational model that scales to match the variability of disease prevalence.

The Contact Tracing team implemented protocols and a streamlined staff structure that allowed it to respond to disease surges (such as the Omicron variant surge in January 2022) without wasting resources during periods of lower disease prevalence with no reduction in level or quality of service provision.

Approximately 10,000 affiliates supported with contact tracing, resource navigation, and follow up by the Contact Tracing Team

“I appreciate the seriousness of it. As annoying as [COVID-19 isolation] was, I respect it. I appreciate the rigor in which Columbia Health was working and asking questions.”

- Columbia affiliate

Providing responsive care

Addressing student needs promptly and effectively requires vigilance and a commitment to delivering timely offerings when needs arise. Columbia Health’s agility enabled us to be nimble and respond to the unrelenting challenges of the day, be it students’ reproductive rights, bodily autonomy, social and political turmoil at home or abroad, infectious disease outbreaks, or other public health threats.

To mitigate the risk of seasonal influenza amid the ongoing COVID-19 pandemic, the University mandated flu vaccines for students registering in the Spring/Summer 2022 term. Columbia Health hosted its annual Flu Fair at Roone Arledge Auditorium in Lerner Hall throughout the entire month of October and into early November.

With average wait times under 5 minutes, the Flu Fair made the task of getting a flu shot quick and easy, resulting in a record 18,057 flu shots administered to the Columbia community.

As social and political upheavals emerged throughout the year, Columbia Health met student need in various ways. Counseling and Psychological Services hosted support spaces for Asian American and Pacific Islander (AAPI) identified students grappling with violence and discrimination against their community as well as support spaces for students impacted by the war in Ukraine.

When numerous U.S. states passed legislation that effectively erased nationwide access to affirmative care for LGBTQ+ individuals, the Transgender and Gender Expansive Team at Columbia Health released a statement of opposition to ongoing efforts to harm the lives and well-being of trans and queer people and reinforced the availability of transgender and gender affirming care through our organization.

With the overturning of Roe v. Wade in the Dobbs v. Jackson decision, Columbia Health immediately affirmed our support for reproductive rights. As an organization, we are committed to helping students access the information and care they need related to their reproductive rights, through:

- Birth control education during Health Education and GHAP visits with Alice! Health Promotion
- Contraception options at Medical Services
- Updated answers, information, and resources on Go Ask Alice!, our multi-award-winning health Q&A website
- Guide to pregnancy termination
- Coverage of pregnancy termination through the Columbia University Student Health Insurance Plan
- Expedited referrals to ColumbiaDoctors through Medical Services
- Support of drafting the University’s media response
We continued to see gender and power-based violence in the form of harassment, sexual assault, or relationship violence. Further, the pandemic heightened challenges already experienced by survivors and increased barriers to receiving support. Sexual Violence Response staff and peer advocates helped survivors and co-survivors navigate resources within and outside of the University and explore their rights and options through the 24/7 helpline (212-854-4357), virtual or in-person appointments and drop-in, accompaniment, remote temporary orders of protection, survivor care packages, and Peace and Presence wellness workshops that introduce non-verbal and experiential healing techniques.

- **4,473 referrals** to on and off-campus resources
- **8,929 advocacy services** including remote temporary orders of protection, accompaniment, academic/housing accommodations, criminal/civil justice advocacy, campus adjudication support, etc.

In addition, Sexual Violence Response, together with Public Safety and the Title IX Coordinator, sent a message to students in the Spring to raise awareness of the rise of technology-facilitated abuse, how to recognize it, and available help. This important information was re-shared and amplified through social media.

Columbia Health continued its efforts to counter the opioid overdose epidemic.

This epidemic has ravaged cities across the U.S., New York City among them. Columbia Health continued to offer the Opioid Education and Naloxone Training Program (started in 2019) virtually to make the program more accessible to community members and recruited a corps of trainers to expand capacity. We also expanded training access for Columbia alumni and Barnard students. Since the program’s inception, Columbia Health has trained 2,561 affiliates in 148 sessions and 10 reported lives have been saved as of June 30, 2022.

The summer of 2022 saw the emergence of another infectious disease threat: monkeypox.

Through its membership in the University Public Health Working Group and leadership of the Infectious Disease Working Group within the University’s Emergency Management Operations Team, Columbia Health initiated discussions with campus partners and external public health organizations such as the Centers for Disease Control, New York State Department of Health, and New York City Department of Health to monitor the situation and prepare to mobilize support and resources for the community.
Enhancing the student experience of support

For all the benefits of virtual service delivery, the incalculable value of interacting with a service provider in person found a welcome return. Alice! Health Promotion, Counseling and Psychological Services, and Disability Services (by request) were able to reintroduce in-person drop-in hours to provide urgent support and consultation for students (Medical Services and Sexual Violence Response kept same-day in-person services available to students throughout the pandemic).

In addition to the return of urgent mental health concerns and problem-solving/coping skills drop-in, Counseling and Psychological Services adapted its intake process from a rapid access triage system to a virtual ‘treatment planning session’ model. This model engages students in conversation about their concerns and their options for care, be it individual counseling, support spaces, referrals to other Columbia Health Units, self-care resources, or outside referrals. Crucially, these initial appointments can be booked through the Columbia Health Patient Portal, reducing the load on phone lines and giving students more control over their schedules.

90% of surveyed students who booked their treatment planning session using the Patient Portal said the purpose of the session was clearly explained. Over 92% of them found it easy to navigate the Patient Portal to book their appointment.

An area where demand is rising is disability accommodations and accessibility. Every year, an increasing number of students register for a range of accommodations with Disability Services. The team ensures that students have equitable access to all that Columbia has to offer, from academics and housing to co-curricular activities.

In addition, Disability Services led the provision of accommodations during University Commencement, marshalling volunteers from Columbia Athletics, staff, and faculty across the University to support guests attending 33 events for the Classes of 2020, 2021, and 2022.

In the 2021-2022 academic year, Disability Services supported 3,751 students across all campuses, a 14.5% increase from the previous year.

- 35,855 total accommodations (16.2% ↑)
- 12,012 quiz and exam accommodations
- 1,528 courses provided with note-taking services (21% ↑)
- 577 courses provided with captioning, sign language, and CART services
- 3,449 media provided with captioning (114% ↑)

To ensure affordable, quality care when students need to go off-campus to receive care, Columbia Health successfully renewed the Columbia University Student Health Insurance Plan with Aetna Student Health. There were no increases in co-pays, co-insurance, or out-of-pocket maximums, no reduction in any benefits and maintenance of the annual covered preventive dental visit through ColumbiaDoctors Dentistry, with a 25% discount on additional services. Columbia Health was able to negotiate the addition of facial feminization to the enhanced gender confirmation services as well as enhanced coverage for partial hospitalization for mental health and substance use. All this was achieved with a minimal rate increase (7.6%), much less than the 12-20% industry average.

Patient Portal integration unifies the health insurance enrollment experience.

In order to simplify the health insurance open enrollment experience and aid students in completing this annual transaction, the Student Health Insurance team and Columbia Health IT partnered with CUIT to transition insurance enrollment out of SSOL and into the Patient Portal. This work builds upon the addition of a waiver request submission and dependent enrollment module implemented in the previous year: the Patient Portal is now a one-stop shop for all insurance-related transactions.
Facilitating access to care

Students

Recognizing that many students are not used to independently taking charge of their own health and well-being, or are unfamiliar with navigating healthcare in the U.S., Columbia Health conducted outreach using various platforms and offered resource navigation to help students get the care they need.

Columbia Health’s social media channels regularly featured ‘how to’ and explainer posts about various services that might be pertinent during that time of year. Dr. Bernitz also sent welcome emails at the start of each term as well as winter health and spring recess emails to all students, highlighting available resources and ways to get in touch.

Through health education visits, email, and phone support, Alice! Health Promotion directed hundreds of students to the correct resources at Columbia, whether on-campus or off. This resource navigation is a crucial lifeline, particularly for part-time students and students who are not on the Columbia University Student Health Insurance Plan. These students experience an added layer of complexity in finding providers they can access: Alice! Health Promotion’s guidance helped them get the care they need with minimal financial exposure.

Health insurance is one area whose complexity bedevils even the brightest minds. The Student Health Insurance Office developed numerous avenues to provide insurance usage education for students so they can take advantage of all the benefits under the Plan and reduce their healthcare costs as much as possible.

Ahead of Fall 2022, the Student Health Insurance team also developed Insurance 101: A Workshop on Student Health Insurance, a 20-minute workshop geared toward helping students better understand the Columbia University Student Health Insurance Plan and how to make the most of it. In partnership with Communications, the team also developed the Insurance Quick Guide Card, a business card-sized cheat sheet that contains primary care information and phone numbers for support. These cards, along with the So You Have the Columbia Plan… What’s Next? brochures were distributed to campus partners to help them get into the hands of students.

On a monthly basis students enrolled in the Plan received a So You Have the Columbia Plan… email featuring essential next steps and tips for correct usage such as when to receive referrals, how to find in-network providers, and how to avail of covered at-home COVID-19 rapid tests. These emails averaged open rates of 80%, speaking to the demand and interest among students for digestible insurance information.
Campus Partners

Columbia Health understands the unparalleled insight and influence that school administrators have on student life. Part of facilitating care for students means giving administrators tools, programs, and information so they can be effective advocates for student health and well-being.

That is why outreach directors from each Columbia Health Unit were in constant communication with student life and student affairs offices from each school to offer tailored programs for their students. These same partners and their communications teams also received monthly bulletins (digital marketing toolkits included) about timely services and events they can embed into their communications.

Staff at each Unit also consulted with faculty and staff, providing guidance and connection to resources should they need to guide students experiencing emotional distress, ongoing medical concerns, or accessibility challenges.

Guiding fellow administrators to effectively support students.

Counseling and Psychological Services delivered 1,962 consultations with faculty, administrators, parents, and other members of the community concerned about a student.

Because these campus partners are often on the frontline to answer student questions, even around insurance, the Student Health Insurance team developed workshops for school administrators to better help them understand the Columbia University Student Health Insurance Plan, how it is used in conjunction with the services provided by Columbia Health, and best practices for providing guidance for students. The Insurance team also partnered with administrators to streamline medical leaves of absence and referrals.

Taking lessons learned from common challenges reported by students and individual interviews with students, the Immunization Compliance and the Communications Teams overhauled the Immunization Compliance page on our website to ease and expedite compliant documentation submission ahead of Fall 2022. The optimized website experience improved navigation and increased transparency by condensing key information, highlighting action items, publishing key dates, and elevating resources developed to aid students in completing the requirements such as walkthrough videos and step-by-step instructions.

One area of heightened collaboration between Columbia Health and school administrators is around immunization compliance. With the addition of the COVID-19 vaccine and flu vaccine mandate for the 2021-2022 academic year, the Immunization Compliance team rolled out new tools and processes to better coordinate with schools and ensure a smooth registration process for all students. The team launched registration date-based priority processing, direct look up access for school partners, and other operational updates to help manage the increased volume and ensure students were cleared to register while also supporting the broader University public health goals.

Ahead of the next academic year, the Immunization Compliance team also developed the Pre-Matriculation/Registration Immunization form. The form, which must be completed by the students’ medical provider, is designed to ensure submissions are verified by a provider, simplifying the process for the students, reducing errors, and the need for additional submissions.
Empowering students to be agents of their own well-being

Columbia Health sees students as partners and change agents in their own well-being, while supporting the well-being of their peers.

One of our best opportunities to establish how the University prioritizes student health and well-being is when students first arrive on campus. Columbia Health participated in all Morningside and Manhattanville schools’ new student orientation programs: through in-person or virtual presentations, campus resource fairs, or through the provision of digital resources. This included a welcome video from Dr. Melanie Bernitz for students whose new student orientation program occurred asynchronously.

Alice! Health Promotion completed hybrid implementation of the Responsible. Optimal. Authentic. Resilient (R.O.A.R.) at Columbia program. This discussion with incoming first year students, led by trained student facilitators, covered topics such as well-being, flourishing, stress management, substance use, and strategies for how students can intentionally engage in the Columbia community. In 2021, facilitators were trained virtually, and the discussion was implemented with first year students in-person.

Alice! Health Promotion staff also completed training on wellness coaching, a new, positive approach to personal development that centers individual strengths, values, and motivations to support behavior change through a collaborative partnership between the student and a Well-being Advocate. The success of the pilot program resulted in formal recruitment of additional student Well-being Advocates and preparation for a full roll-out of the program for Fall 2022.

In addition, BASICS—Brief Alcohol Screening and Intervention for College Students—a program designed to assist students in examining their drinking and other drug-use behavior in a judgment-free environment—was one of the most well-received health education programs in this academic year.

- 87% of participants agreed that they increased their knowledge about the effects of alcohol
- 77% of participants agreed that they had a better understanding of their relationship with alcohol
- 100% of participants agreed that they felt that BASICS was non-judgmental and confidential, that they were comfortable with their provider
- 90% of participants rated their overall experience as good or excellent
Hundreds of training, education, and prevention activities on gender and power-based violence reached the Columbia community in the 2021-2022 academic year.

Sexual Violence Response reached **13,945** students through these events. Beyond the mandatory SVR 101 sessions hosted during new student orientation, Sexual Violence Response hosted numerous events and engagement activities in line with Relationship Violence Awareness Month (October) and Sexual Assault Awareness Month (April). Under the campaign "Hope, Heal, Inspire", Sexual Violence Response remembered, honored, and celebrated survivors, advocates, and activists, affirming that sexual and relationship violence has no place in the Columbia University community.

Alice! Health Promotion, Counseling and Psychological Services, and Sexual Violence Response also worked with individual schools and programs to develop custom workshops and trainings designed to better meet the needs of their student population.

For a select list of these collaborations, please see the Appendix.
Building student leader capacity for well-being ambassadorship

Columbia Health conducted trainings for all students, especially student leaders who are well placed to identify peers in distress and refer them to the appropriate campus resources.

Together, Alice! Health Promotion and Sexual Violence Response trained 100% of undergraduate residence hall advisors (known as RAs) and Orientation Leaders on well-being, stress management, and substance use ahead of the academic year.

Alice! Health Promotion partnered with University Life to implement Wellness Days Student Leader Training. This training focuses on well-being and flourishing so student leaders could more intentionally engage in their leadership role and support their peers through Wellness Days events hosted by University Life.

Sexual Violence Response engaged, trained, and supervised students committed to preventing sexual and intimate partner violence as volunteer peer advocates and peer educators. In addition, volunteers participated in a 40-hour New York State Department of Health certification training to prepare them to educate, emotionally support, and advocate for their peers.

This year, the first cohort of the Columbia Health Peer Ambassador Network, a group of students intended to serve as liaisons to their respective schools and be partners with Columbia Health in addressing priority issues impacting Columbia students, completed the peer ambassador training. In this training, students learned about Columbia Health resources, how they can plan effective programs, how they can support their peers, and how they can engage in advocacy around health topics.

Evaluating, assessing, and learning to optimize offerings and operations

Columbia Health conducted continuous evaluations across all services as part of our commitment to quality management. Medical Services and Counseling and Psychological Services offered point-of-care surveys after patient interactions to assess service quality and patient satisfaction and allow implementation of real-time improvements.

84% were satisfied with the courtesy, sensitivity, and respect for privacy during their telehealth visit with Medical Services

89% of students say Counseling and Psychological Services therapy groups helped them make progress toward their personal goals

Our organization also conducted internal and external benchmarking studies to compare our operations to college health peer institutions, reinforce areas of existing best practice, identify gaps and source solutions, and deepen our understanding of best practices in the field.

A signature benchmark study is the American College Health Association’s National College Health Assessment, conducted every two years on the Morningside, Manhattanville, CUIMC, and select affiliate campuses. In the Spring of 2022, Columbia Health presented the aggregated 2021 data for the Morningside and Manhattanville campuses and shared pertinent findings with campus partners to inform development, implementation, and evaluation of programs and services.

Columbia Health also conducted research to inform process improvement. Alice! Health Promotion began tracking student email/phone interactions that resulted in a referral to services within Alice!, Columbia Health, and other campus partners to gain a better understanding of when students do and do not follow through on referrals. Similarly, the Behavioral Health team tracked utilization, referral quality, and follow-up to further refine protocols and uncover areas where further training was needed. This evaluation provided insight into how Columbia Health can enhance access to care.
In addition, each Medical Services care team conducted annual quality assurance and improvement studies to deliberately observe an identified area of interest and collect data for action planning. Areas studied in 2021-2022 include vaginitis diagnosis, patient/clinician relationship quality, food insecurity screening and referral process, and the feasibility of urinary tract infection screening via telehealth.

Columbia Health is committed to leveraging its experience and expertise to advance the field of college health more broadly. The organization proved a notable presence at the 2022 American College Health Association’s (ACHA) Annual Meeting, both in leadership roles and through sharing innovation in the field.

Columbia Health maintains a number of active Institutional Review Board protocols in any given academic year. Among the 16 active protocols were studies on students’ experiences with alcohol, stigma around substance use among pre-health students, well-being and the first year undergraduate experience, mask use in higher education, and more.

Contributing to diversity, equity, inclusion, and belonging at Columbia Health

Columbia Health is committed to cultivating an environment without bias or oppression and living the principles of equity, justice, and inclusion in the work we do. As such, work continues through our Health Equity and Racial Justice Change Teams (HERJCT) charged with examining the way we work, how we provide care to our students, how we interact with each other, and how we leverage this within the broader university.

Our team also supports efforts across the University to advance diversity, equity, inclusion, and belonging. Members of our staff have participated in the Inclusion and Belonging Taskforce, Committee to Address Bias, and the virtual staff experience sessions organized by University Life.
Investing in and Strengthening our Organization to Better Support the Community

The work of achieving Columbia Health’s mission required critical investments in the resources that make our organization possible: our staff and facilities in particular. The 2021-2022 academic year saw tremendous inroads in establishing our footing as a standalone division at Columbia University, with additional positions added to support and administer the diverse work.

Columbia Health makes a great effort to trend staffing with enrollment and utilization on an annual basis, ensuring any additional headcount is reflective of the diversity of the student community, necessary, and accommodating of need projections, while being sustainable.

Columbia Health Staff Composition

<table>
<thead>
<tr>
<th>Employees:</th>
<th>188</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Years of Service:</td>
<td>1,261</td>
</tr>
<tr>
<td>Average Years of Service:</td>
<td>7.5 Yrs</td>
</tr>
</tbody>
</table>

Breakdown of Ethnicity:

- Asian: 11.8%
- Black/or African American: 22.5%
- Hispanic: 14.8%
- White: 36.7%
- Undisclosed: 14.2%

Digital tools to enhance the hybrid working experience.

Columbia Health IT, in partnership with CUIMC IT and CUIT, modernized the technological infrastructure of the organization with the introduction of a cloud-based communication program—RingCentral—that integrates with existing on-call functions to ensure seamless after-hours support availability.

These programs build on existing tools that support sustainability, increase security, and facilitate remote work, ensuring students are supported 24/7 and providers have multiple ways to provide services: tools such as SecurePrint, Citrix and Office 365, among others.
The organization also invested in **growing skills, supporting retention**, and strengthening team members’ sense of connection with the work, each other, and the Columbia community at large. Additional trainings for staff included the Crime Victims Treatment Center training for Sexual Violence Response staff, a combined BASICS and “About Alice! Health Promotion” training, Transgender and Gender-Expansive Care Training, and ongoing continuing medical education seminars. Team members were provided with multiple opportunities for professional development.

To mitigate the challenges posed by non-collocation of Units, Columbia Health implemented a robust internal communications effort centered on **breaking down information silos and fostering connection**. The monthly Columbia Health Check-In newsletter updated all staff on upcoming programs and recent initiatives across the organization. Leadership also sent updates in response to significant events and issues such as reproductive rights and sustainability. Monthly affinity spaces were hosted as part of the ongoing health equity and racial justice work. Administration also piloted a “Colleague Connection” program wherein team members were matched with staff from another Unit in order to build connections and learn about other Units and their work.

Columbia Health is proud to be fastidious stewards of resources: continually seeking opportunities to add services without increasing student fees and **consolidating, streamlining, and optimizing processes to realize cost savings and operational efficiencies**. The addition of administrative functions was a foundational step in this effort to provide centralized operational support across the organization.

| In an average year, Disability Services employs over 1,000 students to provide notetaking services for more than 1,000 courses for students requiring this accommodation. To shorten the lengthy processing period and expedite student compensation, Columbia Health Finance shifted the student employee hiring paperwork process from email to Qualtrics. This simple shift saved 3-4 hours in processing time per student and allowed Columbia Health to shorten payout distribution from 90 to fewer than 30 days.

**Towards a campus hub for health and well-being**

Having a singular, physical location for all of Columbia Health will actualize an integrated experience of health and well-being support. Columbia Health is building on conversations with University leadership and other campus partners to bring this vision to a reality. At the end of 2021, a Phase 2 space planning study was underway with Capital Project Management to work towards a unified, integrated, purpose-built University health center.
Columbia Health is building on the foundation of big thinking and nimble responsiveness honed in the past several years to continue to innovate and improve our organization to support health and well-being at the University.

For the 2022-23 academic year, Columbia Health re-envisioned its organizational priorities according to the five fundamental strategic pillars of our work. These updated priorities will guide the immediate future of Columbia Health, even as we move toward the longer-term strategic objectives crucial to realizing our vision of integrated, accessible, quality services and community programs to cultivate best possible and enduring outcomes while living, working, and learning at Columbia University.
Our full Strategic Plan outlines a number of objectives that will serve as organization-wide priorities for the coming year. Below are highlights of some key initiatives from the Plan.

Columbia Health is institutionalizing its commitment to becoming an anti-racist, anti-oppressive organization by introducing a sixth pillar to our Strategic Plan: Diversity, Equity, Inclusion, and Belonging (DEIB). A foundational step in this effort is the founding and recruitment of members from across the organization for the Diversity, Equity, Inclusion, and Belonging Committee, tasked with coordinating and advising the organization’s multiple DEIB efforts.

Under the Access to, and Delivery of, Care and Services pillar, Columbia Health will identify natural and low-resource options for integrated service offerings that will drive deeper collaboration across the organization and create an integrated health care experience for students.

Columbia Health will focus work under the Resources to Sustain Growth and Development pillar around developing an organization-wide strategy to address recruitment, career growth, and retention, to make Columbia Health an ‘employer of choice,’ while advancing toward an integrated, state-of-the-art Columbia Health building and satellite spaces that facilitate access, quality, growth, and expansion of services.

A core project of the Data and Research pillar will have Columbia Health partner with University stakeholders to develop a singular, campus-wide well-being survey to replace multiple other surveys currently in use, to more effectively capitalize on limited student attention and build a shared and evolving knowledge base of student needs and priorities.

In the area of Student and Community Partnerships, Columbia Health looks forward to partnering across campus to integrate the Columbia definition of well-being into all aspects of life at the University.

Well-being: At Columbia, well-being is an active and continuous practice, informed by ability, capacity, and environment. Well-being engages internal efficacy, promotes inclusivity and cultural humility, fosters a sense of belonging, and creates individual and organizational value. In all areas of the university, well-being is a priority that supports the advancement of knowledge and learning to the highest level and exists in a global context.

Lastly, Columbia Health will analyze the range of lived experiences of students regarding their health and well-being, especially the barriers to accessing care. These efforts under the Strategic Communications pillar will aid in design of a health equity-minded communications and outreach strategy to the campus community.

Our organization is committed to advancing the well-being of the University community.

We look forward to partnering with students and our colleagues across campus to ensure that Columbia University is a place where everyone—students, faculty, and staff—is happy, healthy, and well while they pursue their goals.
Appendix

Select Committee and Group Memberships

- Advocating for Marginalized Students—Wellness Deans and CPS Social Workers Work Group
- American College Health Association 2022 Annual Meeting Program Planning Committee
- American College Health Association Board of Directors
- American College Health Association Campus COVID-19 Vaccination and Mitigation Initiative
- American College Health Association Committee to Advance Health Promotion Resources
- American College Health Association Higher Education COVID-19 Community of Practice Steering Committee
- American College Health Association Racial Marginalization and Health Inequities Task Force
- American College Health Foundation Board of Directors
- Biennial Review Committee
- Columbia Health Equity and Racial Justice Change Teams (HERJCT)
- Columbia University Irving Medical Center (CUIMC) Student at Risk Committee
- Columbia University Presidential Advisory COVID-19 Task Force
- Columbia University Student Health Insurance Advisory Committee
- Emergency Management Operations Team (EMOT)
- Executive ADA Committees - Morningside and CUIMC Campuses
- Healthier Columbia Network
- Integrating Spiritual and Mental Health Resources on Campus
- Manhattan Sexual Assault Task Force
- New York State Victims Assistance Programs
- Office of Multicultural Affairs First Generation Resource Team
- Office of Multicultural Affairs International Resource Team
- Office of Multicultural Affairs Queer and Trans Resource Team
- Office of Multicultural Affairs Students of Color Leadership Team
- Office of University Life Bias Training Working Group
- Office of University Life Community Citizenship Initiative Working Group
- Office of University Life Student Mental Health and Wellness Working Group
- Office of University Life Students of Concern
- Office of University Life Task Force for Inclusion and Belonging
- Office of University Life Virtual Student Experience Team
- Presidential Advisory Committee on Sexual Assault
- Prosecution & Community Advocates Collaborative Working Group
- Sexual Assault Task Force College Campus Subcommittee
- Title IX Advisory Group
- University Commencement Core Team
- University Compliance Committee
- Upper Manhattan Domestic Violence Collaborative
- Veteran’s Affairs Working Group
<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing and Piloting a Transgender and Gender Expansive-Affirmative Training for a University Health and Mental Health Services Staff</td>
<td>Administration, Medical Services, Counseling and Psychological Services</td>
</tr>
<tr>
<td>Dissemination and Implementation of Opioid Education and Naloxone Training on College Campuses</td>
<td>Administration</td>
</tr>
<tr>
<td>Effectiveness of the meningococcal B (MenZB) vaccine in preventing gonorrhoea</td>
<td>Administration, Alice! Health Promotion Medical Services</td>
</tr>
<tr>
<td>Evaluating Columbia University’s COVID-19 Test and Trace Program</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>Investigating the Dissemination and Implementation of Opioid Education and Naloxone Training on College Campuses</td>
<td>Administration</td>
</tr>
<tr>
<td>Investigating the Prevalence of Stigma Surrounding Substance Use Among Pre-health and Health Students</td>
<td>Administration</td>
</tr>
<tr>
<td>JED Help Seeking Behavior Social Marketing Campaign Evaluation</td>
<td>Administration</td>
</tr>
<tr>
<td>Longitudinal Infectious Outcomes among Network of Students (LIONS): COVID-19 Screening of Students</td>
<td>Administration</td>
</tr>
<tr>
<td>Medical Services Patient Satisfaction Survey</td>
<td>Administration, Medical Services</td>
</tr>
<tr>
<td>Observing Mask Use at Institutions of Higher Education</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>ROAR @ Columbia</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>Spatial and Temporal Analysis of Student Alcohol Experiences</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>Stimulant Social Norms Marketing Campaign Evaluation</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>The National College Health Assessment: Examining the health status of Columbia University students on the Morningside and Medical Center campuses</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
<tr>
<td>Traces - Tracking the COVID-19 Epidemic through Sewage</td>
<td>Administration</td>
</tr>
<tr>
<td>Well-Being and the First Year Experience Long Term Study (Spring 2020)</td>
<td>Administration, Alice! Health Promotion</td>
</tr>
</tbody>
</table>
Health and Well-being Programs

Alice! Health Promotion
- Alcohol & Networking
- Responsible Community @ Columbia (Alcohol)
- Friend2Friend
- Healthy vs. Unhealthy Relationships
- Reducing and Managing Stress
- The Quest for Quality Sleep: Sleep 101
- Time Management
- Undergraduate Student Training for Programming with Alcohol

Counseling and Psychological Services
- Academic Success Program Summer Bridge Support Space
- Building Resiliency for the Success Workshop series
- Campus Resources for Incoming Students
- Empowering Women of Color Workshop
- Faculty Retreat (School of Journalism)
- Getting Things Done Training (for Staff)
- Guided Meditation for Loving Kindness
- Guided Meditation for Wellness Days
- Impostor Syndrome Workshop
- International Students Workshop
- Introduction to CPS and Supporting Students in Distress (for Staff)
- Managing Your Anxiety and Creating Connections
Meditation Workshop

Mental Health Workshop Series

Summer Job Stress, Exam Anxiety, After Law School

Microaggression Workshops

Navigating Difficult Conversations

Parents and Families: Letting Go

Parents and Families: Supporting Your Students

Procrastination Workshop

Resident Advisor Training (for undergraduate residence halls)

Reflection Spaces after Student Loss of Life

Self-care during Difficult Times

Self-Compassion Workshops

Support for Ukrainian Students

Support for AAPI Students

Supporting Students in Distress Workshop for the Center for Teaching and Learning

Strategies for Managing Stress, Adjusting to Transitions, Coping During a Quarantine Period, and Building Resiliency

Stress Management Workshop (for Staff)

Stress, Burnout Culture, Mental Health Workshop (for Staff)

Time Management Workshop

Wellness/Mental Health Workshop

Veterans’ Forum on Afghanistan

Vicarious Trauma Workshop

Sexual Violence Response

About SVR

Accepting Rejection

All Day Everyday Consent

Creating a Community of Care: Recognizing and Responding to Stalking

Creating a Compassionate and Accountable Organization

Identifying and Intervening in Harm

LGBTQIA+ and Impacts of Violence

Loving Me Means This

Men’s Engagement

Minding Your Trauma

Our Masculinity and Values

Peace and Presence

Power of Bystanders

RelationShorts

Responding to Disclosures

Step Up! for Thriving Relationships

Talking Circles

Thriving Relationships and Consent

Understanding Power, Honoring Boundaries, and Owning Impact

What is Intimate Partner Violence

Student Health Insurance Office

Refresher Session for Administrators on Student Health Insurance

Insurance After Graduation