IMPERIAL VALLEY COLLEGE
SERVICE AREA PROGRAM REVIEW

DATE:	1/31/2014

DEPARTMENT/PROGRAM:	Student Health Center	
PREPARED BY:	Sergio Lopez, Emily Bill, Saria Cardoza, Lupita Castro, Aida Valdez Name	Signature
AREA DEAN/DIRECTOR:	Sergio Lopez Name	Signature
AREA VICE PRESIDENT:	Todd Finnell Name	Signature

IMPERIAL VALLEY COLLEGE
MISSION STATEMENT

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Institutional Goals

Educational Master Plan 2012-15

Approved by Board of Trustees May 16, 2012

Goal One (Institutional Mission and Effectiveness): The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj.	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Goal Two (Student Learning Programs and Services): The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj.	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, annual Program Review, and Comprehensive Program Review every three years.
2.5	Ensure that the Library meets as closely as possible the "Standards of Practice for California Community College Library Faculty and Programs" of the Academic Senate for California Community Colleges.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Goal Three (Resources): The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and the campus learning environment.

Obj.	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

Goal Four (Leadership and Governance): The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Obj.	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.

IMPERIAL VALLEY COLLEGE
SERVICE AREA PROGRAM REVIEW

I. **PROGRAM/DEPARTMENT DISCRIPTION** (include Vision; Mission; Services-Functions; Funding Sources Statement)

The Student Health Services program promotes the position that wellness is essential to academic success. The health providers strive to promote services and health education programming designed to prevent and resolve health problems. The Mental Health Counseling Services program offers short-term, individual, couples, family, and group therapy to currently enrolled students at no additional cost. Services are provided by licensed clinicians and interns in a confidential, supportive, and culturally sensitive environment. The Student Health Services are funding solely by the Student Health Fee.

II. **SERVICE AREA OUTCOMES** (use the attached form to identify outcomes, methods, assessment process, results, decisions & recommendations)

In the Fall of 2012, two service area outcomes were identified for the Student Health Program. The first outcome was to decrease time clinician spends generating paper treatment notes by evaluating and implementing an Electronic Health Record (EHR) system. This was accomplished by researching and evaluating commercial EHR systems. We completed the purchase of the EHR contract after researching options. This outcome was completed by the Spring of 2013.

Our second outcome was to increase Student Health Services visits by hiring a supportive and welcoming Registered Nurse upon contract renewal. We collaborated with contracted hospitals towards the end of the Spring 2012 school year, and a contract was in place by the beginning of the Fall 2012 term. The full-time placement of the nurse was completed early in the school year, and the number of visits to the Student Health Center increased significantly during the 2012-2013, due in part to the placement of Aida Valdez.

III. **DATA** (use data pertinent to your program/department; include qualitative and quantitative data; survey-evaluation results; and other relevant data to assess program/department effectiveness)

The EHR system was purchased in the Spring of 2013, but the customization process was not completed until the beginning of the Fall 2013 term. Each individual form used in the mental health counseling services program had to be built item by item. The goal was to have all forms recreated as electronic versions, and this was partially accomplished by the end of the 2012-2013 academic year. Only 1 form out of the 7 needed was created in the system by June 30, 2013.

Upon the hiring of the student health nurse, the Student Health Center experienced an approximate 60% increase (from 2394 transactions to 3792, see attachments 1-6) from the previous year.

IV.   **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department; provide thorough interpretation of data; use the attached form to list previous objectives/goals and associated Institutional Goals; state if met, partially met, or not met for each one; give detail on any improvements/effectiveness and detail on status on those not fully met.)

Due to the lack of space for growth in the Student Health Center, it was important to transfer to an EHR system because the counseling program has amassed several hundred files and other documents that require storage for a miminum of 7 years once the file is closed. There is no space for extra storage for files. Additionally, because physical files must be stored in the counseling program office under 2 locks, workspace flexibility is inhibited when more than 1 provider treats clients in the program. Transferring to an EHR system allows for flexibility, as the system storage on a "cloud" based server and can be accessed from any computer with internet access.

The large increase in students visiting the student health nurse is likely a result of the person who was hired for the full-time position. Aida is a compassionate, approachable, and effective health provider.

V.   **FINDINGS & FUTURE DIRECTION** (summarize findings and indicate how the findings have shaped decision making; address areas of concern; provide recommendations for future goals of your program/department; use the attached form to identify goals for the next year; align future program goals to one or more institutional goals, and address applicable needs by listing budget enhancement requests associated with program goals, and select applicable resource plan, i.e. facilities, staffing, technology, professional development, marketing.)

A focused effort has been made to transfer all record keeping in the mental health counseling program to an electronic system. The process took longer than expected due to the large number of students seeking services from the single mental health provider. Now that two clinicians are available to address the demands of the program, the EHR implementation process can be expedited. Unfortunately, the EHR program chosen for this process has not met the expectations of the providers, due to several system glitches that have not been remedied by the company. As such, a new EHR system may be chosen in the next few months.

The influx of students seeking physical health services at the Student Health Center has made it difficult to provide confidential services to our students. The Student Health Center was never intended to occupy room 2109 for almost a decade. The amount of students who access the SHC on a daily basis can not be contained safely or privately within the current space. The overflow of students disrupts the DSPS program. Since school performance is positively correlated with physical and mental wellness, the program must have adequate space to accommodate regular visits, mental health crises, and physical health emergencies without compromising patient safety or privacy rights. This is an issue that must be taken seriously by the college's planning and facilitites management groups.

VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (Use the attached "Process Improvement Opportunities" form to identify three processes for improvement in terms of: 1) Work efficiency, 2) Cost reductions, and 3) Contributions to student enrollment and/or success. Identify one or more institutional goals supported by each process. Assess progress in attainment of process improvements identified in previous Program Review.)

Click here to enter text.

SERVICE AREA PROGRAM REVIEW
PROCESS IMPROVEMENT OPPORTUNITIES

PURPOSE: For all IVC programs to engage in continuous process improvements, efficiency evaluation, and implementation of steps to facilitate increased student enrollments and student success.

GOALS: Each process within the departments will be reviewed in terms of: 1) Work efficiency, 2) Potential cost reductions, and 3) Potential contributions for increasing enrollment and/or student success.

DEPARTMENT: Student Health Center
Opportunities for:
PROCESS #1: Continue working with EHR system to streamline clinical note taking and records storage
Work efficiencies: Less time spent handwriting notes and managing physical storage of records.
Cost reductions: Reduction in use of physical file supplies, paper, and copy expenses.
Contributions to student enrollment &/or success: Increase provider availability and flexibility to see students.
Supports Institutional Goal and Objectives:3.2, 3.5
PROCESS #2: Move Student Health Center
Work efficiencies: Reduce disruptions to other programs, providers will have more privacy and workspace to complete work.
Cost reductions: Serving students with physical and mental health issues in a timely manner reduces absenteeism and student attrition rates
Contributions to student enrollment &/or success: Increased student access to campus health services allows students to attend to their physical and mental health needs, so that they may better focus on their academic goals.
Supports Institutional Goal and Objectives: 2.3, 2.5
PROCESS #3:
Work efficiencies: Click here to enter text.
Cost reductions: Click here to enter text.
Contributions to student enrollment &/or success: Click here to enter text.
Supports Institutional Goal and Objectives: Click here to enter text.

PROGRAM GOALS

A. PAST – EVALUATION OF PREVIOUS CYCLE OBJECTIVES/PROGRAM GOALS (SET IN PREVIOUS YEAR)

List your previous objectives/goals and associated Institutional Goals. All program goals must address at least one of the institutional goals.

PAST PROGRAM GOALS	INSTITUTIONAL GOAL(S)
(Describe past program goals.)	(Check all that apply.)

	PAST PROGRAM GOAL #1	INSTITUTIONAL GOAL(S)
1	**Identify Program Goal from Last Program Review:** Move Student Health Center ☐ Met ☐ Partially Met ☒ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** The remodeling plans for the proposed Student Health Center (to be located in the 1500 building) were created Fall of 2013. The administration decided to shift the monies alloted for the planned renovation and move to purchase equipment and furniture for the new career/tech building. There has been a 75% increase in physical health service visits alone since the Fall of 2011, and the current space cannot safely, effectively, and privately accommodate the needs of the students. Students seeking both mental and physical health services are not able to receive services in a confidential environment, which is a violation of the law, ethical principles, and professional practices.	☐ 1 ☒ 2 ☒ 3 ☐ 4

2	PAST PROGRAM GOAL #2	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Increase mental health providers' availability to treat students by transferring physical mental health records to eletronic health records (EHR).	☐ 1 ☐ 2 ☒ 3 ☐ 4
	☐ Met ☒ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met: The system chosen to manage and store EHR's in the SHC has not met the program's needs. There are several glitches in the system that reduce functionality. The program is researching other programs to use and is also working with the current provider to investigate whether or not the issues can be fixed.	

3	PAST PROGRAM GOAL #3	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Implement Student Health 101	☐ 1 ☒ 2 ☒ 3 ☐ 4
	☒ Met ☐ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met: Student Health 101 was implemented in the Spring of 2013. The program will continue to promote the service and encourage faculty to recommend the programming to students.	

Comments:

FUTURE – LIST OF "SMART" (SPECIFIC **M**EASURABLE **A**TTAINABLE **R**ELEVANT **T**IME-LIMITED**) PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR TO ADDRESS PROGRAM IMPROVEMENT, GROWTH, OR UNMET NEEDS/GOALS. ALL PROGRAM GOALS MUST ADDRESS AT LEAST ONE OF THE INSTITUTIONAL GOALS.**

FUTURE PROGRAM GOALS	INSTITUTIONAL GOAL(S)
(Describe future program goals. List in order of budget priority.)	(Check all that apply.)

FUTURE PROGRAM GOAL #1	INSTITUTIONAL GOAL(S)
1 Budget Priority #1	☐ 1 ☒ 2 ☒ 3 ☐ 4

Identify Goal: Provide student health services in an effective, safe, and confidential environment.

Objective: Move the Student Health Center to a larger, dedicated, private space to accommodate providers and increase in students accessing the center.

Task(s): Present data and concerns to President's Executive Council regarding the urgent need to move the Student Health Center to a larger and functional space. Identify funding sources for move. Initiate requests for bid to complete remodelling. Renovate 1500 to accommodate SHC. Move SHC to new location.

Timeline: Student Health Center moved to new facility by Fall of 2014.

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)	BUDGET REQUEST
☒ One-Time ☐ Recurring	☒ Categorical Specify: Student Health Center ☒ General Fund	☒ Facilities ☐ Marketing ☒ Planning & Budget ☐ Professional Development ☐ Staffing	☒ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☒ Student Services ☒ Technology	$200,000

2	FUTURE PROGRAM GOAL #2	INSTITUTIONAL GOAL(S)
	Budget Priority #2	☐ 1 ☒ 2 ☐ 3 ☐ 4

Identify Goal: Increase mental health counseling appointments available to students.

Objective: Hire/retain part-time clinical mental health counseling faculty member(s).

Task(s): Determine number of hours from part-time faculty beyond current full-time clinician's weekly load. Retain/hire part-time clinican mental health counselor (s) to meet need.

Timeline: Fall 2014

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)		BUDGET REQUEST
☐ One-Time ☒ Recurring	☒ Categorical Specify: Student Health Fee ☐ General Fund	☐ Facilities ☐ Marketing ☒ Planning & Budget ☐ Professional Development ☒ Staffing	☐ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☒ Student Services ☐ Technology	$45,000

3	FUTURE PROGRAM GOAL #3	INSTITUTIONAL GOAL(S)
	Budget Priority #3	☐ 1 ☐ 2 ☒ 3 ☐ 4

Identify Goal: Transfer paper mental health counseling records to electronic health records.

Objective: Continue using current EHR system or implement new system to complete process.

Task(s): Allow current provider opportunity to fix glitches in system that limit functionality. Research alternative systems and purchase if current provider cannot complete promised fix.

Timeline: August 1, 2014

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)	BUDGET REQUEST
☐ One-Time ☒ Recurring	☒ Categorical Specify: Student Health Center ☐ General Fund	☐ Facilities ☐ Marketing ☒ Planning & Budget ☐ Professional Development ☐ Staffing	☒ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☒ Student Services ☒ Technology	$1500

TOTAL BUDGET REQUEST	$246,500

1. How will your enhanced budget request improve student success?

Moving the SHC to new facillitites will increase student access and usage by providing a safe, private, and effective space in which to received services. Student who are mentally and physically well perform better academically. Retaining and/or hiring an additional mental health provider will reduce wait times for mental health services and will allow providers to perform activities within the campus community aside from the clinical work. Fully implementing a functional EHR system will allow for provider flexibility in regards to where clincians complete clinical notes, and it will reduce physical space required for records storage. The clincians' notes will be more automated and with the workspace flexibility the providers can ultimately treat more students.

INSTITUTIONAL STUDENT LEARNING OUTCOMES (ISLOs)

ISLO 1	COMMUNICATION SKILLS
ISLO 2	CRITICAL THINKING SKILLS
ISLO 3	PERSONAL RESPONSIBILITY
ISLO 4	INFORMATION LITERACY
ISLO 5	GLOBAL AWARENESS

SERVICE AREA LEARNING OUTCOMES (SAOs)

SERVICE AREA OUTCOMES	ISLO(S)
(Describe learning outcomes.)	[Link SAO to appropriate ISLO(s).]

	SERVICE AREA OUTCOME #1	ISLO(S)
SAO 1	**Identify Outcome:** Decrease the amount of physical client documents stored in Mental Health Counseling program **Measurable Outcome Summary:** Determine number of forms converted to Electronic Health Records (EHR) and assess whether or not forms can continue to be stored electronically without compromising client confidentiality or ethical/legal obligations. ☐ Met ☒ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** In progress. Experiencing problems with system not delivering fucntionality promised. Rsesearching new	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5

systems to use.

SAO 2	SERVICE AREA OUTCOME #2	ISLO(S)
	Identify Outcome: Increase visits to Student Health 101 website by promoting service on campus.	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary: Compare student visits from Spring 2013 with Fall 2013/Spring 2014 visits. Service was implemented in Spring of 2013 but was not promoted to students.	
	☐ Met ☒ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met: Will start sending monthly email blasts promoting service and will advertise the system during Student Health Fair.	

SAO 3	SERVICE AREA OUTCOME #3	ISLO(S)
	Identify Outcome:	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met:	

Student Health Center Activity Log 2011-2012

2011 - 2012	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Student visits illness	47	83	101	192	34	79	153	169	76	63	67	1064
Non-student, Employee visit	0	0	0	3	1	0	3	10	1	5	3	26
Physical Exam	21	20	3	35	4	40	6	14	0	4	22	169
Info Booth	0	0	0	0	0	0	0	0	0	0	0	0
Health Fair	0	0	0	0	0	0	0	0	0	0	0	0
Breastfeeding Room	0	0	0	0	0	13	13	8	0	0	0	34
Flu	24	252	13	37	86	15	33	19	0	0	0	479
Tdap	1	7	1	14	3	26	0	16	0	8	14	90
PPD	87	48	13	36	9	17	24	31	5	6	19	295
MMR	0	0	0	0	2	0	0	0	0	0	0	2
Referrals to PMHD service	0	0	2	2	0	0	3	0	3	3	1	14
Referrals to Private MD service	0	0	3	7	0	2	6	0	11	9	3	41
Ambulance	1	0	0	1	0	2	0	0	0	0	0	4
Wellness Screening	0	0	0	0	0	0	150	0	0	0	0	150
Campus Accident	1	1	4	4	0	1	4	3	3	3	0	24
Delivered/resupply first aid kits	0	0	0	0	0	0	2	0	0	0	0	2
Total	**182**	**411**	**140**	**331**	**139**	**195**	**397**	**270**	**99**	**101**	**129**	**2394**

Total: 2394 Students

Attachment 2

Student Health Center Activity 2011-2012

First Aid Kit 0%

Student Visits 45%

Campus Accident 1%

Wellness Screen 6%

Ambulance 0%

MMR 0%

Referrals MD Serv 2%

PPD 12%

Tdap 4%

Flu 20%

Breastfeeding Rm 2%

Physical Exams 7%

Staff Visits 1%
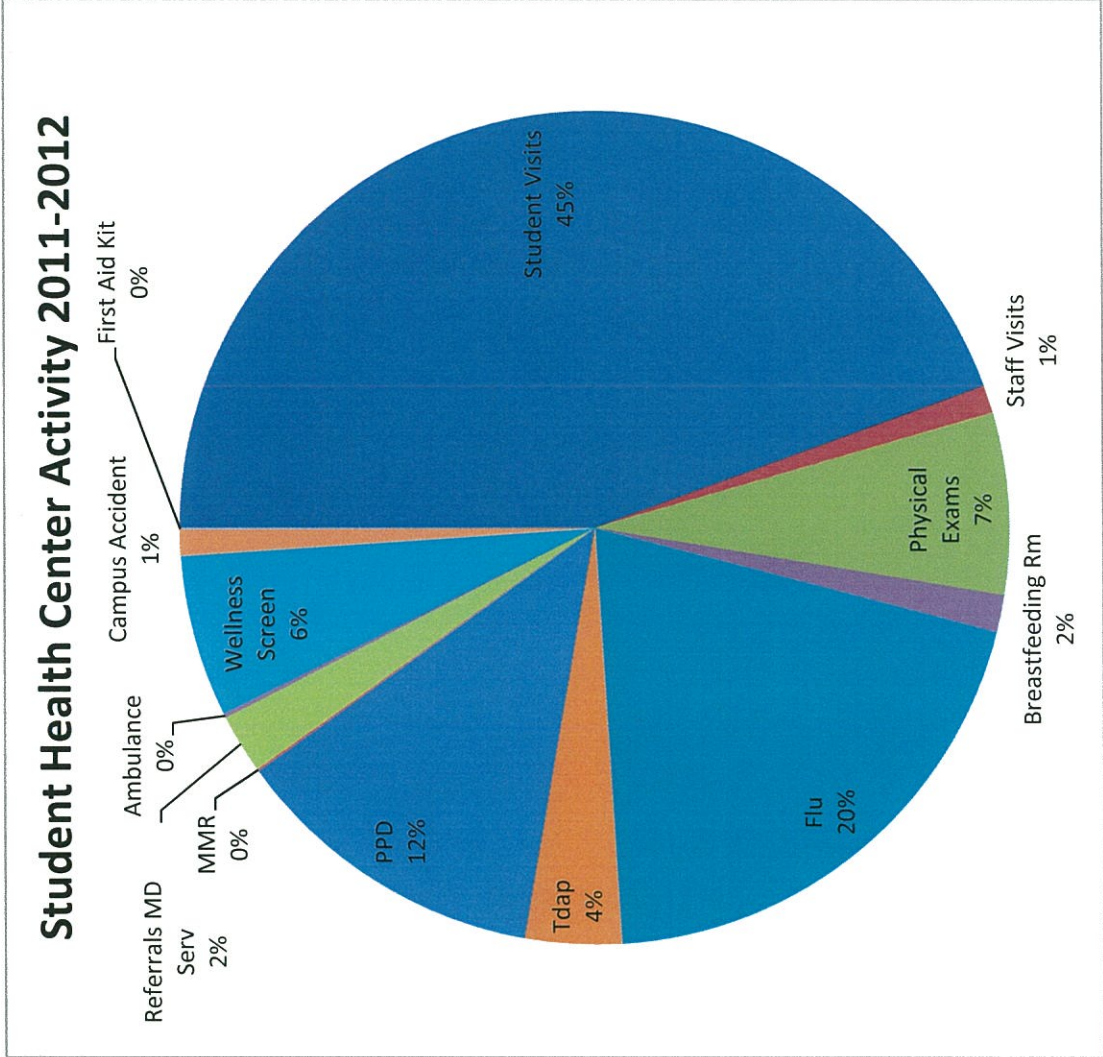
Total Students Visits: 2394

Student Health Center Activity Log 2012-2013

==2012 – 2013== School Year

	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	July	Aug.	Total
Student Visits illness	131	229	248	234	47	135	165	153	181	85	109	146	1	1864
Non-student, Employee visit	2	9	5	9	1	4	2	6	6	14	14	4	2	78
Physical Exam	10	31	18	16	5	17	20	4	2	11	14	29	0	177
Orient. Nursg. Stud. to SHC services	0	0	0	0	0	0	0	0	0	0	40	0	0	40
Orient. incoming stud. to SHC services	0	0	0	0	0	0	0	0	0	0	49	0	0	49
Info Booth	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health fair	0	118	0	0	0	0	0	119	0	0	0	0	0	237
Breastfeeding Room	0	0	2	3	0	2	3	0	0	0	0	0	0	10
Flu	26	159	62	96	12	27	22	41	0	0	0	0	0	445
T-dap	5	20	13	10	6	6	17	3	0	9	14	20	0	123
PPD	27	46	43	24	5	27	33	6	2	12	7	37	0	269
MMR	3	0	0	0	1	2	3	3	1	0	0	6	0	19
Referrals to PMHD	0	0	0	0	0	0	0	0	0	1	2	14	0	17
Referrals to Private MD service	21	34	31	33	6	4	34	45	32	16	15	19	2	292
Ambulance	0	1	1	0	0	0	1	1	0	1	0	1	0	6
Wellness Screening	0	0	0	59	3	0	0	0	54	2	1	0	0	119
Campus Accident	7	9	8	1	1	2	3	6	1	1	0	0	1	43
Delivered/resupply first aid kits	0	0	0	0	0	0	0	0	2	2	0	0	0	4
Total	101	656	431	485	87	226	303	387	281	154	265	279	6	3792

Attachment 4

Student Health Center Activity 2012-2013

Pie chart slices:
- Student Visits 53%
- Staff Visits 2%
- Physical Exams 5%
- Breastfeeding Rm 0%
- Flu 13%
- Tdap 3%
- PPD 8%
- MMR 1%
- Referrals MD Serv 9%
- Ambulance 0%
- Campus Accident 0%
- Wellness Screen 3%
- First Aid 0%
- Orientation 3%
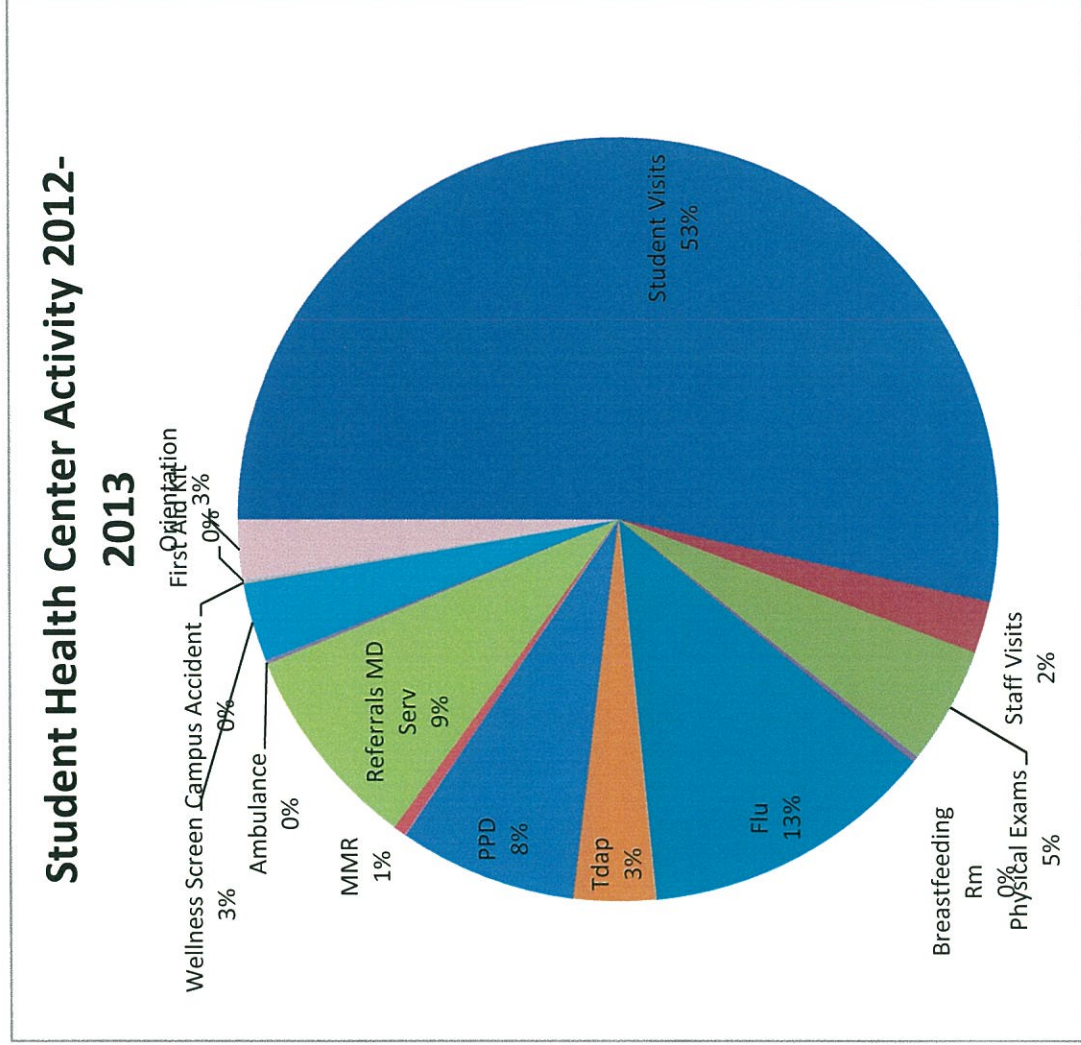
Total Student Visits: 3792

Attachment 5

Student Health Center Activity Log 2013-2014

2013-2014	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Total
Student visits illness	139	394	464	229	55	181		1462
Non-student, Employee visit	5	8	4	4	0	3		24
Schedule Physical Exam-info.	0	0	0	0	0	8		8
Physical Exam	7	40	0	10	7	19		83
Review IZ record/appt. vacc.	0	0	0	0	0	46		46
Req'd IZ comp./2 copies H&P-student	0	58	54	14	9	4		139
HF-Flu shot & agencies info.	0	0	0	0	0	2		2
Orient. Nursg students to IVC SHC	0	0	0	0	0	22		22
Orient. New students to IVC SHC	0	0	0	0	0	0		0
Info Booth	0	0	0	0	0	0		0
Health Fair	0	0	140	0	0	0		140
Breastfeeding Room	1	0	0	0	0	5		6
Flu	31	133	104	63	14	0		345
Tdap	8	24	4	7	4	0		47
PPD	20	50	54	13	6	0		143
MMR	2	10	8	9	2	0		31
Referrals to PMHD/ECRMC services	2	17	1	2	1	0		23
Referrals to Private MD service	20	67	74	33	9	38		241
Ambulance	0	2	0	0	0	0		2
Wellness screening/Lab results	0	0	0	18	1	0		19
Campus Accident	0	5	4	0	0	1		10
Delivered/resupply first aid kits	0	1	0	1	0	0		2
Total	235	809	911	403	108	329		2795

Attachment 6

Student Health Center Activity 2013-2014

Total: 2795 Students (Aug 2013-Jan 2014)

- Student Visits 66%
- Flu 16%
- PPD 6%
- Physical Exams 4%
- Tdap 2%
- Orientation 1%
- First Aid 0%
- Accident Kit 0%
- Campus Screen 1%
- Wellness 1%
- Ambulance 0%
- MD Serv 1%
- Referrals
- MMR 1%
- Staff Visits 1%
- Breastfeeding Rm 0%