

Harvard University Health Services

2022

Annual Report

July 1, 2021 – June 30, 2022

Table of Contents

Message from Executive Director	01
About HUHS	02
HUHS by the Numbers	03 - 04
COVID-19 by the Numbers	05
Managing COVID-19	06
Member Services	07
Member Services by the Numbers	08 - 09
New HUGHP Website	10
Reception and Patient Advocacy	12
Care Coordination	13
Visual Services	13
Counseling and Mental Health Services (CAMHS)	14
Behavioral Health Highlights	15
Center for Wellness and Health Promotion	16
Urgent Care	19
Finance	20
Human Resources Snapshot	21
Communications	22
Equity, Diversity, Inclusion and Belonging (EDIB)	22
HUHS Leadership	23
Acknowledgments	24

Message from Executive Director

Dear HUHS community, friends and supporters,

When I came to Harvard in November 2019, I could not have guessed that we would be in a global pandemic three months later. While COVID-19 accelerated my acclimation period at Harvard, it also allowed me to see how fortunate HUHS is to have such a dedicated, knowledgeable and compassionate staff. I also learned about the strength of so many great partnerships across this University.

As the team at Harvard University Health Services worked to provide ongoing clinical care to new and long-term patients while also addressing campus-wide public health information needs, each of us also had to grapple individually with the impact of COVID-19 in our own personal lives. With the continuously changing environment, that was not a small feat, and our partnerships across campus were critical to our response. These times reaffirmed that HUHS is part of a greater whole.

Here we are three years later, and I see HUHS emerging from the pandemic with a renewed sense of purpose, and with the potential for even more great work as we look to the future.

With over twenty clinical and nonclinical departments, HUHS is a complex organization, but we are unified in our drive to promote wellbeing and to improve and sustain the physical and mental health of our community. Indeed, it is our patients, our students, our insurance plan members... all the people we serve... who inspire us to be the best that we can be. We also strive to be an innovator and a leader in the national conversation about campus public health and university-based healthcare.

While we work toward our goals, HUHS will continue to provide outstanding service, invest in equity, diversity, inclusion and belonging, be accountable in our work, and act as responsible stewards of our resources.

I am proud to be part of the HUHS team and look forward to the future with hope and determination.



Giang T. Nguyen, MD, MPH
Associate Provost for Campus Health and Wellbeing
Henry K. Oliver Chair of Hygiene
Executive Director, Harvard University Health Services

About Harvard University Health Services

Harvard University Health Services (HUHS) is a campus-based healthcare organization devoted exclusively to members of the Harvard community—students, faculty, staff, eligible post-doctoral fellows, retirees, and their families. Our work includes multi-specialty ambulatory medical care, behavioral and mental health services, health insurance plan oversight, massage and acupuncture, health education, campus public health, immunization compliance, and promotion of overall wellbeing.

HUHS has four locations across Harvard University's Cambridge and Boston campuses including the main location in the Smith Campus Center, satellite clinics at Harvard Law School and in the Longwood Medical Area, and Athletics/Sports Medicine at the Dillon Field House. In the fiscal year 2022, HUHS had 116,000 patient visits.

On behalf of the University, HUHS manages two self-funded health insurance plans, the Harvard University Group Health Plan (HUGHP, for University employees and dependents) and the Student Health Insurance Plan (SHIP, for students and dependents). HUHS also offers dental insurance plans for students.

For Harvard University students, a Student Health Fee (SHF) covers most care provided by HUHS at no additional cost. This includes telemedicine, internal medicine, most specialty care, counseling and mental health, and urgent care. Health insurance (such as SHIP) is used to defray the cost of care that is not covered under the SHF, such as medical services received outside of HUHS, prescription drugs, and blood tests. Collectively, the Student Health Fee and SHIP constitute the Harvard University Student Health Program (HUSHP).

At HUHS, we empower our patients to lead healthier lives, act as informed consumers of health services, and obtain state-of-the-art health care. Additionally, we provide the most current public health information and expertise on health issues to the University community.

HUHS by the Numbers



Number of HUHS patient visits in FY 2021-22 across all departments

116K

23%

Total telemedicine visits



10

Specialties offering telemedicine

24.2K

HUGHP and SHIP plan members

HUHS by the Numbers



301

Harvard University
Health Services Staff

328

Group Meetings Offered by Counseling
and Mental Health Services

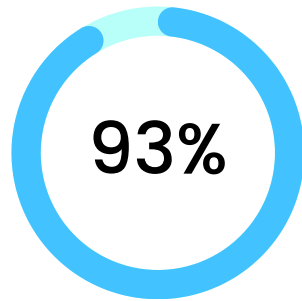
22,981

Student visits to Counseling
and Mental Health Services

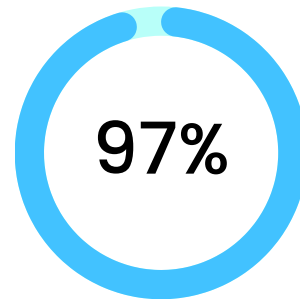
COVID-19 by the Numbers



COVID-19 Vaccine Rate (Primary Series)



Employees



Students

COVID-19 Tests and Vaccinations

1.4
Million

COVID-19 Tests
Administered

3.9
Thousand

COVID-19 Vaccines
Administered

Managing COVID-19

Throughout fiscal year 2022, HUHS was instrumental in guiding the Harvard community toward a robust in-person campus presence with health and safety in mind. Using a layered approach that included mandatory masking and vaccination, improved air quality, and surveillance testing, the University was able to minimize classroom disruption in fall 2021. This work was guided by expert advisory groups that included Harvard faculty and was done in collaboration with critical campus partners in the Schools and with support from colleagues including Harvard Environmental Health & Safety, Harvard University Information Technology, and Mail Services.

While we did see a surge in local COVID-19 cases in fall and winter 2021, cases began to decline throughout the region by spring 2022. Following the lead of the Centers for Disease Control and Prevention as well as our own public health experts, the University began to ease restrictions.

Due to having a highly vaccinated population, the University was able to make mask wearing optional and to suspend mandatory surveillance testing.

To make sure the community was compliant with vaccine requirements, HUHS teams collaborated across departments. Member Services assisted with COVID compliance in January and February by redirecting efforts from their own operations to support the Health Information Services (HIS) team's efforts to manage the COVID-19 vaccination and booster compliance requirements of over 50,000 students, faculty and staff. In addition, clinicians and clinical support staff also fielded vaccine-related questions from our community.

Member Services

The Member Services team are University employees who specialize in the knowledge, operations and intricacies of the Student Health Plan and the HUGHP employee insurance plan. Their dedication to customer service provides the Harvard community with the tools and resources to make informed decisions about their insurance coverage.

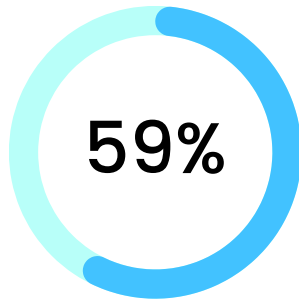
In addition to medical insurance, HUHS has offered a comprehensive student dental insurance plan for over a decade. In spring 2022, Member Services introduced an additional preventive student dental plan that would be effective in academic year 2022–2023. The addition of a preventive dental plan was in response to contract negotiations with the student union.

In addition to plan setup, significant IT work was required to enhance the HUHS Student Insurance Portal to support the additional enrollment option, as well as extensive planning around benefit design and communication of the new benefit, all in close collaboration with the Graduate School of Arts & Sciences and the Office of Labor and Employee Relations.

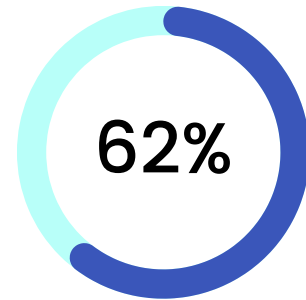
A month before the close of the enrollment period, the total dental plan enrollment was 15 percent higher than peak enrollment in the past eleven enrollment periods.

Member Services by the Numbers

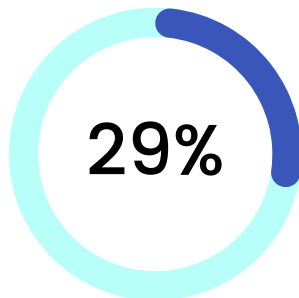
10,749
HUGHP Members*



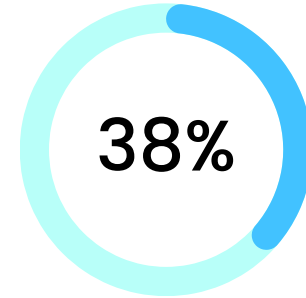
Members with Primary
Care Providers in HUHS



Members with individual
contracts



Members who are part
of a union

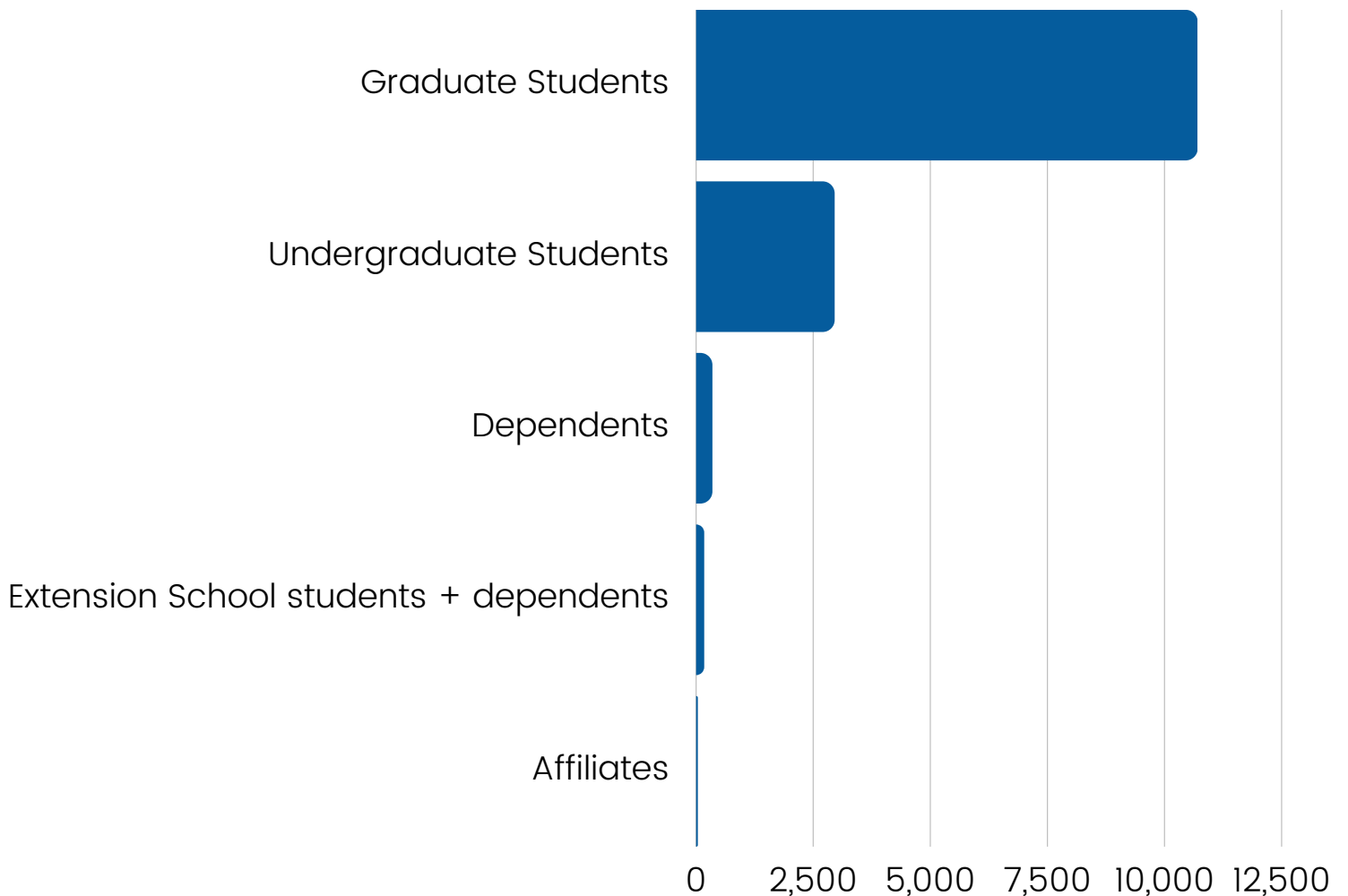


Members with family
contracts

*Harvard University Group Health Plan, as of June 2022

Member Services by the Numbers

14,165 SHIP Members*



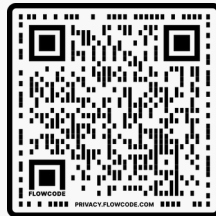
*Student Health Insurance Plan, as of Fall 2022

New HUGHP Website

HUGHP designed and rolled out a new website in FY2022. With a sleek and refreshed design, the updated site includes better organized content, more prominent value statements, and more intuitive drop-down menus based on member feedback.

After the website was launched, Member Services conducted a member survey. Ninety-three percent of respondents indicated "yes" when asked, "Were you able to find what you were looking for?"

When asked, "How easily were you able to find what you were looking for?", over 98 percent indicated "easy" or "very easy".



Member Comments

"The setup is much improved"

"Branding is on point! clear and concise, respectful, thorough. no changes to suggest at this time. thanks for all of your efforts on this."

"I can't think of any further improvements; I started just before the updated website was rolled out and I am truly impressed with the design and functionality!"



Reception and Patient Advocacy

As the first point of contact when patients enter the Smith Campus Center office for their appointments, the reception team is an important first impression of HUHS. As HUHS adapted to a new work model, including a hybrid of in-person and remote, the reception team smoothly transitioned to greater onsite presence in August 2021. They handled the ever-changing information regarding COVID-19 protocols with grace and flexibility as they advised patients, even during the bustle of the new academic year.

Patient Story

In August 2021, a conversation with a patient about their pronouns and correct name lead to a wonderful connection with Boston Children's Hospital and robust discussion with the HUHS reception team.

Our Patient Advocate had the opportunity and pleasure to discuss affirming language with multiple departments and staff including Member Services, Internal Medicine, Counseling and Mental Health Services (CAMHS), Urgent Care, Information Technology, Medical Records, Patient Registration, Practice Managers, and the HUHS Equity, Diversity, Inclusion and Belonging (EDIB) committee on how to further our progress in creating an inclusive culture and environment for all our patients and staff. The patient recognized and appreciated our efforts in this continuous journey of improvement in this area.

Care Coordination

Serving a varied patient population—from the under-18 students to retired faculty members—Care Coordination is essential to ensuring that all our members receive the best and most appropriate service.

Our skilled Care Coordination team act as advocates and navigators for patients, liaising between the patient, the physician, any treating providers, and the insurer to coordinate services and resources. Throughout the past fiscal year, the team worked with 469 medically hospitalized patients, an eight percent increase in engagement from the previous year.

Visual Services

In 2018, in partnership with HUHS' contact lenses wholesaler ABB Optical, the Visual Services team opened an HUHS e-store for contact lens sales at yourlens.com/huhs.

The benefit for patients is that they can order their contacts online 24/7 with direct shipping to their residences.

Additionally, it has reduced the time HUHS staff spends taking orders, processing orders, receiving orders, reaching out to patients and dispensing them. The team has seen continued growth since opening the e-store. In fiscal year 2022, there was a 34 percent increase in top-line revenue over the prior year and, a 10 percent increase in bottom line profits.

Counseling and Mental Health Services (CAMHS)

On July 1, 2021, CAMHS launched the CAMHS Cares Line, a 24/7 mental health support line for students. The integration of the CAMHS Cares Lines has been hugely successful with helping students get support quickly, providing consultation and connection to callers who are concerned about a student, introducing students to skills and knowledge about CAMHS services and resources, and even saving lives by helping CAMHS coordinate in mental health emergencies.

CAMHS Cares answered 2,421 calls in fiscal year 2022. CAMHS staff reviewed reports of every call answered by CAMHS Cares.



We increased awareness of the CAMHS Cares Line through branding, promotion and training. The CAMHS team offered marketing assets such as stickers, cards and flyers with the CAMHS Cares Line logo to the University community and encouraged their use in local marketing.

CAMHS also revised and developed new orientation and training materials for the Schools. Working in partnership with stakeholders, they reinforced messaging best practices, and emphasized that CAMHS Cares is a helpline and not only for urgent matters.

CAMHS and Behavioral Health Highlights

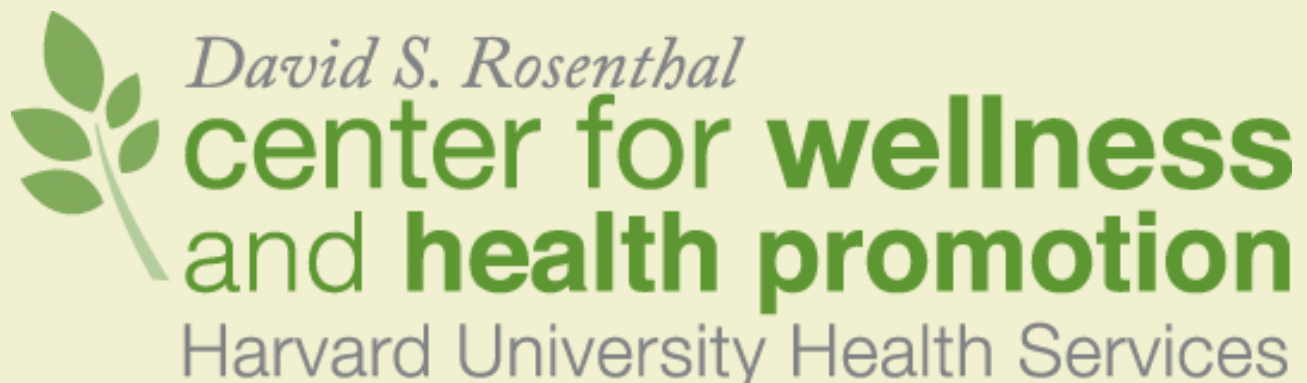
- Departmental reorganization within CAMHS to provide more support for staff
- Enhanced CAMHS webpage to facilitate access to services
- Access to care model developed to include three coordinators to assist students in accessing care
- New after-hours on call system for staff and faculty within Behavioral Health department
- Managed referrals from Internal Medicine to Behavioral Health which has reduced wait times for non-urgent psychiatry intake

Center for Wellness and Health Promotion

The Center for Wellness and Health Promotion (CWHP) cultivates individual and collective wellbeing through holistic educational experiences. It offers a wide range of workshops, services, and classes that are available to all Harvard community members.

In FY 2021-2022 CWHP launched its new holistic peer education group, the Wellness Educators (WEs) and had 25 active student members.

Additionally, CWHP successfully piloted wellbeing workshops to nine different varsity athletic teams and then rolled out the workshop to all 42 teams in August.



Urgent Care

Accessible to Harvard students, Harvard employees, and HUGHP members with an HUHS primary care physician, Urgent Care at HUHS provides evaluation and treatment for urgent but not life-threatening health problems that require prompt attention but not a visit to the emergency department. Like many health care organizations, we have been challenged with clinical staffing over the past year. The team continues to evaluate staffing needs and has reintroduced team huddles.

16,521

Urgent Care
visits in FY22

2,010

COVID-19 rapid
antigen tests

Equipped to provide clinical services and diagnostic testing as appropriate, the team can arrange transfer to a local emergency department if needed. Also, the Urgent Care team can arrange interpretation services for patients in need of assistance during an appointment.

475

Hospital transfers of high
acuity patients

Finance and Billing

Although the cost of health care continues to rise throughout the country, HUHS remains a provider of high-quality care at low cost for Harvard staff, students, and affiliates. The vast majority of the HUHS clinical budget comes from the student health fee (SHF). The SHF provides students with access to many more services than most other universities, all without a copay; this includes primary care, mental health care, and numerous HUHS-based specialty services such as physical therapy, nutrition, neurology, dermatology, gastroenterology, and non-operative orthopedics.

In FY 2022, the HUHS Finance team onboarded a new Assistant Director of Operations and improved its financial transparency with constituents. Among them, the availability of online payments for patients provided better customer service. Patients are now able to make online payments for their medical bills 24/7. The number of patients using this system increased by 96 percent.

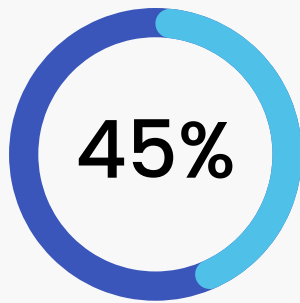
The Finance team did more outreach using the HUHS Intranet and used email as a tool to communicate more broadly to the HUHS community. The team also worked diligently with all clinics to reduce ineligible appointments to the minimal level. In many cases, the team personally worked across departments to resolve eligibility questions.

The team worked through financial challenges for the Clinic and ended AY22 slightly better than break-even. We continue to work to address long-term financial debt.

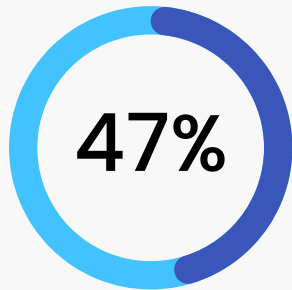
Human Resources Snapshot

67

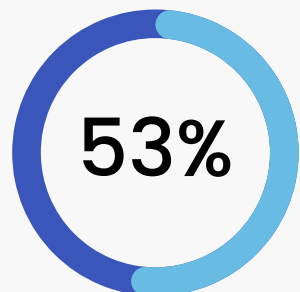
Full-Time New Hires



New hires who self-identify as an ethnic minority



Ethnic minority hires were hired into non-exempt/hourly positions



Ethnic minority hires were hired into exempt/salaried positions

Communications

In FY 2022, HUHS formed an expanded Communications team, led by a new Director for HUHS Communications and Marketing. With a goal of creating brand cohesion, recognition and voice, the Communications team has worked across the University and within HUHS to amplify the work of our staff, disseminate accurate information about HUHS services and policies, as well as maximize access to up-to-date public health information.

The formation of the Communications team also expanded HUHS' reach by joining the digital conversation. HUHS social media accounts for Instagram and Twitter were created, the use of YouTube was examined, and the HUHS intranet and external website continue to be updated.

Equity, Diversity, Inclusion and Belonging (EDIB)

True to its commitment to have a transparent, equitable and diverse environment, HUHS expanded its leadership and staff by hiring a Director of Equity, Diversity, Inclusion and Belonging (EDIB) to provide leadership in developing and advancing EDIB initiatives and inclusive excellence throughout HUHS. Since the addition of the position, HUHS has been part of the University's EDIB conversation & has worked collaboratively with Harvard's Office for EDIB on various programs and University-wide implementation strategies.

Additionally, HUHS has facilitated and promoted EDIB educational opportunities for our staff. Through campaigns, HUHS celebrates and highlights opportunities to educate the community about a diversity of backgrounds, cultures, identities and experiences.

HUHS Leadership

Executive Committee Members, FY2022

- Robert Carroll – Director of Finance
- Maria Francesconi – Senior Director of Nursing and Health Promotion
- Soheyla Gharib – Chief Medical Officer
- Mitch Hamilton – Director of Medical Information Systems
- David Kearns – Director of Human Resources and Central Operations
- Barbara Lewis – Senior Director of Student Mental Health
- John Lott – Compliance Officer
- Gayle McGinnis – Senior Director of Ambulatory Practice Operations
- Giang Nguyen (Chair) – HUHS Executive Director; Associate Provost for Campus Health and Wellbeing
- Laurie Nicolas – Director for Equity, Diversity, Inclusion & Belonging
- Cherrelle Norris – Director of Communications and Marketing

Our work could not have been done without the generous support of our donors.

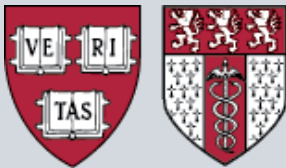
ACKNOWLEDGEMENTS

Contributions from donors enable HUHS to implement various projects and services, including:

- CAMHS Cares 24/7 Support Line
- TimelyCare
- Wellness Coaching
- Physical Activity Project
- Athlete Mental Health Services

This investment in the health and wellbeing of our community is a priority we are proud to share and continue.

We thank you for your patronage.



HARVARD UNIVERSITY

Health Services

TO HEAL | TO CARE | TO EDUCATE

