

A STORY OF CARE

HARVARD UNIVERSITY HEALTH SERVICES | 2023 ANNUAL REPORT



HARVARD UNIVERSITY
Health Services

A STORY OF CARE



At Harvard University Health Services, care is part of every area of our lives and is a collective effort that includes community, staff, family, friends and more. While you may visit HUHS when you aren't feeling well or to receive preventive care, we understand that your full care goes beyond what happens in a clinical visit.

Every day, our dedicated teams work to provide an environment that is welcoming and knowledgeable to ensure patients have access to the full range of our services.

Our clinical teams work tirelessly to address patient and client needs throughout the year. From clinicians to Central Services to IT (information technology), people across HUHS are working to address patient needs, deliver supplies to our clinics, and maintain phone and other electronic systems to ensure connectivity with our community. All of these staff - and many more - are what makes HUHS better daily.

The many faces of HUHS, some you may see as you walk through our various locations and others who may be diligently working in the background, are all part of the HUHS story of care.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Dear HUHS community,
friends, and supporters,

I am excited to share the Harvard University Health Services (HUHS) 2023 annual report. During the past year, we have experienced many changes and have grown as

an organization. It has been a journey shaped by successes, obstacles, and lessons. Through it all, we have evolved while maintaining our focus on providing exceptional care and public health resources.

This report will take you through a story of care because we know that care does not begin at the first appointment but is ingrained in every aspect of our lives.

We will also reflect on the past year and present a vision for the organization moving forward.

Giang T. Nguyen, MD, MPH

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

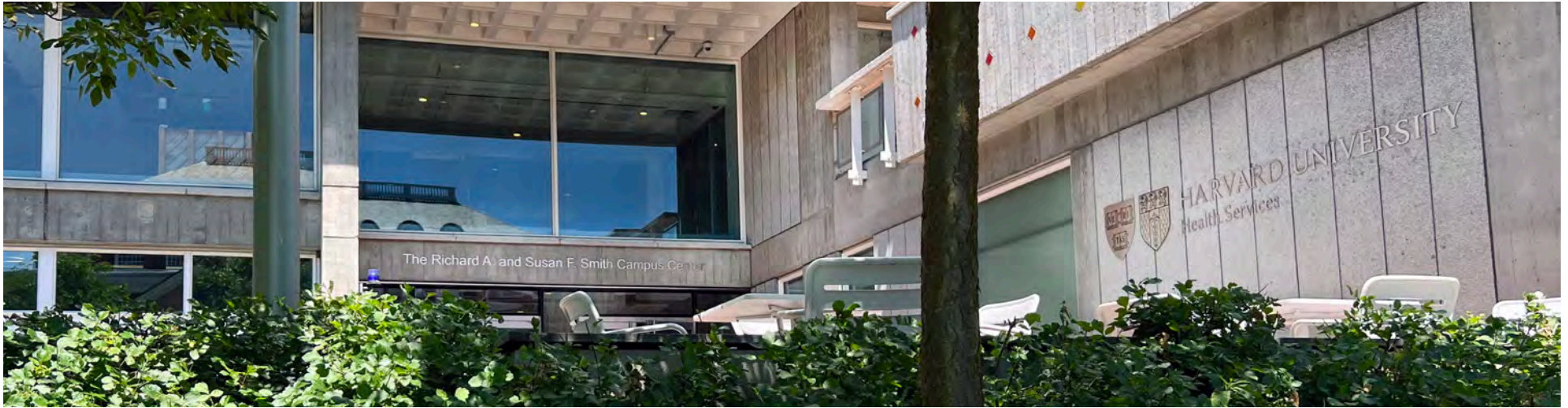
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“*Apart from educating the next generation, we are charged with protecting the health and wellness of our campus community. Harvard University Health Services has been an instrumental partner in caring for and providing resources for the community that support the interconnected aspects of wellbeing.*”

– Meredith Weenick
Executive Vice President

ABOUT HUHS



Harvard University Health Services (HUHS) is a campus-based health care 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 locations across Harvard University’s Cambridge and Boston campuses. Our main location in the Smith Campus Center includes clinical and administrative offices as well as massage, acupuncture, and health promotion services. Our access is extended further by satellite clinics at Harvard Law School and in the Longwood Medical Area. In partnership with Athletics, we also provide Sports Medicine services for student athletes at the Dillon Field House.

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 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.

MEMBER SERVICES

HUGHP Pediatric Network Expansion

In response to insurance plan member concerns regarding access to pediatric primary care post-pandemic and to grow membership, HUGHP expanded its pediatric primary care network in 2023 so that any child dependent can select any Blue Cross Blue Shield HMO Blue Network pediatrician or family medicine physician in Massachusetts. This was the biggest change to HUGHP's primary care network since 2007 when Atrius Health PCPs became available to all HUGHP members.

HUSHP Materials Modernization

The Member Services and HUHS Communications team partnered to improve the students' digital experience with refreshed communications and marketing materials. These materials allowed Member Services to explain complicated topics in a more digestible and engaging manner.

One of the items created was an educational introduction video that briefly explained HUSHP's benefits using narrative structure and animation. It highlights the differences between the Student Health Fee (SHF) and Student Health Insurance Plan (SHIP) and lists an overview of the benefits, services, and resources available to students under each.

Additionally, the HUSHP Handbook was revitalized to include a new design and updated content. The HUSHP handbook serves as a guide for student benefits, enrollment deadlines, policies, and other important information when enrolled in HUSHP.

We also launched a new HUSHP website with a sleek and renewed layout. The updated site includes:

- more structured and easier-to-understand language about HUSHP
- improved access to highly sought plan information
- new content based on student feedback, including gender-affirming and reproductive healthcare benefit pages

Following the website's launch, Member Services surveyed students. Of those that responded, 94% reported that they were able to find what they were looking for and 93% indicated that it was "easy" or "very easy" to find what they needed.



COUNSELING AND MENTAL HEALTH SERVICES

Improving Student Access to Mental Health Care

In response to its Student Mental Health Task Force, the University assembled an Implementation Committee to carry out guidance from the report. Co-chaired by Robin Glover and Giang Nguyen, with support from members of the HUHS leadership team, the Committee launched a mental health awareness campaign; established awareness-raising mental health trainings; and provided resources to recognize, respond, and refer students who may require support or are in distress.

Counseling and Mental Health Services (CAMHS) also improved access to its services. In addition to the 24/7 CAMHS Cares support line established in 2021, all students enrolled in the Student Health Fee gained access to virtual mental health platform TimelyCare at no additional cost. Through TimelyCare, students could schedule up to 12 teletherapy sessions, receive unlimited health coaching, practice guided meditation and yoga, and interact with peers in a support forum.

CAMHS also established an in-house Clinical Access Team, which includes six full-time CAMHS clinicians, to manage all initial appointments for students seeking mental health care. This new process has helped to streamline patient care and has resulted in substantial improvements in wait times for initial consultations.

“It is my responsibility to promote mental health and wellbeing across student communities and part of that success depends on an effective partnership with Harvard University Health Services (HUHS). This partnership has been key in the implementation of the recommendations of the University’s Task Force on Managing Student Mental Health.”

– Robin Glover, MBA
Associate Provost for Student Affairs



TimelyCare Numbers, FY2023

- **2,456** TimelyCare Student Registrations
- **5,482** Total Visits
- **882** Telepsychiatry Visits
- **100** Health Coaching Visits

Groups offered at CAMHS:

- Asian Student Monthly Discussion Group
- Befriending the Inner Critic (Grad Students): Summer Series
- Emerger - Grupo terapéutico en español
- EMPOWER: Food and Body Workshops
- Graduate Students Group
- Grieving & Coping Together
- Introverts in an Extroverted World
- Koru Mindfulness (In partnership with Center for Wellness)
- Managing Emotions: A Drop-In Stress Management Group
- Men's Queer Group
- Mindfulness Self-Care for Students of Color
- Overcome Perfectionism Through Self-Compassion
- Recovery Support Group for Students
- Summer LGBTQ Group
- Transcend Group
- Women's Queer Group
- Student led: Harvard Undergraduate Group Peer Therapy



WELLNESS COACHING PILOT PROGRAM

The Center for Wellness and Health Promotion launched its neighborhood-based Wellness Coaching Pilot for students at the College. Its services, which include group wellness programs and individual wellness coaching conversations, have had a positive impact on the student community.

One participant in the program signed up with just one month left in the semester. Though they had limited time left on campus, the student attended regular sessions to support their overall mental wellbeing. They reported significant benefits to stress and emotional regulation.

In just a short time, the student established a wellness routine. They left the semester with a plan to further support their wellness through an external outpatient program and feeling inspired about their well-being.

HUHS BY THE NUMBERS Fiscal Year 2023



119,000
Patient Visits



20%
Telemedicine Visits

10 Specialties
Offer Telemedicine



12
Departments



24,300
HUGHP and SHIP Members



HUHS welcomed **58 new full-time staff** members and **promoted 17** employees

50% of new hires and **59%** of promoted staff self-identify as ethnic minorities

COUNSELING AND MENTAL HEALTH SERVICES

20,409
Student Visits

In FY2023, the Physical Therapy Department returned to **100% onsite treatment**

The department saw a **5% increase** in visits, **27%** were from **HUGHP members**



200
Group Meetings

 **16%** Year to Year Growth
of the Contact Lens E-Store

306
Staff 

CENTER FOR WELLNESS AND HEALTH PROMOTION

1,700 Students Participated in
Health Education Workshops

42 Events Hosted by
Wellness Educators **30** Student
Workshops

6,800 
Massage and Acupuncture Visits

EQUITY, DIVERSITY, INCLUSION, AND BELONGING

The HUHS Equity, Diversity, Inclusion, and Belonging (EDIB) Department made significant strides in creating a more inclusive and equitable environment that reaffirms our unwavering commitment to inclusivity.

In FY23, the Department formalized a chartered EDIB Committee. The EDIB Director will continuously develop, implement, and evaluate the HUHS EDIB Strategic Plan with the support of the Committee. Additionally, they successfully launched the Diversity Dialogues Speaker Series, a quarterly series designed to enhance awareness and facilitate conversations and discussions around Equity, Diversity, Inclusion, and Belonging.



HUGHP CELEBRATES 50 YEARS OF SERVICE



Harvard University Group Health Plan (HUGHP) was created in 1973 with the vision of creating a health insurance plan centered on the unique needs of Harvard’s employees. Since its inception, HUGHP has been committed to providing Harvard faculty and staff with high-quality, affordable, and accessible health care.

In 2023, HUGHP marked its 50th anniversary. Throughout the year, HUGHP began arranging raffles, workshops, and other events to mark the occasion. From January through June, HUGHP has offered 15 workshops and celebratory games, given out over 100 prizes, and has had almost 2,500 combined member participants across all activities.



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 acts as advocates and navigators for patients, liaising between the patients and physicians, treating providers, and the insurer to coordinate services and resources.

In FY 2023, Care Coordination faced staffing challenges, much like other areas of health care globally. However, they were able to increase their staff through the addition of a case manager. Through collaboration, the team was able to train and onboard the new staff member in a short amount of time, allowing them to continue to provide quality case management services to HUHS patients.





PATIENT ADVOCACY AND RECEPTION

The Reception team is the first point of contact for patients when arrive at any HUHS location for care. They strive to create a friendly and inclusive environment both upon arrival and on the phone.

In spring 2023, the team welcomed an additional member, Paul Comissiong. He was previously part of the COVID Response team and also worked with the HUHS Medical Records team. Paul's commitment to our patients and providing an informative and welcoming environment as they enter the doors of HUHS at the Smith Campus Center exemplifies the values of our organization.

Quotes from our team:

I take pride in embracing our community with empathy and having a welcoming presence.

– Paul Comissiong
Receptionist

We all do everything we can as a team to treat all of our students, patients, and Harvard community members with kindness and compassion.

– Shahara Wyche
Receptionist

I enjoy working as an Administrative Assistant to the Patient Advocate. We work together to take care of Interpreter Requests, engage with our Patient Satisfaction Survey, and maintaining the Patient Advocate Database. It's also nice to support the Reception team as needed to interact and help patients with whatever they need.

– Joanne Dwyer
Administrative Assistant to the Patient Advocate

ANCILLARY AND SPECIALTIES

Ancillary Services and Specialties continue to make strides in expanding hours and appointment availability.

X-ray hours have been expanded and now serves patients until 8 pm, providing two additional hours for patients to get imaging at HUHS. Additionally, a second podiatrist from BIDMC has joined the team, opening up an additional 44 appointments every month.

Orthopedics has brought on two surgeons, one of which is a hand surgeon, which adds an additional 56 orthopedic appointments each month. Dermatology has welcomed a second nurse practitioner. The Allergy team has added a second nurse allowing for the scheduling of 8 more patients a month for skin testing and 68 allergy shot appointments a month.

- Allergy
- Behavioral Health
- Dermatology
- Gastroenterology
- Neurology
- Nutrition
- Ophthalmology and Optometry
- Orthopedic Surgery
- Physical Therapy
- Podiatry
- Radiology
- Surgery

HUHS LEADERSHIP **Executive Committee Members, FY2023**

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

ACKNOWLEDGMENTS

Our work could not have been done without the generous support of our student volunteers, campus partners, and generous donors.

Harvard students have been highly engaged in HUHS activities over the course of the year; their dedication cannot be overstated; students participate in numerous HUHS-supported activities including Crimson EMS, Student Peer Counseling, Wellness Educators, Active Minds, and others. Much of our work is also done in partnership with other offices within Central Administration and across the many Schools; these collaborations help to ensure successful implementation of our campus-wide efforts and ensures that our clinical work is responsive to campus needs.

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

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

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



LOOKING AHEAD

As we look for 2024 and beyond, it is worth mentioning that we are now embarking on the 125th year since the creation of Harvard University Health Services, which was established thanks to a generous endowment in 1899 from Henry K. Oliver.

Today, we continue to maintain our mission to heal, to care, and to educate, while responding to the changing needs of the world around us. Our future vision for HUHS is to provide university health services that take a unified approach, provide excellent services in an equitable and inclusive manner, are informed by the broader community we serve, maximize team effectiveness, and act as leaders in our profession.

“HUHS is an essential partner in helping to ensure the health and wellness of our students, faculty, and staff every day. That excellent work is foundational to everything else we seek to accomplish.”

– Rakesh Khurana
Danoff Dean of Harvard College



HARVARD UNIVERSITY

Health Services

TO HEAL | TO CARE | TO EDUCATE

[HUHS.HARVARD.EDU](https://huhs.harvard.edu)

