



# How to Set and Communicate a Sustainable Scope of Service

Liz Brown, Senior Consultant  
[ebrown@eab.com](mailto:ebrown@eab.com)

Student Affairs Forum



# The New Normal

## Demand for Campus Mental Health Services Continues to Soar

### Breaking News for 2018



*Record Numbers of College Students Are Seeking Treatment for Depression and Anxiety - But Schools Can't Keep Up*

### ...And for 2017...



*Surging Demand for Mental Health Care Jams College Services*

### ...And for 2016...



*The Number of Students Seeking Mental Health Treatment is Growing Rapidly*

### ...And 2015...



*More Stress, Less Stigma Drives College Students to Mental Health Services*

### ...And 2014



*Students Flood Counseling Offices*

### Demand for Services Outpaces Enrollment Growth

*Average Growth, 2009-10 to 2014-15*

**5.6%**

Average percent change in **institutional enrollment**

**29.6%**

Average percent change in **counseling center utilization**

**5x**

**Rate at which counseling center utilization outpaced enrollment growth**

# Time for a New Approach

Today's Stark Reality Requires a New Path Forward

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## Hiring Alone Is Not Enough

“Demand for mental health support is rapidly growing on Canadian campuses. In response, we have poured more and more resources into clinical support services. **Despite the additional investment, both waiting times and student distress are increasing.**”

*Andre Costopoulos  
Vice-Provost and Dean of Students  
University of Alberta*

”

“

## Need to Realign Expectations Around Counseling Services

“**Counseling centers have become a place where people expect solutions.** There is a huge amount of expectation from students, parents, and faculty in the community that we will whisk in and fix people that are somehow broken. **We can't live up to that mission.**”

*Vice Provost for Student Life  
Research University*

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# “Where Should We Focus Our Resources?”

Increasingly, Institutions Can't Do It All

## Prioritizing Quick Access for All Students

- Clinical resources used to help greater number of students solve short-term challenges
- High-need students are referred off campus for long-term care
- Intake, triage, and walk-in hours reduce wait times for all students

Accessibility



## Prioritizing Ongoing Treatment for High-Need Students

- Clinical resources devoted to small group of high-need students
- Little to no reliance on community resources to provide care
- Reduced access or longer wait times for non-critical cases

Intensity

“

As institutions, we all have to determine if we are going to meet every student's needs, reserve resources for students who need them most, or see as many students as we can to get them in an appropriate place to be successful on campus.”

*Gillian Berry, Interim Director of Mental Health Services  
The George Washington University*



# Defining Your Scope of Care Is No Easy Task

## A Growing Tension on Campus

### Disconnect Between Campus Leaders and Counseling Center Staff



**If we don't provide students with these services on campus, who will?**

Our community does not have these resources. As a counselor, even at this university, I have an obligation to help people be well."

*Counseling Center Director  
Private Research University*



At what point do we **stop being an educational institution and become a social welfare institution?** I don't know that we have an answer on where or how to make that call."

*Vice President for Student Affairs  
Public Research University*

### "How Do We Set a Sustainable Scope of Service?"

- What are the **priorities** of your institution when providing mental health services?
- How do critical **factors** influence your institution's scope of care?
- What are the **essential elements** of a successful scope of care statement?
- How can your institution best **communicate** a scope of care statement with students, families, and the broader campus community?

# Share a Scope of Care Statement

## Elon University Articulates Counseling Center Philosophy and Services



Featured prominently on counseling services webpage

### Scope of Clinical Care

Counseling Services strives to facilitate the development of Elon University students by providing psychological interventions to promote the holistic well-being of Elon University students. Counseling Services has three essential roles for advancing the educational mission of Elon University:

1. Providing clinical services that help students achieve their academic and personal goals.
2. Educating the campus community about the psychological and developmental needs of students through community level interventions, including outreach programming and consultation.
3. Responding to the psychological effects of crisis impacting individual students and the campus community.

... Students with the following concerns and characteristics will likely need a different type or level of care than what is within the role and scope of Elon's Counseling Services. The list below reflects general guidelines and is intended only as a guide.

- Students who appear to need long term treatment beyond the scope of our services.
- Students who need services other than what is offered at the Counseling Services.
- Students who need services beyond the clinical expertise of Counseling Services staff
- Students who are unable to comply with treatment
- Students who are already receiving ongoing therapy with another mental health provider

Clear list outlines educational mission and center scope

Explicit guidelines with examples for cases that may require treatment off campus

# Address Family and Student Expectations Early

## Baylor University's Orientation Letter Connects Students to Resources



*Excerpt*

Dear New Student,

If you currently see a professional for counseling in your hometown and can continue to see him/her, our recommendation is that you continue care with your current provider...

If you are seeking specialized/intensive clinical services that require meeting with the same therapist beyond one semester or meeting more than once per week, we recommend receiving care by a specialist in town...

If you would like to know more about the services in the Counseling Center or need help to transfer care, the Clinical Case Manager is available via phone or by appointment to provide assistance. Please call for questions or to schedule an appointment during Orientation in June...

Every incoming student receives letter prior to attending orientation

Off-campus care suggested for long-term needs

Students and families invited to make an appointment to learn about local and campus services

### Key Benefits



Sets expectations about available services upfront



Encourages students and families to start planning before coming to campus



Boosts early interactions with counseling center

# Engage Families in Creating a “Plan B”

## Kutztown University’s Orientation Session

### Kutztown Prompts an Early Conversation About Off-Campus Care

#### Key Messages

- Students need a “Plan B” for long-term medical needs or intensive and specialized mental health care
- Families encouraged to discuss off-campus providers, insurance, and transportation options

#### Intended Outcomes

- Clarify scope of campus services
- Prompt early action from students and their families to determine an appropriate treatment plan

#### Early Results

- Completed orientation conversations with all incoming students’ families
- Initial uptick in students seeking campus support for connecting with an off-campus provider

#### Next Steps

- Continue to include this content in orientation sessions across 2018
- Create a take-home template for families to guide a conversation with their students





## Meeting the Growing Demand for Campus Mental Health Services

Institutions are struggling with an undefined and unsustainable scope of mental health care that is overly dependent on traditional models to connect students with on campus mental health support. EAB's research explores how institutions can maximize existing clinical resources and target interventions to key student segments on campus.

## Available Now

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Visit [eab.com](http://eab.com) to **view on-demand recordings** of each webinar in this series, including:

- [Trends in Campus Mental Health Services](#)
- [Promote Successful Off-Campus Mental Health Care for High-Need Students](#)
- [How to Instill a Goal-Oriented Focus in Individual Counseling Appointments](#)
- [Dynamic Staffing Models for Campus Counseling Centers](#)
- [Four Strategies to Reinvigorate Group Therapy](#)
- [How to Connect Low-Risk Students to Self-Help Mental Health Resources](#)

Visit [EAB's Mental Health Services Resource Center](#) for additional insights, tools, and resources.



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