



ROCKY MOUNTAIN
UNIVERSITY *of*
HEALTH PROFESSIONS

2018-2019
Annual

Report





Dear RMUoHP Family & Friends -

Beginning a third decade as a university has brought the opportunity to expand our academic footprint, grow our RMU family, and recommit to who we are in the context of our Mission. Our 2019-2023 Comprehensive Strategic Plan has already demonstrated inspired innovation and has positioned us to stretch our potential into areas previously uncharted. Those who know me realize that mountains fascinate me. There is a symbolism between climbing mountains and achieving the outcomes you set: both require a strong commitment, an attention to detail, and a strong team to support you. I firmly believe how you climb a mountain (or grow an institution of higher education) is more important than reaching the top. Survival requires the ability to adapt and maintain a positive attitude in dealing with change. Being innovative, blazing your own uncharted path, and being flexible are what make the journey to the top successful. Constant challenges, unexpected conditions and terrain, or technical difficulties are the norm and a supportive and trusting team is essential to overcome them. In both climbing and thriving, the vital elements are communication and teamwork.

I am proud to share our climb in this Annual Report. The document is a deviation from our previous Institutional Effectiveness Reports but continues to chronicle University's moments over the past year that tell our compelling story, the milestones to our success, our journey up the mountain, and our efforts to improve. This year, the report serves as the center of a spectrum of resources with links for those who wish to learn more.

I thank you for your sustained creativity and dedication and your resilience in things requiring us to shift as we continue to demonstrate a strong commitment to assessment and continuous improvement. For the third year in a row, Mission Fulfillment was achieved.

Onward!

A handwritten signature in blue ink that reads "Richard P. Nielsen". The signature is fluid and cursive, with a large, stylized "N" at the end.

Richard P. Nielsen, PT, DHSc, ECS
RMUoHP President

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Mission, Vision, & Core Themes

The **Mission** of Rocky Mountain University of Health Professions is to educate current and future healthcare professionals for outcomes-oriented, evidence-based practice. The University demonstrates Mission fulfillment through the quality of its education and success of its students in academic programs that develop leaders skilled in clinical inquiry and prepared to effect healthcare change.

The **Vision** of Rocky Mountain University of Health Professions is to advance the quality, delivery, and efficacy of healthcare.

The **Core Themes** are fundamental manifestations of the University's mission that demonstrate how the Mission is translated into practice. Each Core Theme includes indicators and target levels of achievement that form the basis for describing how effectively RMUoHP fulfills its Mission.

1. **Developing Evidence-Based Practitioners** - RMUoHP develops evidence-based practitioners by educating current and future healthcare professionals to synthesize evidence-based principles into practice.
2. **Elevating Clinical Inquiry Proficiency** - RMUoHP elevates clinical inquiry proficiency through learning experiences that challenge practice standards, expand evidence-based practice, increase clinical research, develop healthcare change agents, and encourage experiential learning.
3. **Ensuring Educational Quality** - RMUoHP ensures educational quality through student-centered academic programs, services, and continuous improvement.
4. **Nurturing Student Success** - RMUoHP nurtures student success by engaging students in professional and personal growth opportunities.

What do constituents think?

In annual surveys of students, new graduates, employees, faculty, alumni, and Trustees, these fundamental University principles again received excellent reviews across constituents for the five-point Likert scaled items (5 = *strongly agree*).

- **Mission Fulfillment** was rated above a mean of 4.50.
- The lowest mean score for progression towards **Vision** was 4.48.
- The four **Core Themes** held mean scores above 4.36.
- All mean scores for **Core Values** were in *acceptable* (4.0-4.49) or *exceptional* (≥ 4.50) ranges.

Are you interested in the comprehensive survey reports by constituent? Visit the RMUoHP [Institutional Effectiveness & Strategic Planning](#) website for the last three years of data!



Mission Fulfillment

Mission fulfillment, in the context of the University's purpose, characteristics, and expectations, is defined by the achievement of targets associated with Core Theme objectives and indicators. For our 2019 review, 76 Core Theme indicators with threshold targets were selected to triangulate data across the University. Divided into key and secondary targets of five- or three-point values, respectively, Mission fulfillment is defined as meeting at least 90% of primary target thresholds and at least 80% of maximum potential points. The most salient markers of mission fulfillment were drawn from the indicators measuring student course deliverables. These indicators provided a high-level view of learning, with links to direct evidence in program courses and high-impact learning opportunities, such as terminal projects.

Strong metrics on each academic indicator reflected threshold achievement of 100% (36/36) key targets measuring direct student deliverables. Secondary targets, including survey data, achieved the maximum potential points. In addition, 97.5% (39/40) of administrative indicators achieved target thresholds. Secondary targets, including survey data, achieved the maximum potential points. In addition, 97.5% (39/40) of administrative indicators achieved target thresholds, with key and secondary targets attaining the maximum potential points for all but two secondary indicators (employees currently certified in CPR was 67.32% on a 70% target; the website did not contain the most current Clery Act information). As such, Mission fulfillment was achieved for this period (100% of primary target thresholds and 98% of maximum potential points achieved).

98%

Achievement of Core Theme Outcome Targets

100%

- 3-Year AANPCCB Pass Rate (DNP)
- 3 Year DNP Employment Rate
- 2-Year NPTE Pass Rate (DPT)
- 2-Year DPT Employment Rate
- 2-Year MPAS Employment Rate

95.70%

2-Year PANCE Pass Rate (MPAS)

Core Values: Revisited

Rocky Mountain University of Health Professions' Core Values support the University's Mission, Vision, Core Themes, and [Comprehensive Strategic Plan](#) by reflecting the ethos and beliefs of the institution in terms of how the University operates and educates. Since inception in 1998, the University has had minimal changes to its Core Values (with the exception of adding *Service* in 2014). The current Core Values are:

- **Clinical Inquiry.** The University advocates clinical inquiry that challenges practice standards, expands evidence-based practice, increases clinical research, develops healthcare change agents, and encourages experiential learning.
- **Student-Centeredness.** The University provides a student-centered environment through relevant and participatory courses and a supportive University community.
- **Integrity.** The University demonstrates integrity in its interactions with all its constituents.
- **Diversity.** The University cultivates diversity

through academic freedom, varied educational experiences, and broad recruitment of students and faculty.

- **Leadership.** The University fosters skills essential to leadership roles in healthcare, academia, research and the community.
- **Sustainability.** The University operates with respect for the natural environment.
- **Viability.** The University generates and manages its resources in a manner that will ensure the long-term success and operation of the institution.
- **Service.** The University promotes service to community, healthcare, and education.

In Fall 2018, a task force (including employees, faculty, and students) was formed to reassess the Core Values as a continuous improvement opportunity and with consideration for the current state of the University, the people-centric culture to which we aspire, the Mission, Vision, Core Themes, and Comprehensive Strategic Plan. The task force presented their findings to the Executive



Council and the Council submitted revisions back to the task force for approval. After receiving task force support, the Core Values were provided for comment to all University employees and to the student leadership association. Pending the outcome of the ongoing reviews and approval by the Board of Trustees, the newly proposed Core Values will be integrated and communicated across University functions and constituencies.

- **Collaborative.** We learn and create within and across teams to innovate, foster change, implement strategy, ensure accountability, and celebrate achievement.
- **Learning-Centered.** By challenging thinking, encouraging growth, and exploring possibilities within a supportive learning environment, we empower learners to rise to their highest potential.
- **Inclusive.** By honoring our differences and similarities, we strengthen institutional and community connections.
- **Mission-Driven.** We make data-driven decisions

that promote the highest quality healthcare education and enhance student success toward becoming leaders skilled in clinical inquiry and prepared to effect healthcare change.

- **Authentic.** We recognize our imperfections and welcome growth stemming from both success and failure. We believe in our unlimited capacities to find solutions. We model gratitude. We seek to understand, to empathize, and to forgive.
- **Trustworthy.** To continuously earn credibility as an institution and as individuals, we strive for honesty, respect, and accountability in all we do.
- **Evidence-Based.** We use data to inform decisions by fusing our expertise with the best available evidence to create the best outcomes.
- **Service-Oriented.** Because we value people above all else, we serve each other, our patients, our communities, and the world.



Strategic Planning

Six goals and 19 initiatives were included in the 2019-2023 Comprehensive Strategic Plan (CSP) that launched in January, following the successful completion of 28/30 initiatives from the previous CSP. The University considers its CSP a living document, subject to and informed by changing landscapes, including healthcare, higher education, and technology. While the overarching goals likely will remain unchanged, new initiatives may evolve from innovations not yet imagined as new information, enhanced data, and technologies emerge.

The 2019-2023 CSP continues to promote excellence in student learning and outcomes achievement while refining current academic programming, expanding alternate academic models, developing personalized learning pathways, and enhancing student services, technologies, and training resources. The CSP promotes key educational, research, and strategic partnerships with individuals and communities to maximize effective operational and performance strategies and to increased brand recognition. Highlighted achievements from the Fall 2018-Summer 2019 reporting period included the following:

- **Expand Academic Excellence** - Doctor of Philosophy was re-approved to replace the Doctor of Science, new certificate programs and elective tracks were added for several degree programs, a new Doctor of Medical Science program was developed, and the University offered its first wholly online continuing education course. The University

also received authorization to enroll international students.

- **Advance Institutional Effectiveness** - The University implemented a new shared governance model. Processes, systems, policies, and training improved across multiple departments. Lead generation was enhanced 200%. Faculty development offerings and opportunities increased. A commitment to data-driven decision-making has elevated the presence of technical expertise in data extraction, organization, advanced statistical analysis, predictive modeling, and data visualization tools.
- **Enhanced Technological Sophistication** - Automated systems and increased collaboration through investment and training in new software tools. Invested in software resources for research, including global availability of SPSS to faculty and students. Strengthened cybersecurity and launched institution-wide technology standards and expectations training.
- **Cultivate University Recognition & Relationships** - Expanded omnidirectional digital marketing and communication strategies were implemented to include regular blogging, digital newsletter, public relations improvements, podcasts, and increased social media reach.



- **Launch Personalized Learning Pathways:** Developed an online learning community task force and foundational materials. Invested in systems to promote personalized learning across employees and students.
- **Nurture Student Success:** Added new support services, including free mental health counselling, food pantry, physical fitness facilities, student-designed study spaces, and developed a responsive Student Satisfaction Action Committee.

Through 2020, the University is focused on CSP initiatives that will include, for example:

- New Program Development.
- Assessment of Shared Governance Model Effectiveness
- Launching Stackable Learning Pathways through Online Learning Community.
- Enhancing the University’s Positive Brand Recognition and Increasing Awareness.
- Implementing Alumni Support and Engagement Strategies.
- Transitioning to a New Student Information System.
- Customizing and Personalizing Prospective Student Experiences.



Degree-Seeking Student & Alumni Factsheet

866
Degree-Seeking Students

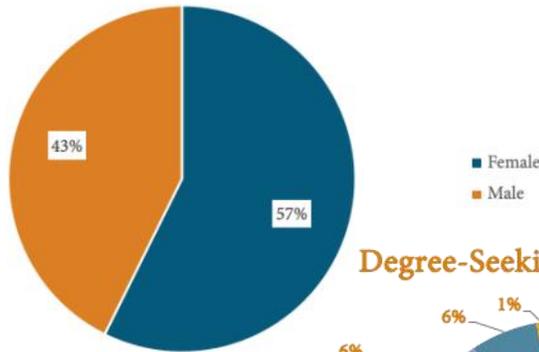
27
Mean Age for Entry-Level Students

39
Mean Age for Post-Professional Students

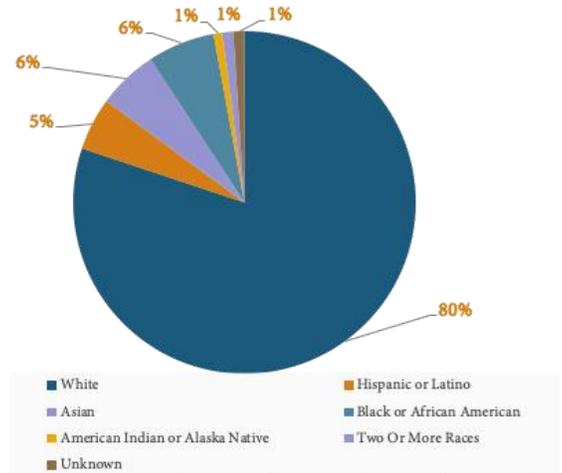
50
States in which Alumni Reside

2308
Total Alumni

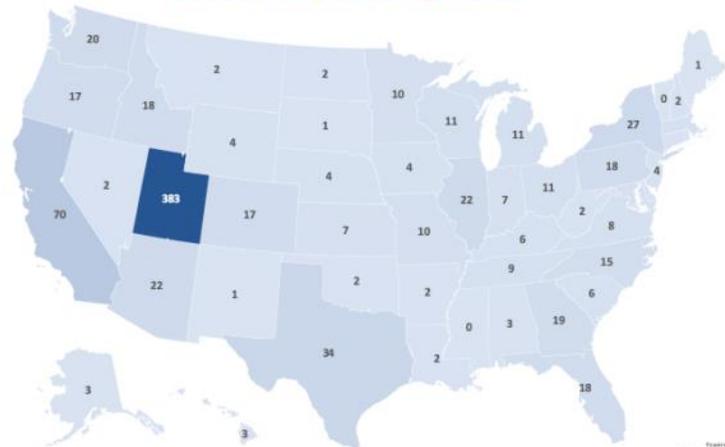
Degree-Seeking Student Gender



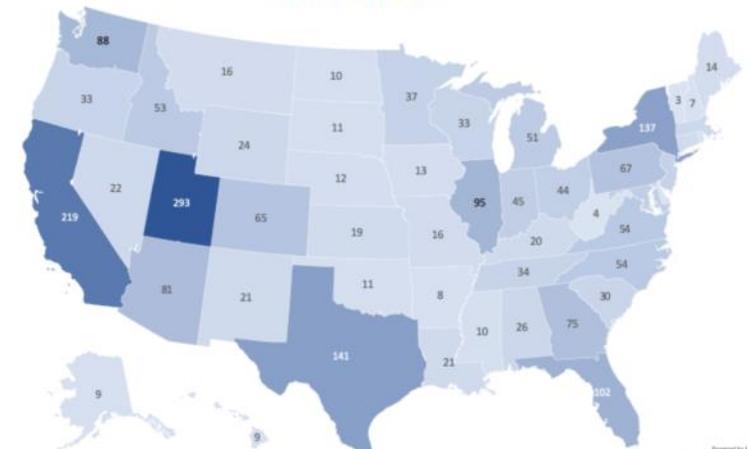
Degree-Seeking Student Ethnicity



Location of Degree-Seeking Students



Location of Alumni



Prepared by S&P © GlobeNewswire, 10/16, 2018

In Action: Continuous Improvement Highlights

Between Fall 2018 and Summer 2019, the University has been busily implementing its Comprehensive Strategic Plan and completing systematic assessment and continuous improvement processes. The following examples represent a small sample of such improvements from across the Institution.

Disrupting Technology Infrastructures

Beginning in Fall 2018, RMUoHP embarked on a journey to overhaul its technology. The process included, for example, a domain change, new learning management system, new software systems, new communication and collaboration tools, professional development systems, and institution-wide training. This large investment of institution-wide resources, stimulated by the new Comprehensive Strategic Plan, set the stage for the University's increased efficiency, future growth, and enhanced the learning community for RMUoHP's students.

Increasing Student Loyalty & Satisfaction

In spite of the traditionally high institution-wide student satisfaction scores (> 4.50/5 for the 2019 Student Satisfaction Survey), the University observed a downward trend in isolated Net Promoter Scores (NPS) by program. Concerned for the quality and continuity of education and services provided by RMUoHP, a team of program directors, faculty, administrators, and staff held an NPS strategy session to identify actionable priorities to address student satisfaction across each operational unit and program. The goal of the strategic planning workshop was to achieve progress and establish accountability towards elevating the NPS by program and University means to at least 50%, as well as consider a loftier target of 65%. A follow-up session will be held in 2020 as new data becomes available to demonstrate if the implemented strategies were effective in increasing student loyalty measured by the NPS.

Serving Students

During Fall 2018, the University launched a contest to provide student teams the opportunity to redesign a large and often unused space for their own study and meeting purposes. Teams from across the University submitted ideas and the winning team collaborated with RMUoHP's facilities planners to revamp the space into one that is friendly and effective for student needs.

In Winter 2019, in response to enhancing the student experience, the Student Satisfaction Action Committee (SSAC) was formed. The SSAC, which is made up of students and administrative employees, receives requests from students for items which will improve their mental and physical wellness during their studies at RMUoHP. The SSAC can

4.39

**New Graduate Satisfaction
of Academic Experience @
RMUoHP**
(2018 Exit Interview Survey)

4.53

**Student Satisfaction of
RMUoHP Experience**
(2019 Student Satisfaction Survey)

4.76

**Alumni Satisfaction of
RMUoHP Experience**
(2018 Alumni Survey)

receive requests from on-campus and off-campus students, and students must demonstrate wide-interest in the request among fellow students for the request to be considered. Since its inception, the SSAC has received 10 actionable requests and completed six of these requests, ranging from purchasing pickleball equipment and standing desks for classrooms to providing complimentary feminine hygiene products in bathrooms around campus.

Broadening Reputation & Awareness

As part of the [2019-2023 Comprehensive Strategic Plan](#), the University identified four strategies to grow awareness of the institutions brand and reputation in support of RMUoHP's Mission and Vision: expand digital presence, increase brand awareness, enhance continuing education marketing, and cultivate campus engagement and buy-in. Between the fourth quarter of 2018 and through the second quarter of 2019, social media has seen extensive improvements due to utilization of advanced analytics to curate content, expand multimedia use, and strategize messaging. [Facebook](#) post reach went from 92,898 to 167,894 and [Instagram](#) reach went from 18,512 to 38,201 and engagement skyrocketed as well, with a over 280% increase on Facebook and over 270% Instagram. Followers also increased significantly on Facebook, Instagram, and [LinkedIn](#).

Other strategies implemented during this period were a monthly blog digest, the development of an employee institutional marketing grant, and a [podcast](#) series, each of which provide educational content to readers and listeners.

>270%

Engagement Increase on
Facebook & Instagram



Enhancing Enrollment Processes

The Enrollment Management Department has strategically improved internal processes the past year to both build on prior success and provide a robust strategy for the future. Lead generation from the Student Marketing team has increased 209% from last year. This increase is due largely to a more content-based marketing strategy that utilizes both traditional and digital marketing communication channels. Leads are now filtered through a data-driven redesign of our recruiting funnel that has seen an average of 32 advising sessions every week by our admissions team. By improving relationships with the top referring institutions in the CAS systems, we have increased our residential programs' recruiting stability. Technology advances have also been integrated within our communication efforts. With the implementation of text messaging in our lead conversion process, we have increased lead responses by more than 70%. Enrollment Management has also designed and updated standard operating procedures. These new processes and procedures will be reviewed on a regular, scheduled basis. Enrollment Management's intensive efforts this past year have allowed for a more time-efficient, data-focused, and process-driven strategy designed to maximize enrollment growth.

Focusing on Wellness

In conjunction with the [2019-2023 Comprehensive Strategic Plan](#), a new Presidential Wellness Initiative focuses on empowering the RMUoHP community to lead healthier lives and achieve personal and team goals. Students and employees responded to a Wellness Inventory, which resulted in the formation of an Employee Wellness Committee. The Committee is charged with using the data to strategize and prioritize initiatives for 2019 and beyond. The Committee's efforts will align with the existing student wellness activities align with the current student wellness activities driven by Student & Alumni Affairs. Additional efforts to support student wellbeing were developed by Student & Alumni Affairs during this time period, including conveniently accessible crisis support and [resources](#) on the *Eight Dimensions of Wellness*.

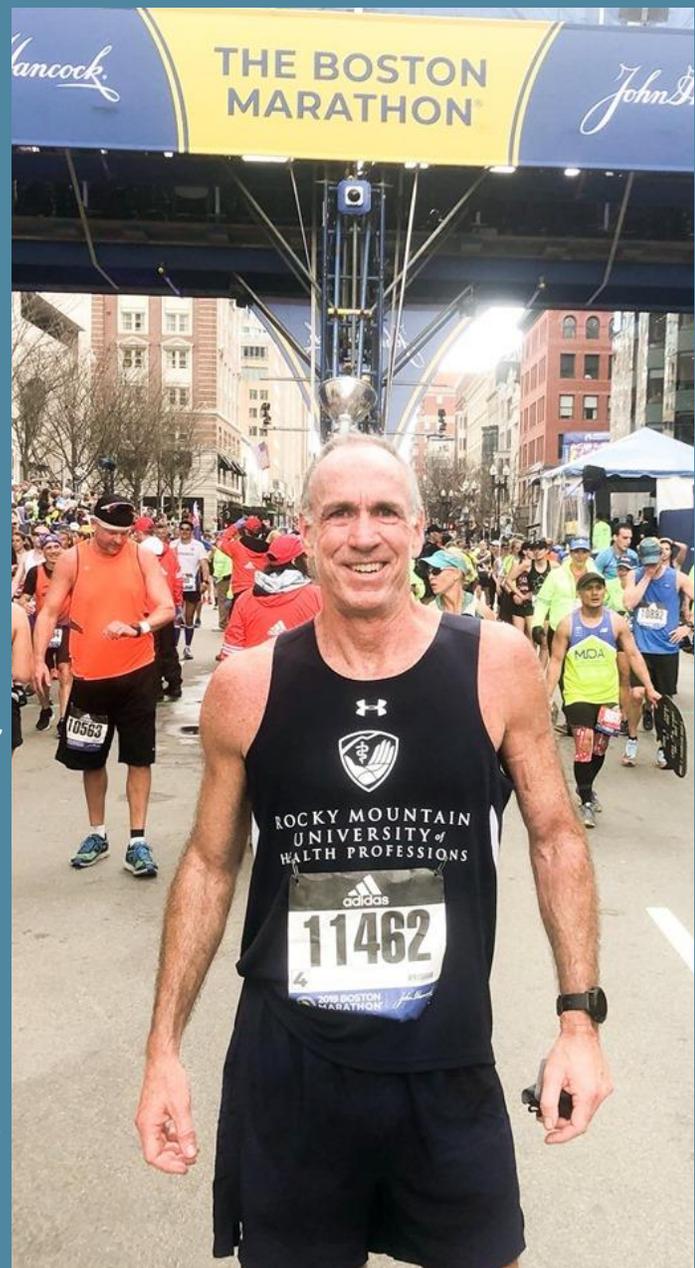
Wellness efforts expand into academic programming, where, in addition to the existing PhD program in [Health Promotion & Wellness](#), RMUoHP has added an [Health & Wellness Coaching \(HWC\)](#) certificate program at the master's level. Dr. Jeff Lynn, a Fellow of the Institute of Coaching, is the architect of the Health & Wellness Coaching Certificate Program at RMUoHP as well as the Director of the Health Promotion & Wellness track of the PhD degree program.

Expanding Financial Aid

The Financial Aid Department supported the low Cohort Default Rate below 1% and implemented strategies to better educate students regarding student loan debt. All federal financial aid switched to in-house processing, which resulted in the largest processing year to date. Several employees were added to ensure ongoing professional student support.

>200%

Lead Generation



The Veteran's/Scholarships Office has processed 400 scholarship applications for University scholarships and over 30 University scholarships were awarded. Currently, 21 veterans are utilizing their VA benefits. Additionally, the Utah State Board of Education (USB E) financial aid program was implemented for the Master of Science in Speech-Language Pathology, awarding the selected student \$18,000 over a two-year period.

Developing Personnel

The University is recognized for investing in and developing employees. In fact, the 2018 Employee Engagement Survey indicated over 78% of the employees participated in professional development. To increase the accessibility and content of professional development, RMUoHP added subscriptions for each of the 157 employees (and students as well) to LinkedIn Learning. This investment provides access to a seemingly endless variety of courses as well as a platform to conveniently deliver custom pathways for internal training.

Revamping Governance

To show commitment to a shared-governance model, in 2019 RMUoHP restructured the governing systems to include six levels of governance that included adding the Academic Leadership Council (ALC), Student Government Association (SGA) and two Senates to the governing system; the Employee Senate and the Faculty Senate. Each body has officer positions of Chair, Chair-elect/Vice-chair, Secretary, and a representative to the President's Cabinet (PC), which will allow for bi-directional sharing of information and policy recommendations.

The long-established ALC, composed of academic administrators, promotes the integrity and excellence of all RMUoHP academic programs by assuring that new and existing academic programs meet the University's high standards, by review of university academic policies, and by working collaboratively with the Faculty Senate on anticipating and resolving academic issues that arise.

The SGA serves as the voice of the students. This long-standing organization represents the interests and concerns of the student body regarding issues in which students have reasonable interest. The establishment of the new governance model has enhanced the opportunity for student input into key decisions affecting the RMUoHP community.

The Faculty Senate is comprised of 15 members, 10 at-large full-time faculty and five part-time faculty elected by the faculty themselves. The purpose of the Faculty Senate is to be a deliberative body for University faculty to discuss and develop resolutions, advisements, and recommendations to the PC, administrative officials, or governed body and collaborate with other senates or governing bodies; it also provides a platform for faculty to promote excellence and consistency in academic affairs.

91.46%

Employees Agree they Feel Appreciated @ RMUoHP
(2019 Employee Engagement Survey)

93.10%

Employees Agree RMUoHP Supports a Culture of Continuous Improvement by Investing in Employees
(2019 Employee Engagement Survey)

78.81%

Employees Participated in Professional Development
(2019 Employee Engagement Survey)

The Employee Senate is comprised of 16 members, two members for each represented area: Academic Support, Administrative Professionals, Enrollment Management, Finance, Operations, Strategy & Engagement / Research/IRB, Student & Alumni Affairs/Foundation/Administration, and Technology & Innovation. The purpose of the Employee Senate is to make recommendations to the President's Executive Council (PEC), PC, and/or appropriate Vice President, Provost, or President directly on matters relating to university policies and procedures, allocation of resources as related to employees and students, and budget as it relates to student and employee development and management.

The creation of these Senates will allow for employees and faculty to discuss policies and mandates coming from the PC or PEC, while also bringing up new items for the PEC and PC to discuss, thus continuing to further University's Mission and embodying the newly proposed Core Values.

Cultivating a Sense of Community

In 2019, the University started a new tradition in an annual Founders Day Celebration. This follow-up to the 2018 20th Anniversary Celebration included events designed to celebrate students and employees and included lunch, games, music, prizes, student fundraising, and free t-shirts for all on- and off-campus students and employees. Feedback from the event indicated lasting impacts on the culture of camaraderie, student-centeredness, and fun at RMUoHP. The event will continue as an annual activity on the first Friday each June.

Advancing Women in Leadership

As a Presidential Initiative, RMUoHP supports the American Council on Education (ACE) Women's Network's Moving the Needle: Advancing Women Leaders in Higher Education initiative and commits to the statewide Women's Leadership Institute (WLI) initiative, the ElevateHER Challenge. Specifically, three areas of the ElevateHER Challenge were identified as areas of focus. Concentrated efforts in these areas has resulted in positive outcomes for RMUoHP employees and culture.

1. Increase the number of women on our organization's Board of Trustees, extend the influence of women in your industry, and encourage women to serve on community and corporate boards. Currently, the percentage of women on our Board of Trustees is 27%. In addition, many women, as part of their institutional roles, served in leadership roles. In addition, several women across the University serve on community and corporate boards.
2. Monitor pay by gender and close identified gaps. Currently, the University has 155 employees, of which 90 (58%) are women. A recent compensation analyses by position were completed by our Human Resources Manager illustrated that solid equity exists among genders in similar positions.
3. Establish a leadership development and/or mentoring program for women. To augment training presented by Human Resources and capture content specific to leadership development in women, the University has invested in LinkedIn Learning. Employees can prioritize and grow in their most important roles through learning modules that maximizing team learning and promote personalized learning.



Expanding the Research Agenda through the Office of Research & Sponsored Projects

The research enterprise at RMUoHP has expanded considerably in the past year through the [Office of Research & Sponsored Projects](#) (ORSP). Faculty and student enjoy access to the latest software packages for finding funding, conducting statistical analyses, designing surveys, and evaluating quality with application allowing 24 hour access anywhere. Internal research grants are seeding faculty research across a wide range of departments. The ORSP, through the [RMUoHP Foundation](#), has secured \$35,369 to support research involving three PhD residential research assistants and residential faculty.

Enhancing both the research brand and benefitting the faculty and students, the University hosted numerous scholarly events bringing some of the brightest minds to campus. Last Fall, RMUoHP hosted *Critical Power: Unlocking the Limits of Human Performance*, an event featuring seven national and international scholars, including Brett Kirby who is the Director of NIKE's Sport Research Lab. This Winter, the MS-SLP hosted *Hard to Swallow: A Catalyst for Change in Dysphagia Management*. Finally, the ORSP hosted the visit of Dr. Steve Murray, Cal Berkeley, who lectured MPAS faculty on tips for publishing case reports and the visit of Dr. Daniel Credeur, Southern Mississippi, who provided DPT faculty with an in-service on flow-mediated dilation using the lab's Doppler ultrasound unit. Additionally, the third annual Research Symposium was held in August and include 23 abstracts, 16 posters, and 6 rapid-fire podium presentations.

In 2018, at least 21 scholarly articles were published by RMUoHP faculty and administrators, including 10 authored or co-authored by the Director of the ORSP, Dr. Robert Pettitt. One article in particular established a protocol for testing VO_{2max} through a submaximal process, which has wide-reaching applications in clinical and laboratory testing, particularly with patients who have experienced a cardiac-event or have diagnosed heart disease. This submaximal protocol has led to a partnership between RMUoHP and the Ensign Group testing the effectiveness of their Heart PARC rehabilitation program at increasing the cardiovascular health of individuals who have experienced a severe cardiac episode. This study also utilizes a new technological device which measures oxygen saturation in muscles (MOXY), a metric thought to give incredible accurate readings on the efficiency of the cardiovascular system.



Culture & Commitment to Service

Central to the culture of the University is its year-round commitment to service. Annual humanitarian missions (Malawi, Guatemala) provide opportunities for students to leave their imprint on enhanced healthcare, education, shelter, sustainability, and quality of life. Feedback from these service learning experience has indicated that in addition to the learning that occurs, the hearts of the volunteers are changed as well. Other service-related initiatives during this reporting period included participation in the United Way Day of Caring, the Habitat for Humanity Women Build, a facilitated book drive for a school in Africa, regular food and toiletries drives, and support for charitable and community events (e.g., Heber Half Marathon, Special Olympics).

The University, through its Foundation, continues to operate two non-profit clinics: the [Center for Communication Disorders \(CCD\)](#) and the [Community Rehabilitation Clinic \(CRC\)](#) .

Center for Communication Disorders

During the past year, 40 RMUoHP students have participated in volunteer service at the CCD, contributing 1448 hours of speech-language pathology services of which a total of 14,167 hours have been provided. The over 1100 patient visits translates to over \$132,000 in Medicare savings (according to the 2018/2019 Medicare Fee Schedule). As a young clinic, the CCD continues to aggregate patient data to analyze effectiveness and satisfaction of provided services.

Community Rehabilitation Clinic

The CRC continues to improve in its operational capacity from the through additional follow up treatments and new patient evaluations. Patient utilization of resources also exceeds the national average of clinics across the country. Patients treated at the CRC complete their treatments and are discharged in less treatment

1448

Student Volunteer Hours
Provided to CCD Patients



visits than the national average. A record total of 4,333 patients were treated the last half of 2018 and the first half of 2019. During the same period, the financial benefit to patients and their communities was \$997,038 (according to the 2018/2019 Medicare Fee Schedule).

As volunteers in the CRC, students learn the value of serving their community by treating and understanding the circumstances of underserved citizens from their community. In the past year, 128 student volunteers from RMUoHP, Brigham Young University, and Utah Valley University have contributed 1233.5 hours of physical therapy services, 232.5 hours of Spanish translation, and 13 hours of informational technology services.



The CRC diligently measures patient and clinical outcomes via the nationwide [Focus on Therapeutic Outcomes \(FOTO\)](#) tool. Patients at the CRC are measured for pain acuity, comorbidity, fear-avoidance, severity at intake, function, and overall treatment satisfaction.

Patient Utilization measures how well the CRC utilizes its resources in the treatment of patients to discharge compared to the national average. The 2nd Quarter of 2019 are slightly higher than the 1st Quarter but again much higher than the national average. CRC patients are achieving improved utilization scores better than 84% of patients in clinics nationally. The CRC staff continue to use the resources they have to achieve superior results.



Patient Utilization	CRC	National Average	Percentile Rank
1st Quarter 2019	51%	34%	87%
2nd Quarter 2019	52%	28%	84%

Functional score reflects how well patients are responding to physical therapy treatments. The score includes the patient's perception of pain and their ability to function at home and at work. The primary reason for the lower functional score in 2019 than the national average is an increase in the number of patients with shoulder pain and treatments to see positive results. In all other areas of treatment, the functional scores met or exceeded the national averages.

Clinic Effectiveness	FS Change	National Average	Percentile Rank
1st Quarter 2019	18	19	36%
2nd Quarter 2019	18	19	37%

Clinic efficiency is rated by how many patients visits it takes from first evaluation to completion of treatment and discharge or how well the CRC treats patients in reaching their functional scores. Patients at the CRC achieve their functional scores an average of 3 to 4 visits faster than the national average. The difference is a financial benefit of saved costs for the patient and their communities.

Clinic Efficiency	CRC # of Visits	National Average
1st Quarter 2019	7	11
2nd Quarter 2019	8	11



What's Next?

The 2018-2019 Annual Report represents the collective journey of engaged assessment and continuous improvement contributors whose Mission-centric focus has led to significant achievement and inspired innovation. Our climb over the past year has chronicled the sustained commitment to student measures that assess meaningful program and student learning outcomes.

As we continue the preparation of documents and stories that outline our ability to demonstrate Mission fulfillment and sustainability for our NWCCU Year Seven Self-Study Report and Peer-Evaluation Review, we already have an eye to the future. The abundant opportunities in our 2019-2023 Comprehensive Strategic Plan create the path for our journey up the mountain by capitalizing on organizational strengths.

The University's academic footprint and our employee and student ranks have grown, yet our focus has not wavered from a commitment to developing strong relationships with students, offering diverse learning-centered environments, and focusing on an institutional culture that promotes collaborative team-based data-driven decision-making.



ROCKY MOUNTAIN
UNIVERSITY *of*
HEALTH PROFESSIONS
STRATEGY & ENGAGEMENT