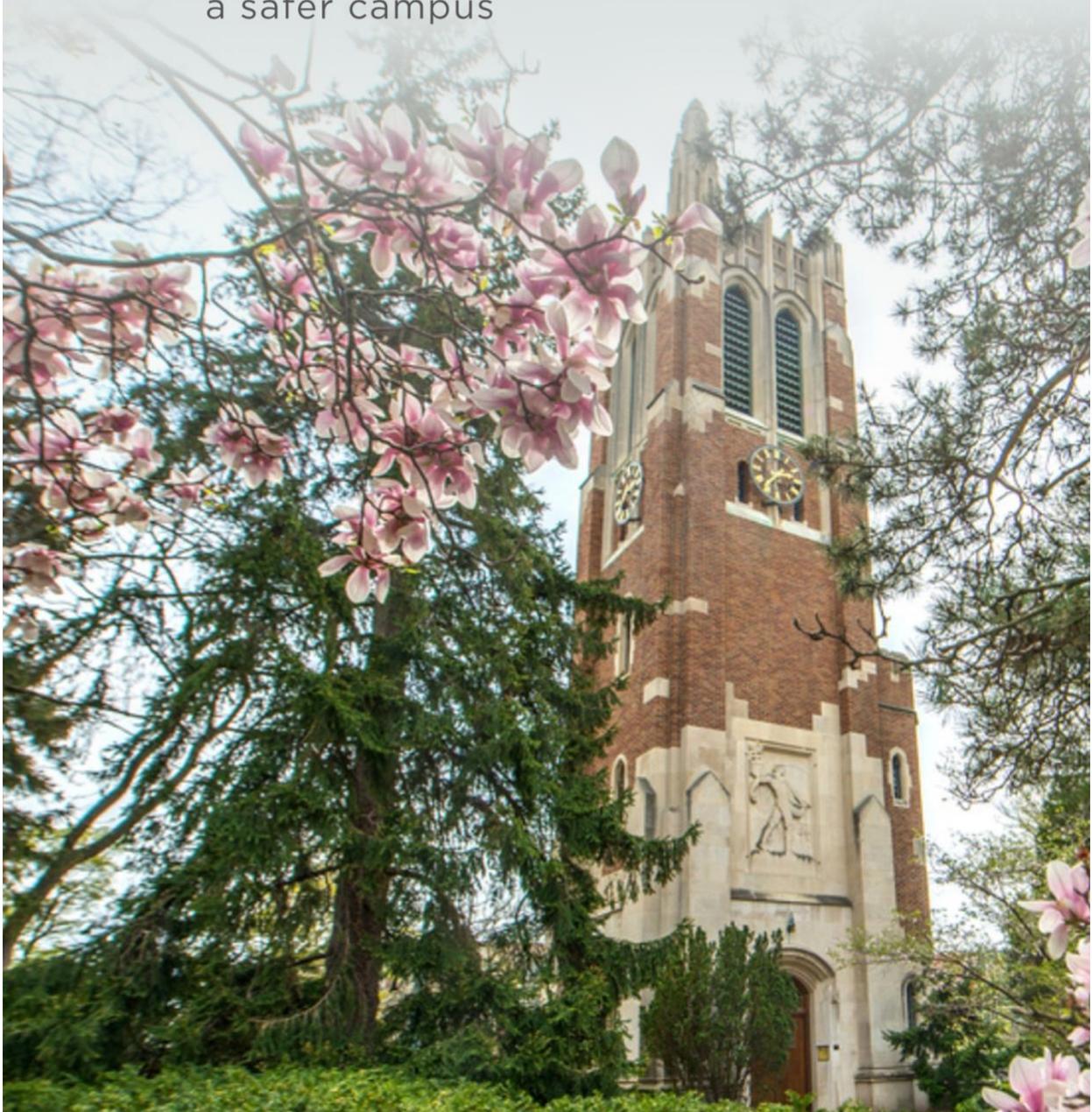




MICHIGAN STATE UNIVERSITY:

Taking action to foster
a safer campus



As of 05.09.18

MICHIGAN STATE UNIVERSITY: TAKING ACTION TO FOSTER A SAFER CAMPUS

MSU is committed to achieving the highest standards in assuring patient care and safety, preventing relationship violence and sexual misconduct, and supporting and responding to reports of such incidents. The university is working with internal and external experts to improve policies, procedures, programs, and operations. Below is a summary of this important work.

Protecting Patients and Improving Patient Care

Michigan State holds the medical profession in high regard, but its trust must be backed by supporting policies, procedures, and verification. MSU is implementing improved patient safety, privacy protocols, and quality of care recommendations from an **external review** of all MSU clinics. Third-party quality and safety assurance reviews are anticipated to start in the summer of 2018 as we continue our commitment to achieving the highest quality of patient care and safety standards.

Policies on sensitive examinations and chaperones have undergone extensive reviews by the medical and nursing college deans and HealthTeam staff to ensure MSU's **policies are stringent and uniform across MSU's clinical practices**. They are now considered national exemplars and epitomize the commitment to protecting all involved with sensitive examinations necessary to promote and maintain optimal health.

- Although initially developed over a year ago, the **MSU HealthTeam chaperone policy** was revised in February 2018 to ensure a uniform patient workflow and documentation requirements. Changes have been made to the electronic health record to document the presence of a chaperone for sensitive exams, training for providers and staff was conducted, and the system went live March 21, 2018.
 - In conjunction with the chaperone policy, a **“consent to treat”** form was adopted for the patient at the time of registration. The form, when signed by the patient, gives patient consent to the provider for treatment, but also informs the patient of her or his right to a chaperone and makes it clear minors can have a chaperone present.

- An audit will be conducted in June 2018 and the results will be provided to providers and staff and reported to the MSU HealthTeam board. Audits will be conducted quarterly, or as needed, thereafter.
- Safety policies and procedures for sensitive exams that occur in the educational setting at MSU today are now among the most stringent in the nation. MSU's health colleges' leadership reviewed policies and operating procedures governing simulated patients or models and faculty assisting with sensitive exams training. The review confirmed that the shared Learning Assessment Center in East Lansing, the College of Human Medicine's Secchia Center in Grand Rapids, and College of Osteopathic Medicine sites at Macomb University Center and Detroit Medical Center all apply current industry standard policies and best practices required for national accreditation in health care simulation. Implementation of policies mirroring the newly implemented clinical chaperone policy add additional protections.
- The MSU HealthTeam board approved a **practice location policy** which identifies approved HealthTeam practice locations. Locations can also be approved by the department chair and dean of the appropriate college, if the location is identified within the provider's scope of practice.
- The MSU HealthTeam **patient satisfaction survey** system is being reviewed for replacement in order to obtain better and more timely feedback from our patients on ways to improve our delivery system. The MSU HealthTeam is also developing uniform clinic signage for wayfinding and to inform patients of their rights, and is exploring placement of TV monitors in clinic waiting areas for patient educational purposes.
- Interim President John Engler announced a **reorganization of the university's health colleges, clinical practices, and student wellness programs** to increase safety and quality of care across all MSU's health care offerings. Two leadership positions were created to ensure proper oversight of the health system.
 - **Norman J. Beauchamp, Jr.**, dean of the College of Human Medicine, was appointed to the **newly created position** of associate provost and assistant vice president for health affairs. In this role, he works to increase safety and quality practices across all of MSU's health care services.
 - **Anthony M. Avellino** will assume the roles of assistant provost and chief wellness officer and MSU HealthTeam chief medical officer. Avellino will assist with strategic development of initiatives and programs, assure compliance while ensuring best practices and exemplary care, and oversee core sports medicine

and health care providers, guiding the ongoing reorganization of student health and wellness.

- **Andrea Amalfitano**, director of MSU's Clinical and Translational Sciences Institute, was confirmed by the MSU Board of Trustees as interim dean of the College of Osteopathic Medicine.

- MSU is **enhancing student-athlete medical care** based on a **comprehensive review** by external sports medicine physicians.
 - Two athletic trainers will be added to the 13 employed currently, and all will report to medical supervisors rather than strictly through the athletic department.
 - Chaperone and "consent to treat" policies were standardized with those of MSU HealthTeam clinics, as was on-site signage raising awareness of those policies.
 - A "360" method of peer evaluation will be applied for sports medicine and training staff.
 - Athletic trainers' manual is being revised and will be completed in the summer of 2018.

- The university is following through with a number of recommendations for **improvements to student counseling and psychiatric services** outlined in the 2016 report from Keeling & Associates. Those include:
 - Counseling and Psychiatric Services (CAPS) was formed in February 2017 from the former MSU Counseling Center and Olin Psychiatry Clinic under Interim Director Dr. David Weismantel. The organization provides a multi-disciplinary, inter-professional model of care and services for students. Following a national search, **a new permanent director** was recruited, and Dr. Mark Patishnock will begin work June 1, 2018.
 - To increase its staff of counselors, **temporary counselors were retained** while several positions are posted and another 6-8 will follow in the coming weeks to fill new space in the MSU Union. The addition of the **Morneau Shepell Domestic Student Support Program** will allow students with less severe conditions and lower risk to receive counseling without the typical 2-4 week time on a wait list for services.
 - **Single point-of-entry service** now is accessible for students by referral, phone, or in person.
 - Counseling services are generally short-term without explicitly defined limits. Any student registered for one or more credits is eligible for an initial consultation. The first three psychiatry appointments are prepaid for enrolled MSU students, after which, charges are billed to students' insurance.
 - Two licensed counseling providers were **embedded within the South and East Neighborhoods** as part of a pilot project funded through Residence Education

and Housing Services. They participated in community programming, assisted the academic advisors with particular students, and provided individual counseling in these neighborhoods. MSU is planning to expand this program to a total of three embedded staff in residential neighborhoods and another within the Graduate School.

- A **24-hour phone and text hotline** for all integrated services through Morneau Shepell will be available to domestic and international students by July 2018.
- MSU is participating in the **JED Campus Program** for support in comprehensive systems, program, and policy development, building on existing student mental health, substance abuse, and suicide prevention efforts.

Prevention of Relationship Violence, Sexual Misconduct and Sexual Assault

- **MSU's Title IX policies are compliant with all applicable legal requirements.** MSU hired the law firm of Husch Blackwell as an independent third party to conduct a review of MSU's Title IX policies and procedures. In addition to finding MSU's Title IX policies compliant with all applicable legal requirements, the review found MSU to be at the forefront of a number of practices. The reviewers also made a number of recommendations for improvement, which MSU is implementing.
 - A second phase of review, released in final form in May 2018, assessed awareness and outreach, prevention and education programs, and crisis and advocacy support services. The report indicated that the campus community lacks awareness of relationship violence and sexual misconduct prevention resources, policies, and procedures. The report recommended **improving internal communications** to support ongoing cultural changes, promote MSU's values, and disseminate relevant information to the campus community. Husch Blackwell offered additional suggestions including increasing mental health support services, improving alignment of training, awareness, and prevention programs and clarifying the responsibilities and accountability within the Title IX office.
 - **MSU hired a new communications manager** in December 2017 to support communication and outreach related to Title IX programs. Work is underway to further enhance and implement strategic communication plans for fall 2018.
 - Also, the Office for Civil Rights and Title IX Education and Compliance are collaborating with IT Services and Communications and Brand Strategy to explore new avenues for communication and outreach with students and employees, including existing and new platforms and apps.
 - **MSU's Office of Institutional Equity** held five Campus Climate forums prior to the release of the second phase final report to solicit feedback from students and

employees. Suggestions for improving communications, education, and training programs, with consideration of special populations, were incorporated into the report. Feedback from the forums also included comments related to augmenting mental health support services on campus.

- Other education and training improvements underway include:
 - **updating the Academic Orientation Program** for incoming students to include information and resource materials related to relationship violence and sexual misconduct with a focus on fostering a culture of safety and respect;
 - developing and implementing stronger and more impactful education programs for students who live on campus and their residential hall resident assistants;
 - reviewing online and in-person prevention education programs to improve effectiveness while continuing to meet compliance obligations; and
 - planning for a comprehensive **Title IX campus climate survey** for students, staff and faculty during the 2018-2019 academic year. The survey results will provide important insights to improve resources and responses to reported incidents and fuel creation of prevention, outreach, and education programs broadly and for specific communities on campus.

- Community suggestions and other input focused on prevention are being solicited and received by the interim president's **Relationship Violence and Sexual Misconduct Expert Advisory Workgroup** through its online contact channel and through consultation with diverse campus and community groups. The workgroup is using the feedback to develop recommendations for improving MSU's programs and practices.

- MSU's Sexual Assault and Relationship Violence Prevention Program is using a grant from the office of Gov. Rick Snyder to implement the "**Greeks Take the Lead**" program, which focuses on sexual assault awareness training for fraternity and sorority affiliated students. The training encourages leadership, intervention, and continued dialogue related to sexual assault prevention. The program includes specialized trainings for new fraternity and sorority presidents and risk managers. It also provides general member trainings on topics such as consent, healthy relationships, and motivating students to prevent sexual assault.

- Other enhancements to education and training programs currently in planning include:
 - new education and outreach **programs for student-athletes** as well as Intercollegiate Athletics coaches and staff. In collaboration with Intercollegiate Athletics, these programs will include new MSU-developed educational programs and ongoing peer-facilitated dialogues;
 - new education and outreach programs to support the complex and unique needs of graduate students and graduate student employees;

- a new **high school outreach program** to provide prevention education to high school students and their parents;
 - alignment of Academic Orientation Program with Title IX prevention education efforts, inclusion of resource and training materials in AOP materials, and addition of AOP sessions focused on connecting incoming students with real-life stories of continuing students and the importance of living our Spartan values to foster a culture of safety and respect; and
 - collaborating with the Residence Hall Association and Residence Education and Housing Services to develop and implement education programs for on-campus residents and enhance programs provided to resident assistants and other REHS employees.
- **All students and employees** are required to complete an online training program. Both the student and employee programs focus on:
 - providing information to identify sex discrimination and sexual harassment, including relationship violence, stalking, and sexual misconduct;
 - raising awareness of the impact of these issues on the campus community and encouraging community members to engage in efforts to end these types of violence;
 - advising members of the MSU community about their rights and reporting responsibilities under the Relationship Violence and Sexual Misconduct Policy;
 - communicating behavioral expectations for all members of the MSU community as outlined in the policy;
 - connecting community members with support and resources that are available when issues or assaults occur;
 - and training employees on their roles in administering the policy.
- The Office for Civil Rights and Title IX Education and Compliance—in partnership with Academic Human Resources and Human Resources—launched a **new leadership development training program** in March 2018 for MSU supervisors and administrators focused on prevention and response to harassment and discrimination. New protocols for information sharing between campus units were introduced as part of the session content.
- **MSU is training employees how to recognize and report child abuse.** The university introduced enhanced training in March 2017 for individuals managing youth programs that includes information about mandatory reporting requirements and recognizing signs of child abuse. This training was expanded to a full-day workshop in March 2018.

- **MSU established the Youth Programs Policy in 2013.** The policy has evolved over time with multiple revisions that are detailed online.
 - In May 2017, **MSU strengthened protections for youth participating in campus programs.** The university's youth program policy has been updated to mandate that all individuals who have unsupervised access to minors are required to undergo criminal background checks within the past 12 months. This extends to any external organization using MSU facilities. New requirements are in place regarding annual trainings, reporting protocols, and transportation of minors.

- **MSU is continuing efforts to train youth program directors and coordinators.** Trainings focused on identifying and reporting child abuse were expanded to an annual Youth Protection Workshop in 2017.

- **MSU hired a Youth Program Director to help manage and oversee all youth programs.** David Chupak joined MSU in November 2017 to oversee youth programs including any class, camp, program, or other learning activity held on and off-campus that includes participation by minors.
 - A Youth Programs Advisory Board was established in January 2018, from multiple campus units, to consult on youth program policies and procedures.
 - Training was expanded for youth program coordinators and directors, including presentations from subject experts in policy compliance, identifying maltreatment, reporting requirements, gender equity, police response, and mental health.
 - Other program personnel trainings in the planning stage include interviewing practices to prevent child maltreatment, implicit bias awareness, surviving active shooter situations, and addressing cyber-bullying.
 - Director Chupak is working with General Counsel and his advisory board on youth program policy revisions covering topics including one-on-one adult/youth exposure and electronic communications. New requirements will include application of industry guidelines for supervisor-to-youth ratios. Consequences for non-compliance with youth protection policies will be clarified.
 - Handbook templates containing uniform program requirements also will be developed, including the topics of central policies, communication processes, and conduct rules for program participants.
 - Program registration deadlines will be set and a software will be implemented for online registration to allow more efficient program tracking.
 - The director will begin conducting program compliance audits this summer.
 - Director Chupak provides ongoing consultations to youth program directors. Program directors have displayed an eagerness to comply with university-wide policy requirements and a commitment to providing safe experiences for minors.

- **The campus-wide “It’s On Us”** campaign held a Spring Week of Action April 2-6, 2018. MSU faculty, staff, and students participated in a series of awareness activities to lead off national Sexual Assault Awareness Month.

Responding to Relationship Violence, Sexual Misconduct and Sexual Assault

MSU has two long-standing services to support survivors of sexual assault, relationship violence, and stalking. **The Sexual Assault Program and Safe Place** have assisted thousands of people impacted by violence in accessing resources and support. The university has dedicated significant new resources to strengthen these programs and improve our efforts to combat sexual and relationship violence. MSU is working toward creating long-term changes in our campus community that benefit and support students, faculty, and staff and cultivate a culture of safety and respect.

- **The University Policy on Relationship Violence and Sexual Misconduct** is clear: Michigan State University is committed to maintaining a learning and working environment for all students, faculty and staff that is fair, humane, and responsible—an environment that supports career and educational advancement on the basis of job and academic performance. Relationship violence, stalking, and sexual misconduct are not tolerated at MSU.
- Interim President John Engler convened the **MSU Relationship Violence and Sexual Misconduct Expert Advisory Workgroup**, composed of campus leaders with deep expertise in the areas of sexual assault and relationship violence. The workgroup is tasked with gathering ideas and input from students, faculty, staff, and alumni and working closely with other organizations, committees, and units on campus. The workgroup advises the president on best practices and makes recommendations about trauma-informed policies and programs to ensure that MSU is responsive to survivors.
- The workgroup quickly recommended **increasing the number of therapists and victim advocates in the MSU Sexual Assault Program (MSU SAP)** to meet increasing demands for services. The workgroup collaborated with the Michigan Department of Health and Human Services to secure grant funding through the Victims of Crime Act (VOCA) to create four full-time positions for MSU SAP, including two therapists and two victim advocates. MSU is also funding an additional full-time crisis counselor **and a clinical supervisor position within MSU SAP**. MSU SAP is a primary resource on campus for student sexual assault survivors, and

the demand for services has risen sharply in recent years. Last year, MSU SAP served over 650 clients and provided individual therapy to nearly 300 MSU students with a clinical staff of five therapists, one crisis counselor and one victim advocate. The new MSU and VOCA-funded positions will increase MSU SAP's capacity to meet current and future levels of demand for services.

- The workgroup also recommended the creation of the **Office for Civil Rights and Title IX Education and Compliance** to align all Title IX-related functions in one organizational structure. The new office provides oversight for the Office of Institutional Equity, or OIE, and the Title IX Prevention, Outreach and Education office.
 - Feedback from the MSU community and external reviewers indicated a need to clarify and streamline investigative processes through OIE, and to improve communication with both claimants and respondents. As a result, **two service coordinators are being hired** as primary points of contact for claimants and respondents throughout the investigation and adjudication processes, ensuring that individuals are connected with the supports and resources needed. This improvement should not only streamline services, but also help claimants and respondents navigate the process.
 - **Four additional positions** have been created to support the work of the Office for Civil Rights and Title IX Office and OIE:
 - a data analyst to identify trends in reporting, coordinate climate surveys and other broad-scale reviews, conduct research and provide data support to prevention, outreach and education efforts;
 - an OIE case manager to review incident reports, assign cases to OIE investigators, and oversee case flow to improve timeliness of investigations;
 - an Americans with Disabilities Act (ADA) coordinator—previously combined with the Title IX coordinator role, the ADA coordinator will now be a dedicated, full-time position; and
 - an additional OIE investigator will bring the total number of OIE investigators to 10.
- The new Title IX Prevention, Outreach and Education office has been created and will be dedicated to prevention of sex and gender discrimination, including relationship violence, sexual misconduct, and stalking. The office will also focus on outreach—in alignment with MSU's land-grant mission—and education, emphasizing our **commitment to cultural change through increased knowledge and awareness**. The office will be staffed by a director, full-time clerical support, and five prevention specialists with the intention of addressing gaps in programming.

- Specialist focus areas are based on feedback from the MSU community and recommendations from the Husch Blackwell phase 2 report. The specialists include:
 - a faculty/staff education and community outreach specialist;
 - a Sexual Assault and Relationship Violence (SARV) Prevention Program and specialized workshop specialist;
 - a bystander network specialist;
 - a graduate and professional student outreach and education specialist;
 - and a male engagement specialist.

- The MSU Police Department and the Office of Institutional Equity have implemented **a new protocol to ensure that police notify OIE** when investigating relationship violence, stalking, or sexual misconduct complaints.
 - The new reporting protocol will enable full communication and accountability between these two MSU units. The protocol will also ensure all victims receive information about campus resources and options from OIE. Previously, MSU policy required OIE to report incidents to MSU police, without a reciprocal protocol for reporting from MSU police to OIE.
 - Additionally, **interlocal agreements** bring local police agencies in East Lansing, Meridian, Bath, and Lansing townships and the Michigan State Police into our system so that MSU gains awareness of off-campus misconduct or assaults.

- **MSU has strengthened its policy on mandatory reporting obligations**. As part of an annual review of its Relationship Violence and Sexual Misconduct Policy, MSU enhanced the policy to address violations of mandatory reporting obligations. Employees who fail to report sexual assault allegations as required by the policy are subject to discipline, up to and including termination.

- MSU has hired Kroll, a leading global independent, third-party investigative services firm, to assist with investigations and **reduce the response time for complaints** filed under MSU's Title IX Relationship Violence and Sexual Misconduct Policy. Investigators will be used, as needed, to handle complex complaints and to reduce the time between filing and finding.

- Discussions began to **better coordinate complaints** directed to the Office of Institutional Equity, MSU Police and/or the MSU Hotline, which is supported by the Office of Internal Audit. It is crucial that appropriate MSU leaders are rapidly informed of complaints that may have an adverse effect on patient safety so interventions can take place quickly.

- The MSU HealthTeam CEO met with MSU Police to ensure a **safer environment** for patients and staff. MSU Police are taking over incident reporting at the Eyde clinical buildings from the Meridian Township police department to prevent gaps in complaint reporting. MSU Police are also increasing patrols in our clinics as well as providing staff training.
 - The MSU HealthTeam is obtaining proposals from independent peer review experts to assist with the **review of sensitive cases**.
 - The MSU HealthTeam also is evaluating replacement systems for its **incident reporting system**. The current system reports incidents, but we need to have the ability to follow up and “close the loop” for reporting purposes.

- Interim President Engler wrote to college deans, program directors, and department chairs in April 2018 to clarify the responsibilities of MSU leaders and managers with respect to **employee evaluations**. He urged diligence in documenting workplace behavior of concern among subordinates in personnel performance reviews.

- MSU created a **Healing Assistance Fund**, which has so far disbursed \$522,000 in payment or reimbursement for counseling and mental health services to victims of Larry Nassar. The fund was set up by the Board of Trustees in December 2017. A 24-hour phone line is available to connect victims with qualified care providers close to where they live.

###

<https://msu.edu/ourcommitment/our-actions>