Creating a Holistic Path to Wellness at Lane Community College

Background and Purpose

As student needs grow more complex and institutional resources become increasingly constrained, community colleges face unique challenges in delivering sustainable, equitable health services (Lipson, et al., 2021). At Lane Community College (LCC), physical and mental health services have traditionally operated as separate entities despite being co-located. This model has resulted in fragmented care, duplicated processes, and limited access, particularly for underserved populations. The purpose of this capstone project was to evaluate the current system and propose an integrated, student-centered approach to care that aligns with LCC's mission of "providing quality, comprehensive, accessible, and inclusive educational opportunities that foster equitable student success" (Lane Community College, 2025) and fiscal realities.

Methods and Approach

This capstone used a mixed-methods approach including stakeholder interviews, environmental scanning, literature review, and comparative analysis of regional service models. The team applied frameworks such as the SAMHSA-HRSA Integration Model (Heath, et al., 2013) and developed a customized SOAR and SWOT analysis to identify internal strengths, external opportunities, and structural gaps. Input was gathered from campus stakeholders, student government leaders, LCC leadership, and wellness staff to guide the strategic direction.

Findings

Key findings revealed declining clinic utilization, over-reliance on student fees despite the shifting enrollment patterns over the last decade, and operational inefficiencies. However, the co-location of services, stakeholder support, and student interest in holistic care present strong foundations for integration.

- **High Student Support**: Student government representatives and stakeholder interviews highlight strong support for an integrated model and a desire for improved service visibility, affordability, and navigation (Association, 2025; Joyce, 2025).
- **Lack of Continuity of Care and Resource Utilization**: Despite shared physical space, the clinics operate with separate check-in systems, staff, and EMRs, creating silos that limit continuity of care.
- **Declining Utilization**: Health clinic visits have significantly decreased; potential contributing factors include due to staffing shortages, limited walk-in availability, and a lack of understanding of insurance billing infrastructure.
- **Emerging Enrollment Trends:** Shift in enrollment patterns towards remote and online

courses, signals a concerning trend for LCC that could impact funding, and available resources.

- **Access Barriers**: Students identified difficulties in locating and accessing services and a lack of awareness of the scope of services, leading to underutilization (Association, 2025).
- **Concern for Financial Sustainability:** directly related to student full credit and on-campus enrollment. The college general fund provides a considerable subsidy; the Health Clinic continues to experience operational losses.

Recommendations

The following recommendations create a stepwise approach designed to consider the complex benefits, risks, and considerations in a project of this magnitude. By strategically addressing these recommendations, Lane Community College can mitigate risks while moving towards a vision of the future where integrated services holistically support the unique needs of the diverse student population and contribute to their overall success.

- **Adopt a Shared Vision**: Use the SAMHSA-HRSA integration framework (Heath, et al., 2013) to guide the alignment of clinical, organizational, and operational systems.
- **Engage Stakeholders**: Include staff, students, and leadership in the planning process to promote cultural readiness and institutional alignment.
- **Select an Optimal Care Model:** Evaluate Evidence-Based Care and comparative models from like institutions to guide care delivery.
- **Develop an Implementation Infrastructure:** Adopt a phased approach and map out unified operational processes and clinical protocols.
- **Address Key Risks and Challenges**: Conduct a Gap Analysis to mitigate implementation barriers such as shared information technology.
- **Ensure Financial Sustainability**: Explore funding and revenue alternatives and consider operational efficiencies.
- **Unify Branding and Navigation**: Create a single name and cohesive communication strategy for the new integrated model to simplify student access and drive engagement.
- **Ongoing Evaluation and Quality Improvement**: Identify Key Performance Indicators and establish data collection and monitoring processes.

Conclusion

This project culminated in a detailed executive business plan and implementation roadmap for LCC. It reflects a student-centered vision for delivering integrated care in a financially sustainable, culturally responsive manner. The proposed model offers LCC an opportunity to

strengthen access, reduce stigma, and lead innovation in the community college landscape. This work is broadly relevant for institutions seeking to improve health equity and streamline services amid limited resources.

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