



A Treatment Plan

July 2021

Prepared by: Dr. Zulma R. Toro, President, Central Connecticut State University
Updated Nov. 2022

DRAFT

Proposal for establishing the

COLLEGE OF HEALTH & REHABILITATION SCIENCES

At CCSU



CHANGING LIVES, BUILDING COMMUNITIES; CENTRAL TO CONNECTICUT

From our earliest days as the state's first public institution of higher education, Central Connecticut State University has provided access to a high quality and affordable college education while also contributing to the intellectual and socioeconomic development of New Britain, the region, and the state. The University remains steadfast in this mission, as evidenced in its Strategic Plan for 2030. The plan calls for expanded and deepened engagement with our communities and leveraging University resources to address their needs.

Embracing our civic and social responsibilities as a state university, we have crafted a proposal for establishing a new college, the College of Health and Rehabilitation Sciences, in addition to an affiliated health clinic to address the health care disparity gap in the greater New Britain communities. With this in mind, we propose a treatment plan to take the University's community engagement to the next level:

- Establish a College of Health & Rehabilitation Sciences
- As part of the College, open a community clinic on campus to provide free health care services to the Greater New Britain community
- Embed new and enhanced experiential learning opportunities in the curriculum. This hands-on experience will also provide cultural competency and advocacy for health care empowering students to become change agents in the transformation of rehabilitation services
- Construct a four-story building to house the college and clinic

symptoms

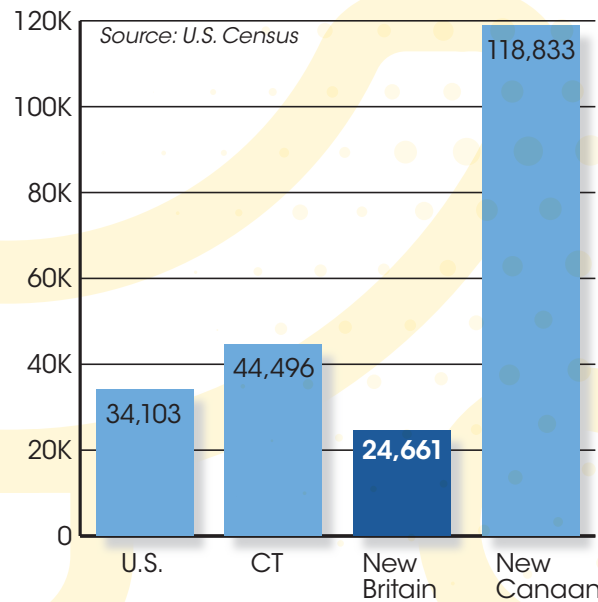
As the richest state in the U.S., Connecticut's economic reality is more accurately described as a tale of two cities in which the Gold Coast communities prosper while the former Hardware City and its neighboring communities struggle to provide necessary services and supports to their residents.

Connecticut's per capita income is above the national average. Communities in wealthy Fairfield County paint a rosy but unrealistic picture of the health and wealth of the state.

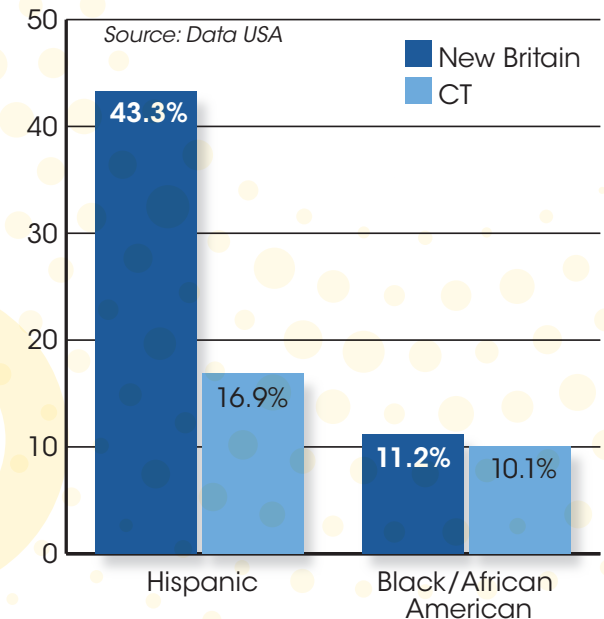
New Britain, which registers a poverty rate of more than double the state average, provides a startling contrast.

- New Britain's per capita income is less than \$25,000
- Just over 38 percent of New Britain residents are on Medicaid compared to the state average of about 18 percent
- While the Connecticut population is overwhelmingly white, more than half of New Britain's residents are people of color

Per Capita Income: 2019



Race & Ethnicity

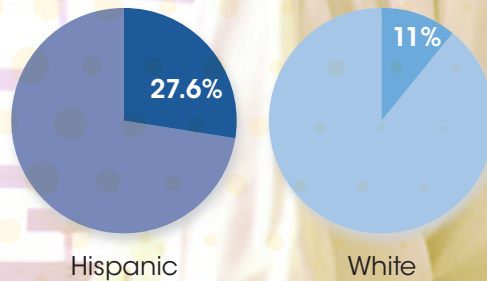


It is well documented that health disparities are driven in large part by socioeconomic factors. These inequities of care are more pronounced among people of color. According to a Connecticut Health Foundation (CHF) report in 2020, Black and Hispanic people are less likely to have health insurance, lack access to regular health care and often receive disparate medical treatment because of their race and ethnicity.

No Personal Doctor

New Britain Adults

Source: U.S. Census





As a public university and member of the New Britain community, CCSU has a social responsibility to actively address issues related to health care and lack of access. This commitment is defined in the University's Strategic Plan 2030: Changing Lives, Building Communities Central to Connecticut. The plan provides a pathway for the University's aspirations for becoming known as an enabler of social mobility.

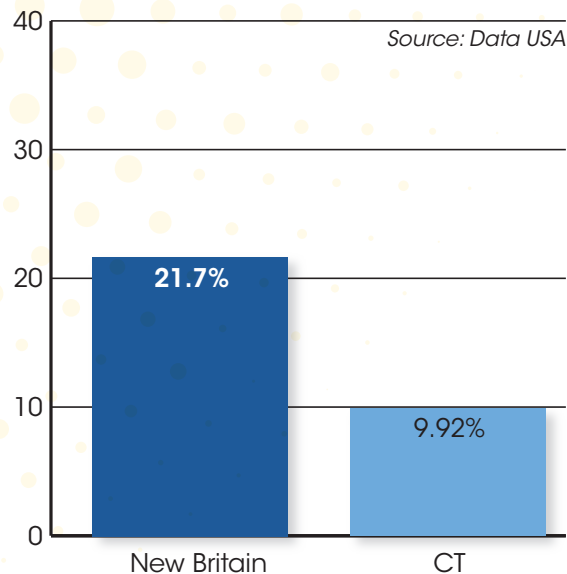
The National Healthcare Quality and Disparities Report rates Connecticut's general health care indicators as "average to strong." But in several categories, the state doesn't fare as well:

Coordination of health care in Connecticut is considered "weak."

Access to health care for low income, Black, and Hispanic residents is considered "weak."

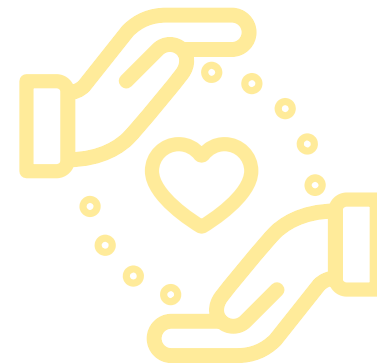
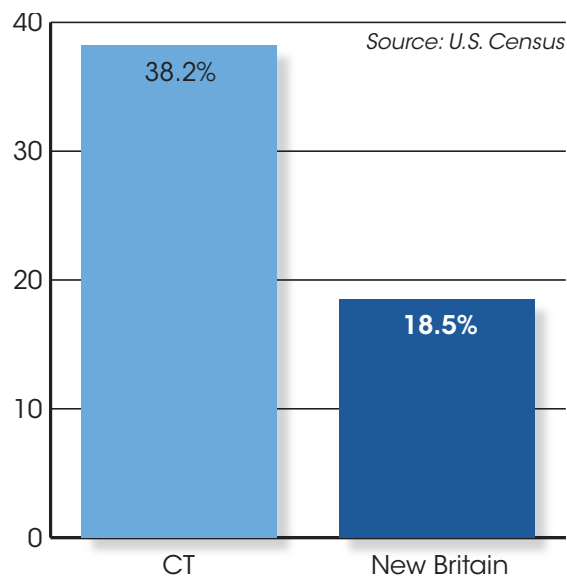
These findings are further validated by a 2017 report indicating that more than one in four adult Hispanic Connecticut residents said they did not have a personal doctor and are twice as likely to go without seeing a doctor in the past year because of the cost.

Poverty Rate: 2019



Though the human toll is immeasurable, the disparities in health care can be measured in terms of medical costs and lost productivity from illness and premature death. According to the report, a national study using data from 2003-2006 estimated that health disparities cost \$309.3 billion in excess medical costs and lost productivity from illness and premature death.

Medicaid Recipients



diagnosis

HEALTH CARE DISPARITIES

Since 2010, CCSU has earned the distinction as a "Community Engagement" institution by the Carnegie Foundation for the Advancement of Teaching. In collaborating with our communities to exchange knowledge and resources, we form partnerships that are mutually beneficial while also preparing students to be thoughtful, responsible, and successful citizens. This deeply held commitment is what drives the University and its vision for the future and must be leveraged to address the health care disparities in New Britain.





CCSU proposes the following Treatment Plan:

1

Establish the College of Health and Rehabilitation Sciences

Our strategy includes bringing together health-related academic programs and research and add new degree programs with strong employment demand.

For CCSU, the College would provide a much-needed focus on allied health care and will complement its academic offerings.

Programs and/or departments under consideration for housing in the College include: Athletic Training, Doctor of Nurse Anesthesia Practice, Doctor of Physical Therapy (under development), Exercise Science, Marriage & Family Counseling, Nursing, Rehabilitation Engineering (under development), and Social Work.

Programs and departments that have expressed interest in being affiliated with the College (or clinic), include: Communication, Criminology & Criminal Justice, Economics, Engineering, Geography, Gerontology, Psychological Sciences, Sociology, Technology & Engineering Education, and World Languages, and Literatures & Cultures.

2

Create a Community Health Clinic to serve the health needs of our local communities

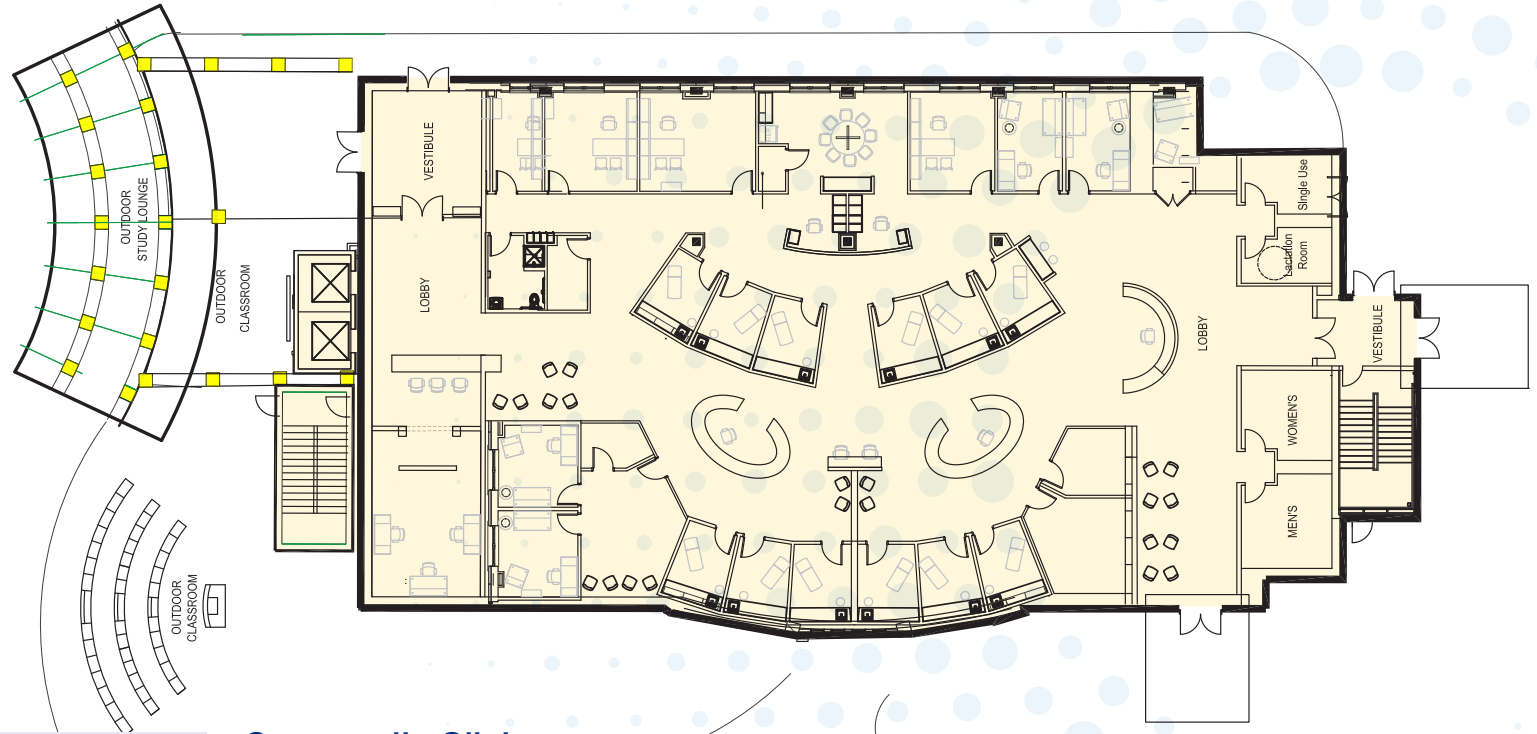
- Provides preventative screenings and monitoring of chronic health problems
- Is accessible and convenient (located near the CTfastrak busway, in addition to the regional bus service line)
- Offers experiential learning opportunities for our students that include exposure to the diverse communities we serve
- Complements our portfolio of support services for the CCSU community, including:

Drop-In Child Care Center – located in Carroll Hall, the Center provides student-parents with a free, high-quality, and developmentally appropriate child care option.

Maria's Place Food Pantry – located near Vance Garage, the pantry provides donated non-perishable food and other basic necessities to those in need.

3

Construct a four-story, 50,000 ft² academic building to house the clinic and college. (See renderings on pages 18-21)



1st floor

Community Clinic

Diabetes screening and education

- 7th leading cause of death in Connecticut
- Supported by our programs in Nursing and Exercise Science (accredited programs)

Cardiovascular health and education

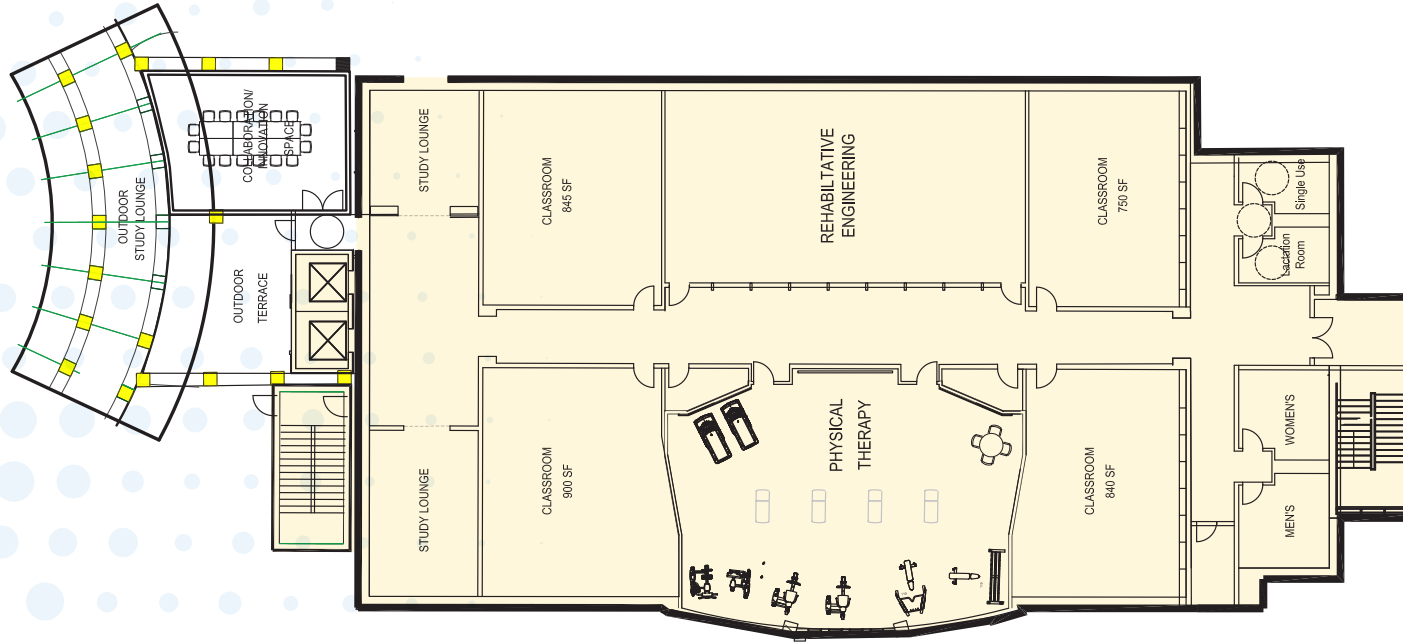
(Will begin before new academic programs are in place)

- Number one cause of death in Connecticut
- Supported by our programs in Nursing, Exercise Science, and Athletic Training (stress tests)

Mental health services and social emotional learning

- 12th leading cause of death in Connecticut (suicide/self-harm)
- Supported by our programs in Social Work, Counselor Education, and Marriage and Family Therapy (accredited programs)

In the future, rehabilitation and physical therapy services will be available and supported by programs in Physical Therapy and Rehabilitation Engineering.



Physical Therapy (DPT)

The DPT program, currently under development, will be accredited by the Commission on Accreditation in Physical Therapy Education; We are in year two of a five-year plan to launch the program.

- Letter of intent to CAPTE submitted and accepted
- Concept paper approved by the CSCU Board of Regents
- Hiring in process for a program director
- Anticipated start of first cohort is 2024

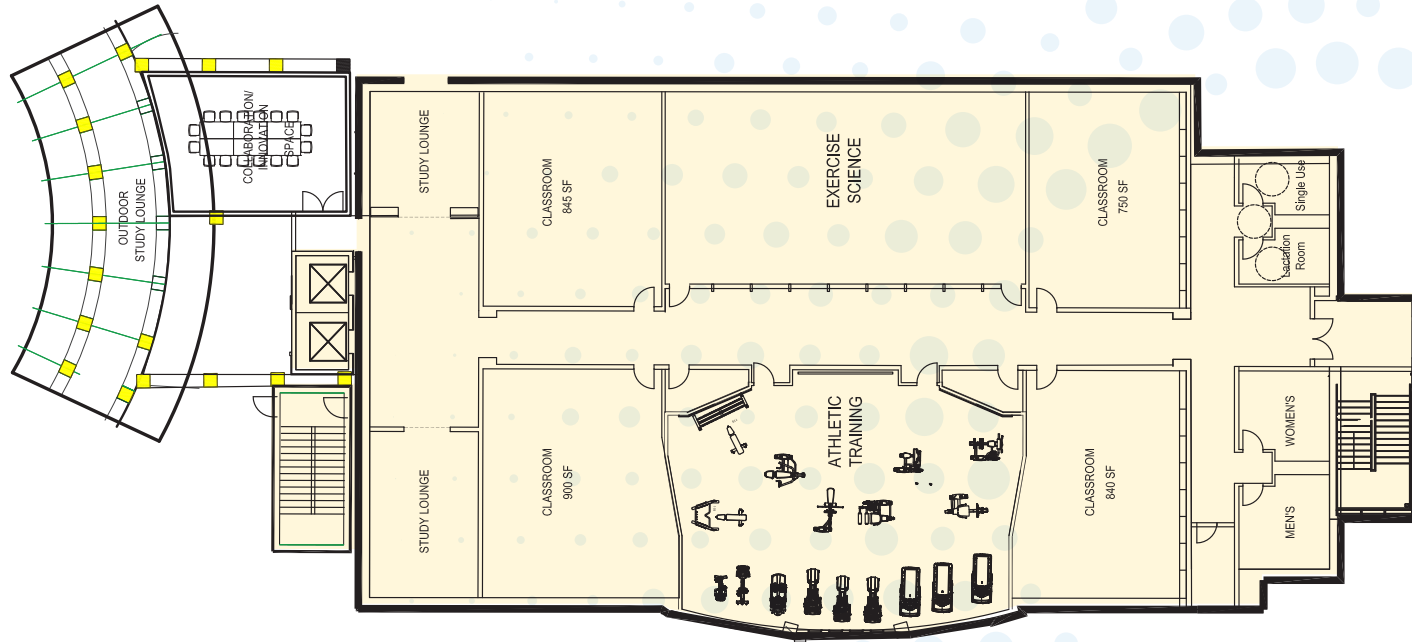
Rehabilitation Engineering

Rehabilitation Engineers are involved with the design, development and application of rehabilitative and assistive technology to assist persons with disabilities in achieving greater independence.

- Proposed new programs complement the DPT
- Initially, Mechanical Engineering BS and MS programs will establish a concentration in rehabilitation engineering, following the guidelines from the Rehabilitation Engineering and Assistive Technology Education Committee on Accreditation (COA RATE)

2nd floor

- Mechanical Engineering and Electrical Engineering programs can become feeders into this program
- Once enrollment grows, the programs will be transitioned into stand-alone BS and MS programs in rehabilitation engineering with the expectation they will be accredited by COA RATE



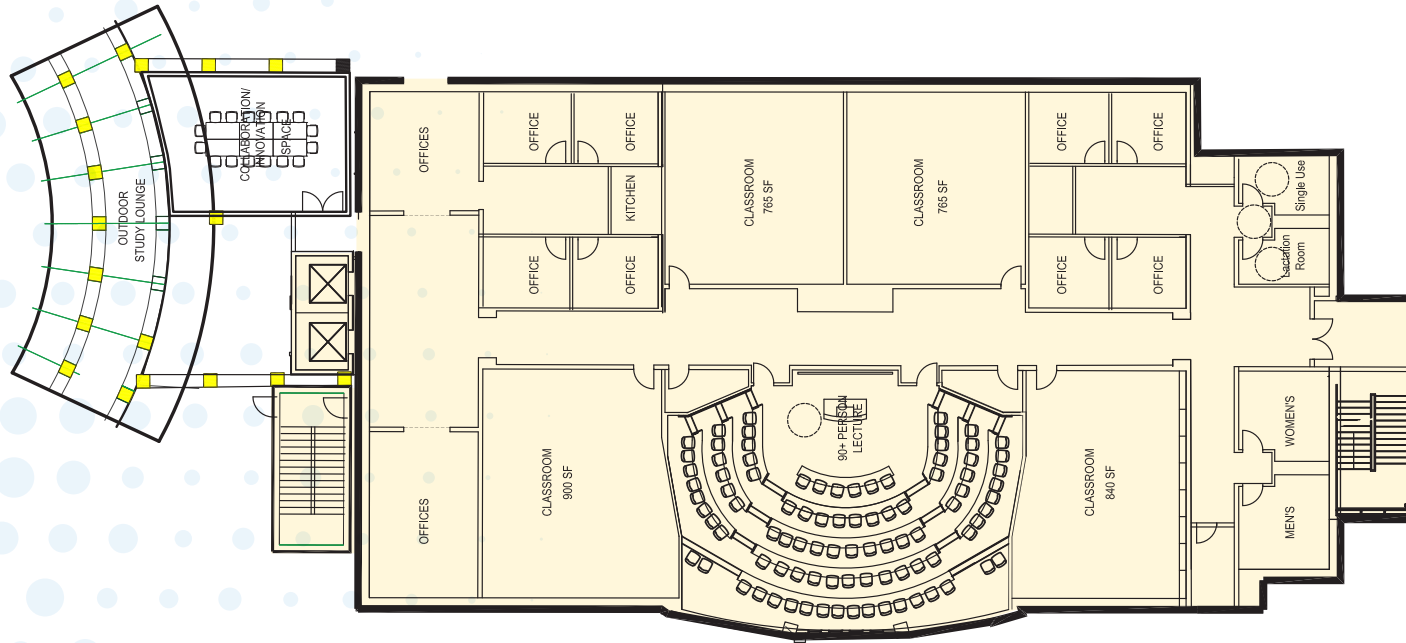
3rd floor

Athletic Training

- Established master's program (MSAT), accredited by the Commission on Accreditation of Athletic Training Education
- Can be completed in two years or 3+2 accelerated Exercise Science/Athletic Training program
- Curriculum and clinical experiences prepare students for the Board of Certification exam to become a Certified Athletic Trainer
- Curriculum and clinical placements focus on professional content and hands-on application with a varied patient population

Exercise Science

- Established BS program accredited by the Commission on Accreditation of Allied Health Programs
- Meets educational guidelines set by the National Strength and Conditioning Association
- Serves as a great stepping-stone degree and feeder into the DPT and Athletic Training programs, as well as many other health care professions



Classrooms, Labs & Offices



4th floor

adjacent buildings



Other Affiliated Programs

Nursing

- Established programs: BS, RN to BS, and MSN
- All programs accredited by the Commission on Collegiate Nursing Education
- Students in all programs will have numerous clinical experiences and opportunities to serve in the community clinic

Doctor of Nurse Anesthesia Practice (DNAP)

- Established and accredited by the Council on Accreditation of Nurse Anesthesia Educational Programs
- Collaborates with Yale New Haven Hospital School of Nurse Anesthesia and Nurse Anesthesia Program of Hartford—critical partners for other programs within the proposed college

Social Work

- Established and accredited BS program by the Council on Social Work Education
- Prepares students with the theoretical and research-informed knowledge and skills to work with individuals, families, groups, organizations and communities
- Integrative curriculum provides comprehensive understandings of client systems using a range of theories and practice models that inform multidimensional assessments and interventions within a variety of social work roles including, but not limited to advocate, educator, case manager and broker

- Proposed MSW will enable our students to continue the education required for obtaining a Connecticut social work license, Licensed Master Social Worker (LMSW) and Licensed Clinical Social Worker (LCSW)
- Both current and proposed programs will have a significant health care and mental health clinical experience, along with opportunities to serve in the community clinic

Counselor Education

- Established MS programs in Clinical Professional Counseling, School Counseling, and Counselor Education
- All programs are accredited by the Council for Accreditation of Counseling and Related Educational Programs, as well as the eight core areas established by the National Board of Certified Counselors
- Established and accredited MS program in Marriage and Family Therapy
- Student will have significant health care and mental health clinical experiences in the Community Clinic. These experiences and the academic programming will prepare students to pursue licensing as a Licensed Professional Counselor-Associate, Licensed Professional Counselor, and/or Licensed Alcohol and Drug Counselor, as well as certification as a National Certified Counselor and/or a Certified Rehabilitation Counselor or a National Certified Counselor and/or a Certified Rehabilitation Counselor

timeline

Our vision for this College will take shape over the next five years. The planning and implementation will be based on the feedback and guidance from the New College Work Group, the Task Force, the Advisory Board, CCSU faculty and staff, in addition to the funding secured and the approvals required by the CSCU Board of Regents and State of Connecticut. Our goal is that by 2030, our vision is realized.

*Note, the meeting timeline for 2021 and 2022 is included on pages 20 and 21.



investment & partnerships

We are in the process of identifying partners in this project, from health care facilities such as the Hospital for Special Care and Hospital of Central Connecticut to medical device companies, community colleges, and individual investors.

\$65M New Building

\$35M Endowment to support the student-run
Community Clinic, chairs and student
scholarships

A woman with dark hair tied back, wearing a white lab coat over a dark blue shirt and an orange lanyard, is looking down at a black tablet she is holding with both hands. The background is blurred, showing a white robotic figure with a black head and blue accents, suggesting a futuristic or medical setting.

prognosis

In early 2019, the Bureau of Labor Statistics reported a very favorable prognosis for the healthcare industry—15 percent growth or 2.4 million new jobs during the next decade. But that was predicated on an aging population. The COVID-19 pandemic had yet to turn the world upside down.

Although the Labor Department is still evaluating new data tied to the pandemic, it would seem probable that the demand for healthcare professionals will continue to grow at an accelerated rate.

Seizing this moment of time, the proposed College of Health and Rehabilitation Sciences will serve as a transformational opportunity for the University as we deepen our connections to the community and become a “destination institution of higher education” rather than a “safety school.”

The College of Health & Rehabilitation Sciences will:

- Unite our current healthcare-related academic programs
- Incorporate new programs in high-demand fields based on market analyses
- Embed experiential learning, cultural competency, and advocacy for healthcare in an environment that will focus on foundational and applied learning
- Provide a unique opportunity to go beyond traditional health care educational approaches
- Expand on physical wellness to include social and emotional learning
- Encourage a new generation of health care professionals
- Create a unique community-focused learning opportunity for our students. This relationship will be a differentiating factor for our students who will gain experience addressing the needs of underserved populations
- Develop workforce-ready students prepared for the realities and needs of the communities we serve

The Community Clinic will:

- Provide free health care services to our students and the Greater New Britain community
- Foster stronger bonds with members of New Britain and surrounding communities, enriching their lives and the lives of our students, staff, and faculty
- Be the first at a public university in Connecticut to address social inequalities and health care disparities
- Embed new and enhanced experiential learning opportunities in the academic curriculum. This hands-on experience will also provide cultural competency and advocacy for health care empowering students to become change agents in the transformation of rehabilitation services

The New Building will:

- House both the college and clinic
- Provide sufficient space for collaboration between programs to strengthen interdisciplinary partnerships
- Create a new and welcoming bilingual entry point on campus strategically located near the existing Connecticut local and CT Fasttrack busway
- Provide leading-edge equipment and labs to students and faculty
- Create an environment for faculty to teach next generation students on campus and host workshops and lectures for the local and worldwide communities.





College of Health & Rehabilitation Sciences

(Approx. 12,500 ft²/floor)

Floor 1: Community Health Clinic

Floor 2: Physical Therapy and Rehabilitation Engineering

Floor 3: Athletic Training and Exercise Science

Floor 4: Classrooms, Offices, and Meeting Rooms

Innovation Hub: Prime Location

Some Utility Relocations/
Costs & City of New
Britain Easment Required







meeting timeline

2021

Sept. 8	President's Opening Meeting – Introduction of New College & Community Clinic; Proposed Treatment Plan shared with Campus Community
Nov. 11	Campus Open Forum – Task Force Announced; Campus Questions Fielded

2022

Jan. 28	Task Force initial meeting
Feb. 23	Task Force meeting
March 24	Task Force meeting
April 13	Dept. of Engineering: Discussed certificate in rehabilitation sciences
April 27	Task Force meeting
May 13	Task Force meeting on Community Clinic (CC)
May 13	Task Force meeting – new school
June 8	President's Working Group update
June 22	Meeting with Provost – update DPT
June 23	Walk through of NC space for proposed clinic
June 29	Dept. of Biology/DNAP - DNAP role in new school
July 8	Meeting with Office of Policy and Management, Dept. of Health, Office of Health Strategy
July 8	Meeting with University Counsel – update and presented questions posed to Task Force
July 13	Meeting with Nursing Chair: Role in CC
July 14	President's Working Group update
July 22	Meeting with Physical Education & Human Performance Chair: Role in CC
July 27	Meeting with Community Clinic Advisory Board
Aug. 1	President's Working Group update
Aug. 1	Meeting with Provost – update on fall meetings
Aug. 2	Task Force meeting

Aug. 8	Dept. of Communication Chair: helping with CC
Aug. 10	Meeting with Institutional Advancement (Matt R.)
Aug. 17	President's Working Group: Fall objectives for school & CC
Aug. 24	Dept. of Communication: Research for GA
Sept. 1	President's Working Group update
Sept. 7	Task Force meeting
Sept. 12	President's Working Group update
Sept. 12	Gerontology representatives: Discussed affiliation with new school across all curricula and CC
Sept. 14	Task Force updates Provost: COMM research
Sept. 14	Dept. of Communication: CC outreach
Sept. 19	Task Force meeting with Dept. of Physical Education & Human Performance: Gathered information on what the department believes pros/cons of it or programs being housed/affiliated with new school
Sept. 24	Task Force update to Provost
Sept. 24	Dept. of Communication: Discussed assistance with outreach to community for community clinic
Sept. 26	President's Working Group update
Sept. 26	Dept. of Technology & Engineering Education: Discussion regarding CC & Go Baby Go program; working with DPT in future; possible affiliation with new school
Oct. 3	Dept. of Communication: Follow up on community outreach
Oct. 6	Dept. of Psychological Sciences: Possible affiliation with new school with MA in Health Psychology; Discussion on MA in Health Psychology internships with CC
Oct. 10	President's Working Group update



Oct. 12	Dept. of World Languages, Literatures, and Cultures: Discussion on affiliation with new school, development of certificate in Spanish for Health Care Professionals and potential involvement of heritage students in clinic	(continued)	Gathered information on pros/cons of Counseling being housed/affiliated with new school
Oct. 12	Task Force meeting with Biology/DNAP: Gathered information on what the department believes pros/cons of DNAP being housed/affiliated with new school	Oct. 27	CTEN – Central Teachers Education Network: Discussed new school and concern of potential School of Ed. programs being absorbed by other schools
Oct. 14	Dept. of Communication: Meeting with Dr. Ben Tyson - Grad. course	Oct. 28	Chair of Engineering – proposed Rehabilitation Engineering Certificate discussion continued.
Oct. 14	Dept. of Technology & Engineering Education: Further discussion regarding community clinic & Go Baby Go program; working with DPT in future; possible affiliation with new school. Distinction from Sept. 26th meeting, Lisa McMahon joined to discuss DPT program working with Tech. & Eng. Ed.	Oct. 28	Chair of Physical Education and Human Performance: Discussed spring '23 clinic. pilot "tents" and student participation
Oct. 19	Meeting with AVP for Community Engagement and Experiential Learning: Discussed programs that may have this option as part of new school/CC	Nov. 7	President's Working Group update
Oct. 19	Task Force meeting with Dept. of Nursing: Gathered information on what the department believes pros/cons of Nursing being housed/affiliated with new school.	Nov. 9	Task Force meeting
Oct. 24	President's Working Group update	Nov. 9	Meeting – Nursing
Oct. 24	Dept. of Communication: Discussion of use graduate course to conduct further needs assessment/community and accessibility/hinderance to clinic.	Nov. 9	Meeting – University Counsel
Oct. 26	Task Force meeting with Dept. of Counselor Education & Marriage and Family Counseling:	Nov. 11	Meeting with Provost for update and pilot CC MD Emergency Hire
		Nov. 11	Meeting with Economics, Health Economics Certificate (w/POLS)
		Nov. 21	President's Working Group update
		Nov. 28 T	ask Force meeting with Gerontology
		Nov. 28	Dinner with candidate for ER hire – pilot clinic
		Nov. 29	6 separate meetings – candidate for ER hire – pilot clinic (TASK FORCE, PEHS -ENG – TECH ENG ED, CNSL-SW-GER, NURSE- DNAP, Dr. Merenstein)
		Nov. 30	Meeting with Faculty Senate President Fred Latour
		Dec. 2	Dept. of Technology & Engineering Education – Go Baby Go, Manchester High School
		Dec. 5	Dept. of Sociology
		Dec. 5	Faculty Senate
		Dec. 6	Ammon College meeting
		Dec. 7	Task Force meeting
		Dec. 13	Dept. of Social Work



Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
www.ccsu.edu