

Wellness@Work Strategic Plan: 2019-2022



Mission:

Supporting the well-being of the whole person for all University of Guelph staff and faculty through a comprehensive, integrated, evidence-informed workplace health promotion strategy.

Vision:

A thriving workforce, organization, and community.

Guiding Principles:

1. All areas of the University of Guelph comprehensively support the well-being of the whole person

The University of Guelph supports the World Health Organization's definition of health that states that "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." The organization recognizes that workplace factors impact employee physical and psychological health and safety and that employee physical and psychological health can impact organizational safety. Thus, the University of Guelph strives to create a comprehensive Healthy Workplace Plan. This plan will be for all University of Guelph faculty and staff, regardless of department, work location, work hours, or position. This plan will include education and awareness raising, skill building, environmental supports and policy and will address the physical environment, healthy lifestyles, mental health and workplace culture, and corporate social responsibility.

Strategic Linkage: *Inspiring Learning and Inquiry, Connecting Communities, Stewarding Valued Resources*

2. The University of Guelph and all employees share responsibility for supporting the well-being of the whole person and providing a vibrant campus that is inclusive and respectful, where everyone is valued.

All faculty and staff acknowledge joint responsibility for promoting and maintaining a healthy workplace, and for taking personal responsibility of managing their well-being effectively. Leadership and employees work together collaboratively to steward well-being and provide campus environments that are vibrant and inclusive, open and respectful, where University members and visitors alike know they are valued. The University of Guelph's Healthy Workplace Initiative is designed for all employees across the institution, regardless of an individual's present level of health and overall well-being.

Strategic Linkages: *Connecting Communities, Inspiring Learning and Inquiry, Nurturing a Distinctive University Culture, Stewarding Valued Resources*

3. The University of Guelph's customized, evidence-based Wellness@Work strategic plan harnesses the strengths, unique capacities and broad interdisciplinary knowledge of staff, faculty, and students.

Creating a Healthy Workplace Plan that is informed by strong evidence, tailored to the unique University of Guelph campus environment, and refined regularly will facilitate success. Harnessing the strengths

from innovative top talent, as well as innovation in research, teaching and learning allows the University of Guelph to use comprehensive strengths to address the complex issue of supporting the well-being of the whole person.

Strategic Linkage: *Stewarding Valued Resources, Nurturing a Distinctive University Culture, Catalyzing Discovery and Change*

4. The University of Guelph supports serving others, supporting people locally and beyond

The University of Guelph is committed to Organizational Social Responsibility and recognizes the health benefits that can occur from employees actively engaging in issues to which they feel personally connected, such as volunteering in the community or protecting the environment. The organization respects opportunities to work collaboratively and support people in need – locally, regionally, nationally, and internationally. This distinct part of our culture stems from a passion for building community spirit.

Strategic Linkage: *Nurturing a Distinctive University Culture, Stewarding Valued Resources*

Wellness@Work Strategic Plan Key Inputs

The following key inputs informed the Wellness@Work Strategic Plan:

- a) **Wellness@Work 2017 Survey Results** (See Appendix A)
- b) **Okanagan Charter for Health Promoting Universities Calls to Action** (See Appendix B) and the Healthy Campus Initiative
- c) **Excellence Canada Healthy Workplace Standard** (See Appendix C)¹
- d) **University of Guelph's Strategic Framework - Our Path Forward**
- e) **Internal consultations**

Feedback was gathered from the following:

- University of Guelph subject matter experts
- Wellness@Work Champions
- Union/Employee group leaders
- General feedback
- Leadership Team

The key inputs listed above informed the creation of four strategic goals that will guide Wellness@Work initiatives for the next three years. These goals include:

- Prioritize and enhance organizational psychological health.
- Provide all employees with opportunities to be and stay well.
- Build wellness leadership capacity at all levels of the organization.
- Continuously improve and evaluate the wellness culture at the University of Guelph.

¹ Excellence Canada's Healthy Workplace Standard takes into account the Mental Health Commission of Canada's Psychological Health in the Workplace Standard.

Wellness@Work Strategic Goals

The following four goals that have been identified will work organically to improve organizational culture at the institution. This assumption will be assessed during the next Wellness@Work survey.

Goal 1: Prioritize and enhance organizational psychological health

1.1 Improve organizational psychological health opportunities for growth identified in the 2017 Wellness@Work employee survey.

- Support the improvement of priority areas identified in the Wellness@Work survey by identifying, assessing and communicating best and promising practices.
- Support the implementation of best and promising practices, as appropriate, for different groups on campus.

The priority areas identified in the survey include:

- a) Workload Management
- b) Growth and Development
- c) Clear Leadership and Expectations*
- d) Organizational Culture

Indicator of success:

- % of employees reporting the above psychosocial factors as low in the Wellness@Work survey declines from the 2017 baseline survey

1.2 Share organizational health strengths across the institution

- Identify organizational health strengths from:
 - Positive Focus Forward workshops and resulting departmental action plans
 - Wellness@Work Champions
 - Wellness Grants
- Communicate identified organizational strengths across the institution
- Celebrate successes that emerge from the Wellness@Work initiative, including overall strengths identified in the Wellness@Work survey

Indicators of success:

- # of psychosocial factors on the Wellness@Work survey that show high or comparable performance, in comparison to the reference sample, maintains or increases, from the 2017 baseline survey
- Psychosocial factors on the 2017 Wellness@Work survey that were identified as organizational strengths maintain or increase their status as organizational strengths
- Organizational strengths at the department level are identified and shared through a communications plan

1.3 Address any wellness gaps that exist among employees.

- Create plans to address wellness gaps that emerged from the survey results, while work is ongoing with all faculty and staff. The following subgroups have been identified with unique and specific requirements through the Wellness@Work survey:
 - Faculty
 - University of Guelph-Humber
 - Ridgetown/Research Stations
 - Shift workers

Indicators of success:

Plans are created for each of the subgroups

*Please note that clear leadership and expectations is also being addressed in Goal 3 in the Strategic Plan.

Goal 2: Provide all employees with opportunities to be and stay well

2.1 Provide exceptional wellness programming employees can access at the workplace

- Maintain and support the Wellness@Work programming committee.
- Continue to provide the Wellness@Work grants program opportunity. Continue to provide supports to successful applicants and evaluate the success of the initiative.
- Provide programming options for different work sites and for all shifts.
- Ensure primary, secondary and tertiary prevention is accounted for in program planning.
- Reduce barriers to participation in wellness programming.
- Provide regular and ongoing opportunities for consultation and feedback so that programming can be a wide range and targeted to address specific employee group needs
- Ensure programming reflects the diversity of our campus community as part of our mandate to foster a culture of inclusion
- Develop partnerships with internal service providers to offer wellness opportunities for employees.
- Develop partnerships with external service providers to offer wellness opportunities for employees.
- Develop an evaluation plan to measure the success of programs that are deployed
- Share successful programming ideas and grants with departments

Indicators of success:

- % of employees that report participating in at least one Wellness@Work programming opportunity on the Wellness@Work survey
- Employees report satisfaction with the programming opportunities that are offered in a future Wellness@Work survey
- # of departments adopting successful Wellness@Work grant ideas

2.2 Workplace policies and practices support wellness

- Create, implement and promote a policy review template and toolkit from a wellness lens for employees to utilize when drafting or reviewing operational policies. Provide training on the toolkit, as appropriate.
- Policies and practices being updated are reviewed from a wellness lens. Wellness principles are incorporated, if appropriate.

Indicators of success:

- % of relevant new policies that have embedded wellness principles, according to the toolkit
- % of supervisors that are aware of the wellness policy review toolkit

Goal 3: Build wellness leadership capacity at all levels of the organization

3.1 Enhance and support a network of wellness champions

- Strive to have wellness champions across departments, units, union/employee groups, different positions and other locations, where deemed appropriate.
- Continue to share wellness information through the champions' network
- Encourage champions to bring meaningful feedback from their departments to their supervisors and back to the Advisory Committee.
- Create a Wellness@Work introductory package for champions to share with new employees in their departments
- Collaborate with Excellence Canada to implement the *Leading for Well-being* program to foster cross-campus collaboration and the development of leadership competencies that promote the overall health, wellness and personal success of employees.

Indicators of success:

- # of departments with Wellness@Work Champions increases
- # of Champions that self-report engagement in their role via a Champions' feedback survey

3.2 Support departments to create wellness plans

- Follow-up with department heads on their Positive Focus Forward Action Plans in terms of the status of their plans and any supports that may be needed
- Share resources with departments and provide planning support for departmental wellness plans.
- Create forums (e.g. virtual, in-person meetings) for departments to share wellness ideas and successes to build on existing strengths

Indicators of success:

- An increase in the # of departments/administrative units with a completed Action Plan
- An increase in the # of departments that have a designated staff member working on their Action Plan

3.3 Build strategic linkages between the Wellness@Work Initiative and senior leadership, faculty, staff, students and community partners

- Reach out to additional employees/students/community partners that can partner with and support the Advisory Committee by providing information, resources or advice or by contributing on sub-committees, as necessary
- Create an annual report on Wellness@Work for the senior leadership team

Indicators of success:

- An increase in the # of unique participants on Wellness@Work committees and subcommittees or serving as consultants

3.4 Enable leaders to support employee wellness

- Establish critical learning components for healthy leaders
- Create and share toolkits for supervisors, Chairs/Directors and staff on how to support wellness at work
- Develop training modules for supervisors, Chairs/Directors and staff on supporting wellness at work
- Partner with Learning and Development to create a wellness learning pathway for employees using LinkedIn Learning and existing Learning and Development training opportunities

Indicators of success:

- An increase in the % of supervisors participating in training
- % of employees reporting clear leadership and expectations as low in the Wellness@Work survey (declines from the 2017 baseline survey)

3.5 Partner with employee-related initiatives and activities that emerge from the university-wide Healthy Campus Initiative that will promote the well-being of students, faculty, and staff. The Healthy campus Initiative will aim to:

- Embed health into all aspects of campus culture, across the administration, operations and academic mandates
- Lead health promotion action and collaboration locally and globally

Indicators of success:

- 100% participation rate by Wellness@Work in relevant identified Healthy Campus (see Appendix B) activities.

Goal 4: Continuously improve and evaluate the wellness culture at the University of Guelph

4.1 Evaluate the Wellness@Work Initiative and the culture of wellness on a regular basis

- Redeploy the Wellness@Work survey to evaluate physical and psychosocial hazards in the workplace at regularly scheduled intervals in the future to assess any changes from baseline data
- Establish and monitor organizational wellness metrics, including KPIs and a dashboard
- Continually assess the wellness strategy, goals, and programs for new opportunities and improvements
- Evaluate Wellness@Work programming, including the grants program

Indicators of success:

- Wellness@Work survey is successfully redeployed
- Wellness@Work survey response rate improves from the 2017 survey; results are statistically analyzed, and risk/protective factors are assessed.
- Wellness metrics are established to guide improvement

4.2 Ensure that all staff and faculty, regardless of position, work location or work shift, know about the Wellness@Work strategy and wellness opportunities that apply to them.

- Maintain and implement Wellness@Work communications plans for relevant initiatives
- Utilize existing channels at U of G and explore opportunities for new forms of communication
- Continue to update and maintain the Wellness@Work website
- Establish and monitor communications analytics to measure the effectiveness of communications

Indicators of success:

- TBD, based on developed communications analytics

Appendix A – Wellness@Work Survey Results

WELLNESS @WORK 2017 SURVEY RESULTS



29% of employees responded

OVERALL STRENGTHS

85% agree the University is supportive of their general health

67% feel the current benefits meet their health and wellness needs

91% feel they have the opportunity to work safely



- Psychological Support
- Protection of Physical Safety
- Engagement

- I enjoy my work
- I'm willing to give extra effort at work
- I'm proud of the work I do

OPPORTUNITIES FOR GROWTH



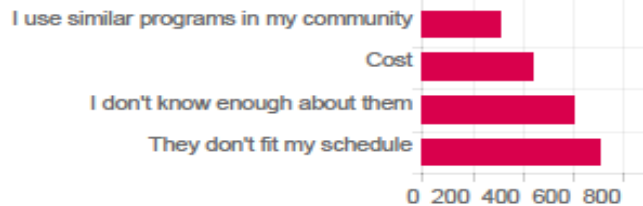
WHAT EMPLOYEES TOLD US

- Provide psychological health and safety training
- Hold social wellness events
- Enhance workload management
- Increase health benefits
- Address bullying and harassment
- Promote awareness of benefits and wellness initiatives

I'm interested in having U of G support to:

- be physically active **92%**
- manage stress **92%**
- eat a healthy diet **90%**

BARRIERS TO WELLNESS PROGRAM USE



Learn all about the programs U of G offers:
uoguelph.ca/wellness@work

KEY RECOMMENDATIONS



IMPROVE LIFE.

Appendix B - Okanagan Charter: An Action Framework for Higher Education

The University of Guelph became a signatory to the *Okanagan Charter* on June 29, 2017. U of G's partner institution, Humber College, was the first public college in Canada to adopt the Charter on October 2, 2018. The vision of the Charter is that "...health promoting universities and colleges transform the health and sustainability of our current and future societies, strengthen communities and contribute to the well-being of people, places and the planet" (Okanagan Charter, 2015).

Under the direction of President Vaccarino, Carrie Chassels (Vice-Provost, Student Affairs) and Martha Harley (Associate Vice-President, Human Resources) are collaborating to lead a Healthy Campus Initiative, to be launched in fall, 2019, that addresses our Charter commitments.

The *Okanagan Charter* contains two Calls to Action and eight Key Principles for Action.

Calls to Action

The following framework provides two Calls to Action with key action areas and overall principles that together guide the development of Health Promoting Universities and Colleges.

Call to Action 1: Embed health into all aspects of campus culture, across the administration, operations and academic mandates

- 1.1 **Embed health in all campus policies.** Review, create and coordinate campus policies and practices with attention to health, well-being and sustainability, so that all planning and decision-making takes account of and supports the flourishing of people, campuses, communities and our planet.
- 1.2 **Create supportive campus environments.** Enhance the campus environment as a living laboratory, identifying opportunities to study and support health and well-being, as well as sustainability and resilience in the built, natural, social, economic, cultural, academic, organizational and learning environments.
- 1.3 **Generate thriving communities and a culture of well-being.** Be proactive and intentional in creating empowered, connected and resilient campus communities that foster an ethic of care, compassion, collaboration and community action.
- 1.4 **Support personal development.** Develop and create opportunities to build student, staff and faculty resilience, competence, personal capacity and life enhancing skills – and so support them to thrive and achieve their full potential and become engaged local and global citizens while respecting the environment.
- 1.5 **Create or re-orient campus services.** Coordinate and design campus services to support equitable access, enhance health and well-being, optimize human and ecosystem potential and promote a supportive organizational culture

Call to Action 2: Lead health promotion action and collaboration locally and globally

- 2.1 **Integrate health, well-being and sustainability in multiple disciplines to develop change agents.** Use cross-cutting approaches to embed an understanding and commitment to health, well-being and sustainability across all disciplines and curricula, thus ensuring the development of future citizens with the capacity to act as agents for health promoting change beyond campuses.

- 2.2 Advance research, teaching and training for health promotion knowledge and action.** Contribute to health promoting knowledge production, application, standard setting and evaluation that advance multi-disciplinary and trans-disciplinary research agendas relevant to real world outcomes, and also, ensure training, learning, teaching and knowledge exchange that will benefit the future wellbeing of our communities, societies and planet.
- 2.3 Lead and partner towards local and global action for health promotion.** Build and support inspiring and effective relationships and collaborations on and off campus to develop, harness and mobilize knowledge and action for health promotion locally and globally.

Key Principles for Action

The Okanagan Charter also contains eight Key Principles for Action or guiding principles for how to mobilize systemic and whole campus action.

Use settings and whole system approaches

Use holistic settings and systems as the foci for inquiry and intervention, effectively drawing attention to the opportunities to create conditions for health in higher education. Set an example for health promotion action in other settings.

Ensure comprehensive and campus-wide approaches

Develop and implement multiple interconnected strategies that focus on everyone in the campus community.

Use participatory approaches and engage the voice of students and others

Set ambitious goals and allow for solutions and strategies to emerge through use of participatory approaches to engage broad, meaningful involvement from all stakeholders, including students, staff, faculty, administrators and other decision makers. Set priorities and build multilevel commitments to action.

Develop trans-disciplinary collaborations and cross-sector partnerships

Develop collaborations and partnerships across disciplines and sectors, both within the campus community and with local and global partners, to support the development of whole campus action for health and the creation of knowledge and action for health promotion in communities more broadly.

Promote research, innovation and evidence-informed action

Ensure that research and innovation contribute evidence to guide the formulation of health enhancing policies and practices, thereby strengthening health and sustainability in campus communities and wider society. Based on evidence, revise action over time.

Build on strengths

Use an asset-based and salutogenic approach to recognize strengths, understand problems, celebrate successes and share lessons learned, creating opportunities for the continual enhancement of health and wellbeing on campus.

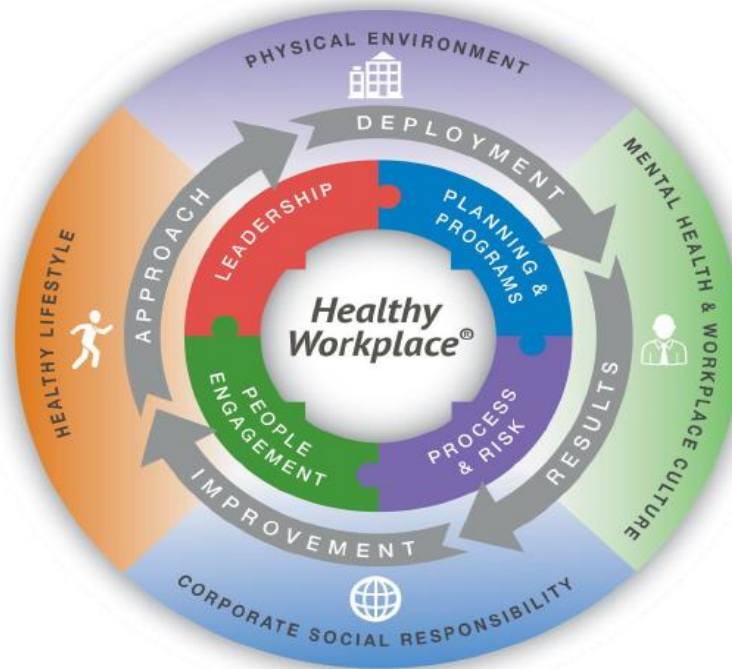
Value local and indigenous communities' contexts and priorities

Advance health promotion through engagement and an informed understanding of local and indigenous communities' contexts and priorities, and consideration of vulnerable and transitioning populations' perspectives and experiences.

Act on an existing universal responsibility

Act on the “right to health” enshrined in the Universal Declaration of Human Rights to ensure health promotion action embodies principles of social justice, equity dignity and respect for diversity while recognizing the interconnectedness between people’s health and health determinants, including social and economic systems and global ecological change.

Appendix C – Excellence Canada Healthy Workplace Standard



A *Healthy Workplace®* is one in which the organization cares about the physical and psychological health and safety of its employees and establishes systems and programs to achieve and maintain exemplary health. Individuals are nurtured, treated fairly, and have equal access to wellness programs. The organization provides its people with the tools and programs to create and sustain an environment where they are valued, engaged, and can thrive.