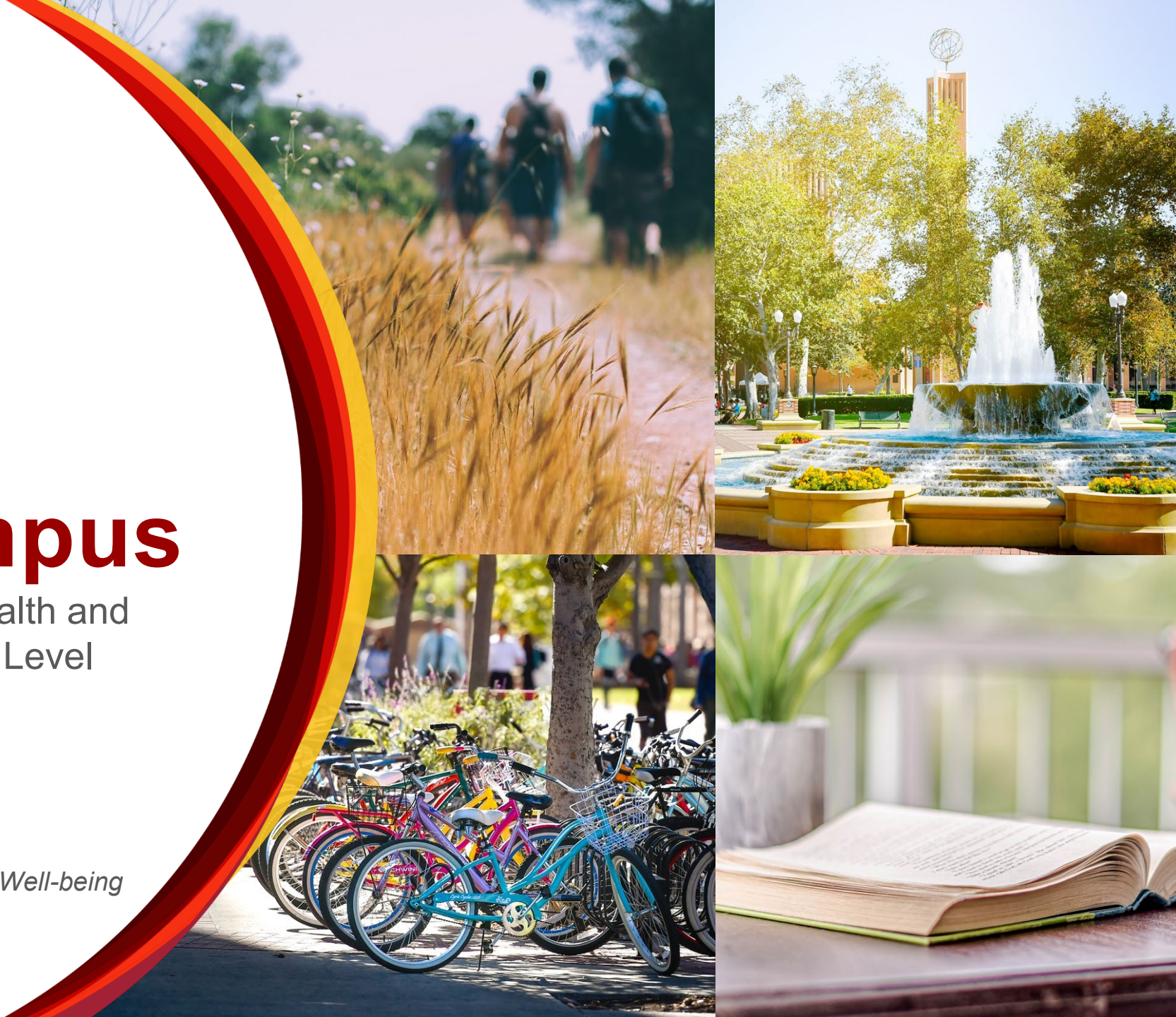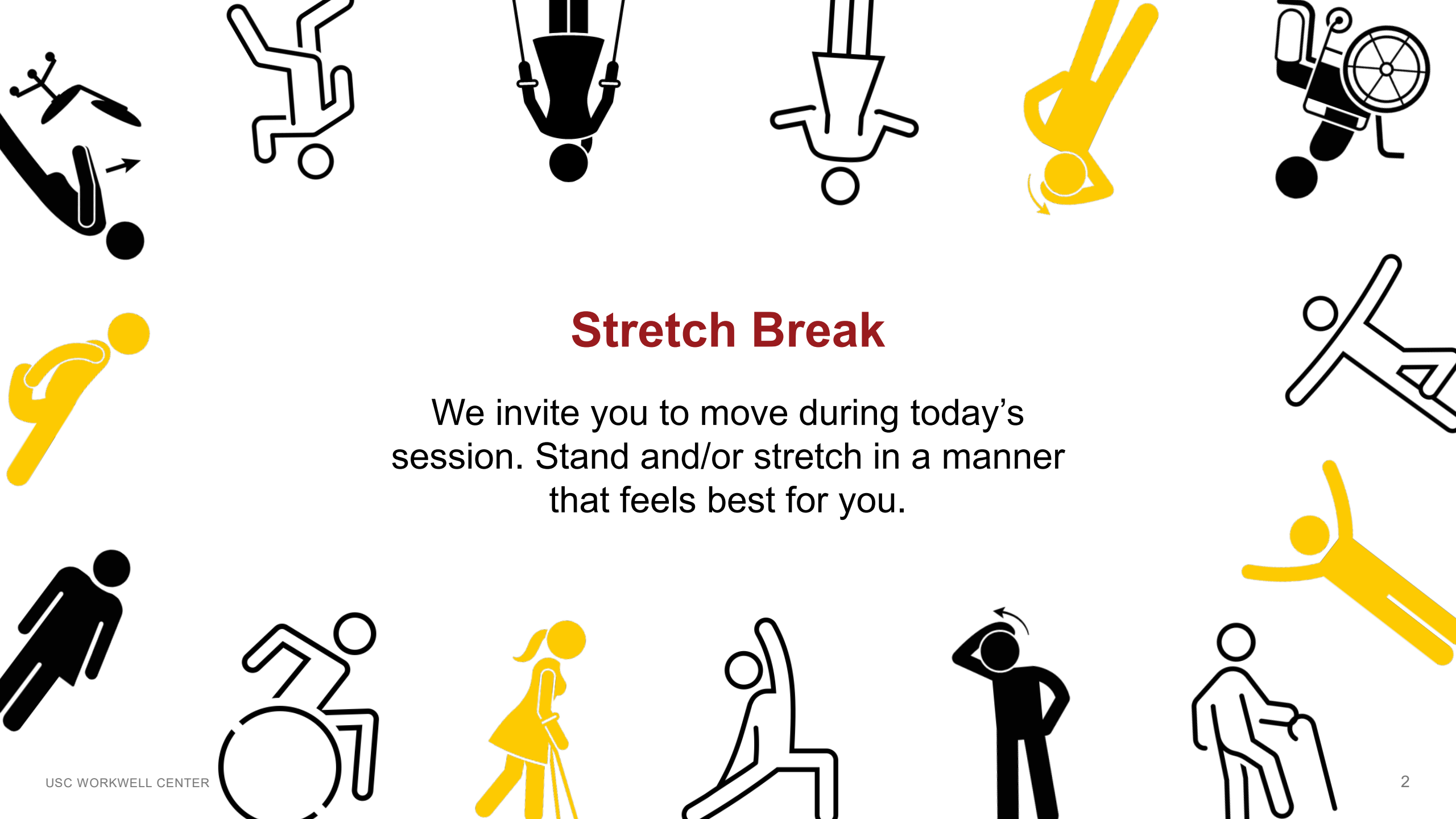USC University of Southern California

USC Healthy Campus

Enhancing Employee Mental Health and Well-being at the Organizational Level

National Summit on Workplace Mental Health and Well-being
Johns Hopkins Bloomberg School of Public Health
Baltimore, MD on June 27, 2023
Presenter: Lara Hilton, PhD, MPH

Stretch Break

We invite you to move during today's session. Stand and/or stretch in a manner that feels best for you.

USC WorkWell Center

LARA HILTON, PHD, MPH
Director, USC WorkWell Center
lhilton@usc.edu

01 The Business Case

02 Framework for Culture Change

03 Implementation Model

04 Measure and Evaluate

05 Facilitators and Barriers

Fast Facts

We are governed by Board of Trustees, led by President Carol L. Folt and her executive administrators.

|	
23	**Schools and divisions**
143	**Year history, founded in 1880**
229	**Acres across two campuses**
6,693	**Faculty members**
16,500	**Staff employees**
50,000	**Undergrad and grad students**
450,000+	**Alumni network**
$8 billion	**Annual economic impact and largest private sector employer in the city of Los Angeles**

USC

The most progressive and successful organizations in the country value
health and well-being as a key ingredient to individual and organizational success.

Improve health,
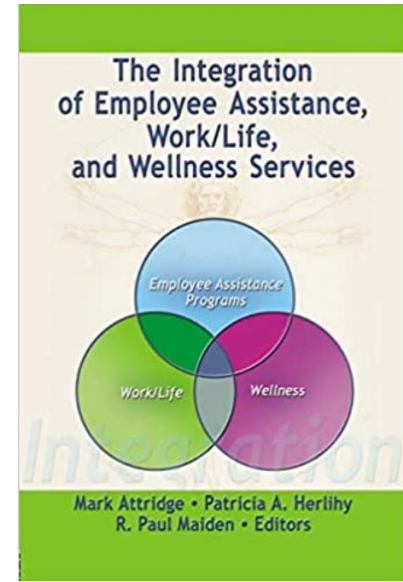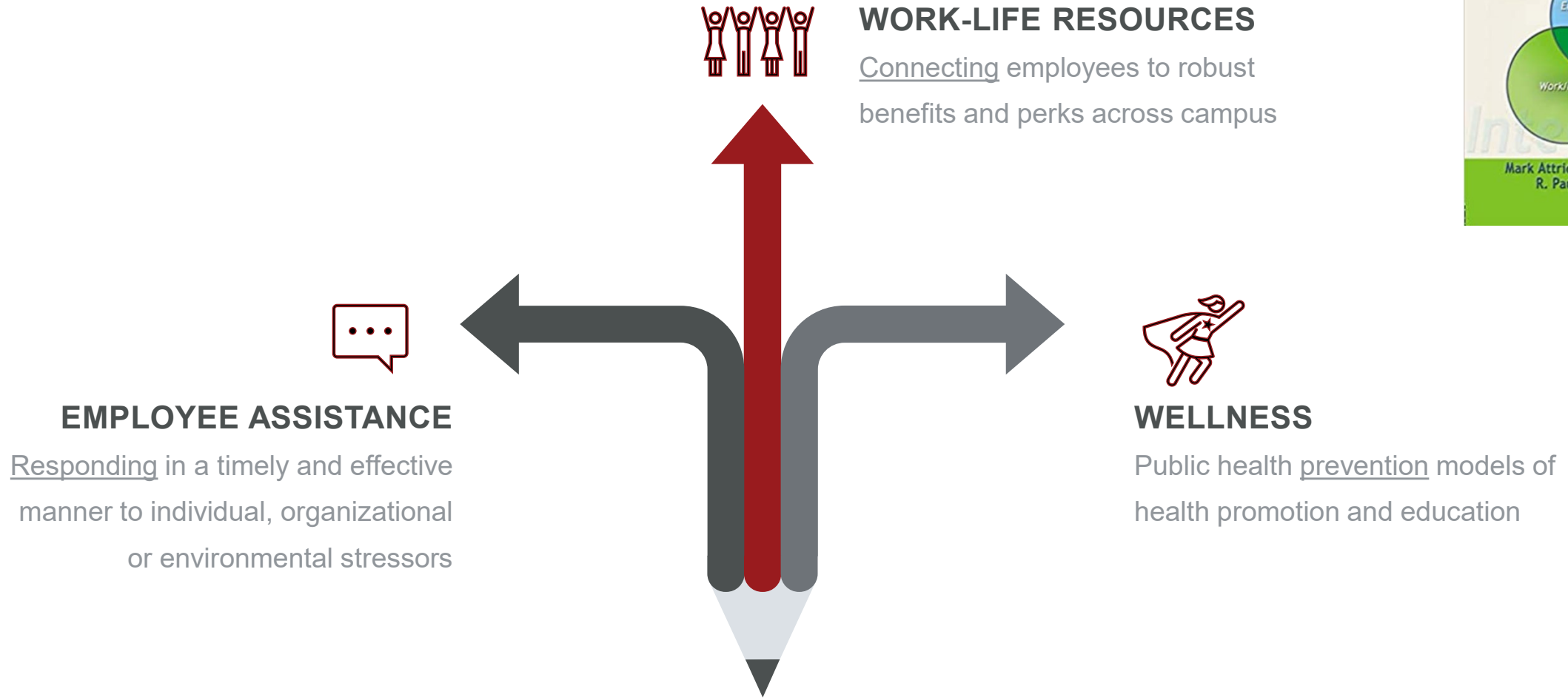Increase productivity,
Enhance employee engagement

Reduce costs
of health care, disability,
workers' compensation,
absenteeism
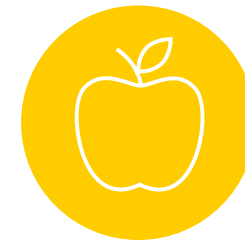
Aligns with USC's mission and
core value of Well-being:
"We Honor the Whole Person"

Best Practices from Workforce Wellness

WORK-LIFE RESOURCES

Connecting employees to robust benefits and perks across campus

EMPLOYEE ASSISTANCE

Responding in a timely and effective manner to individual, organizational or environmental stressors

WELLNESS

Public health prevention models of health promotion and education

The Integration of Employee Assistance, Work/Life, and Wellness Services

Mark Attridge • Patricia A. Herlihy
R. Paul Maiden • Editors

USC WorkWell Center

Programs & Services

Empowering work-life wellness

Health & Well-being   **Counseling**   **Coaching**   **Consulting**   **Talks & Groups**

Serving Faculty, Staff, Post-docs | Cost-free, Confidential, Convenient

Learn more at **workwell.usc.edu** | Call us 24/7 at **213-821-0800** | Email us at **WorkWell@usc.edu**

Our Team

Licensed counselors and health & well-being experts empower employee work-life wellness

EBONY WATSON, LCSW
Employee Assistance
Professional

CINDY RYAN, PHD, MFT, ACC
Associate Director
Employee Assistance Program

LARA HILTON, PHD, MPH
Director

JULIE CHOBDEE, MPH
Associate Director
Health & Well-being Program

SUZZANE HUYNH
Health & Well-being
Program Coordinator

TOM BADZEY, MFT
Employee Assistance
Professional

JESSICA AYALA, LCSW
Employee Assistance
Professional

SUSAN RITCHEY
Office Manager

LUIS CANTON
Sr. Health & Well-being
Specialist

KARLA SIFUENTES
Marketing & Communications
Coordinator

BUILDING A CULTURE OF HEALTH

Culture of Health – is the creation of a working environment where employee health and safety is valued, supported, and promoted through workplace health programs, policies, benefits, and environmental supports.

ALIGNMENT

Involves all levels of the organization and establishes the workplace health program as a routine part of business operations.

SUPPORTIVE ENVIRONMENT

Putting in place policies, programs, benefits, and practices that intentionally motivate and sustain health improvement.

CULTURAL NORM

Healthy lifestyles are the norm, and formal and information policies and practices make the healthy choice, the easy choice.

USC Healthy Campus Mission & Vision
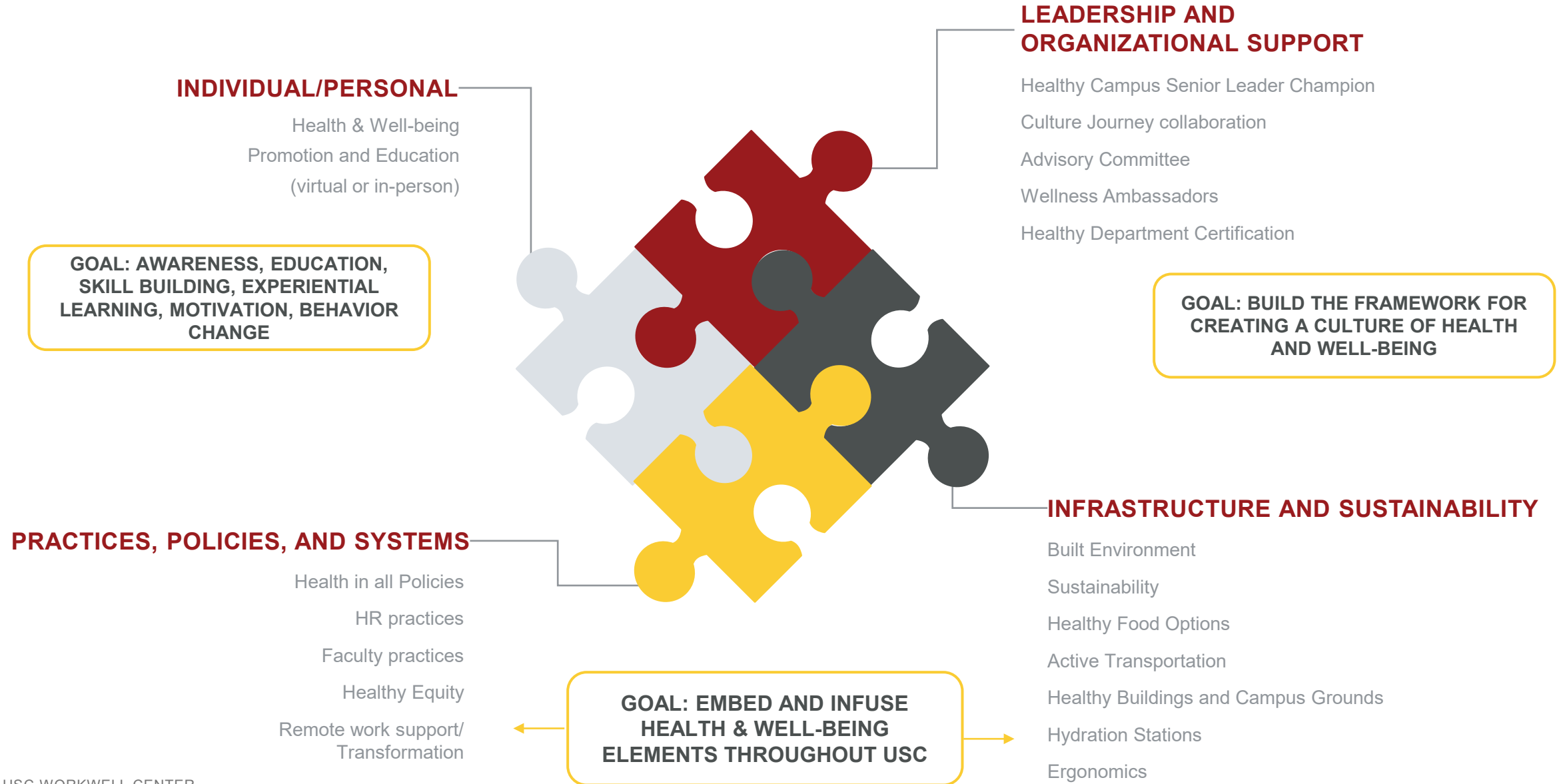
OUR VISION

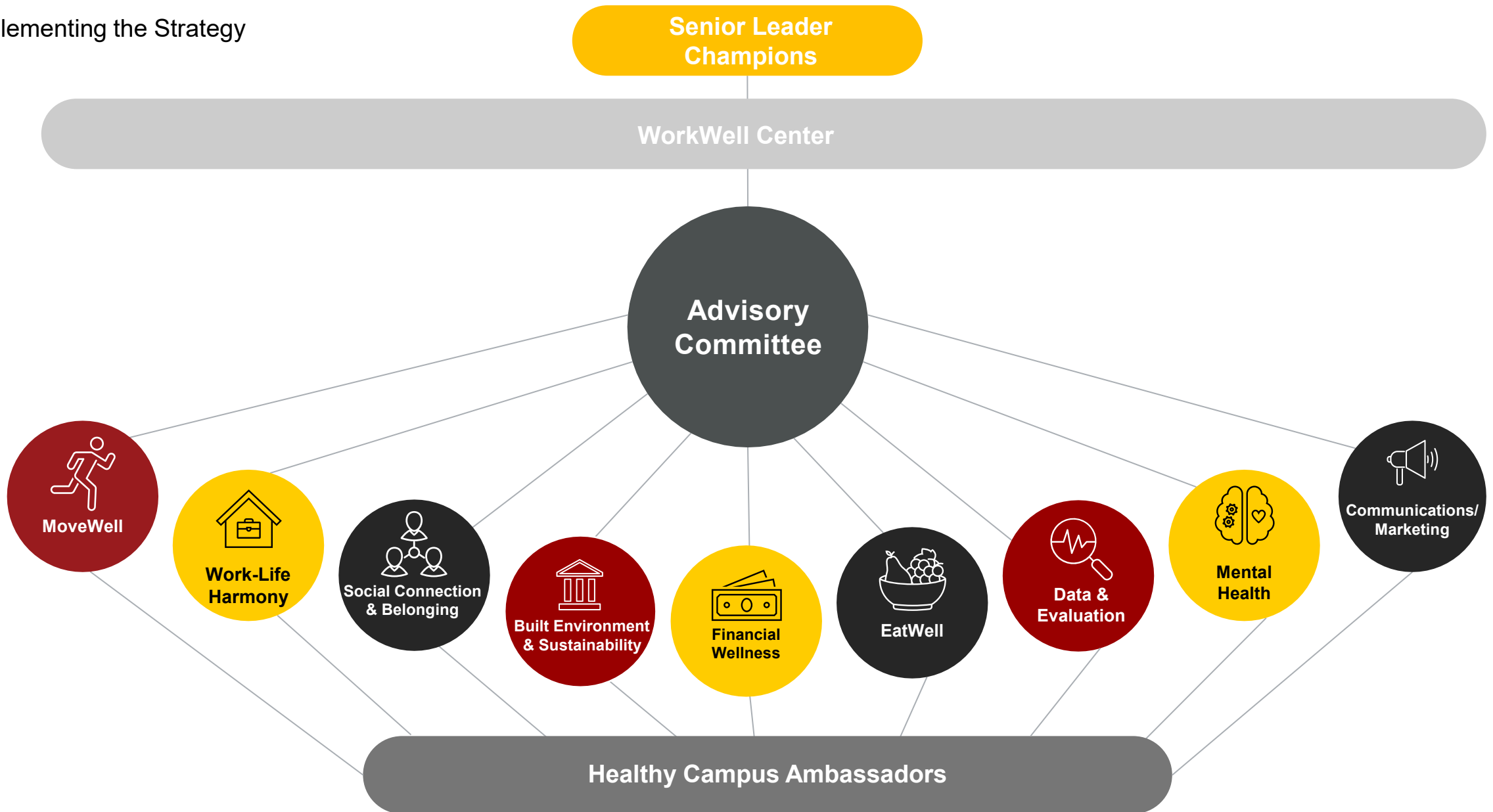USC will be a model healthy campus with a culture of health & well-being.

OUR MISSION

To collaborate with campus and community partners to create and sustain a campus culture that infuses health & well-being into all policies, practices, systems and environments.

USC Healthy Campus Framework

INDIVIDUAL/PERSONAL

Health & Well-being
Promotion and Education
(virtual or in-person)

GOAL: AWARENESS, EDUCATION, SKILL BUILDING, EXPERIENTIAL LEARNING, MOTIVATION, BEHAVIOR CHANGE

LEADERSHIP AND ORGANIZATIONAL SUPPORT

Healthy Campus Senior Leader Champion

Culture Journey collaboration

Advisory Committee

Wellness Ambassadors

Healthy Department Certification

GOAL: BUILD THE FRAMEWORK FOR CREATING A CULTURE OF HEALTH AND WELL-BEING

PRACTICES, POLICIES, AND SYSTEMS

Health in all Policies

HR practices

Faculty practices

Healthy Equity

Remote work support/
Transformation

GOAL: EMBED AND INFUSE HEALTH & WELL-BEING ELEMENTS THROUGHOUT USC

INFRASTRUCTURE AND SUSTAINABILITY

Built Environment

Sustainability

Healthy Food Options

Active Transportation

Healthy Buildings and Campus Grounds

Hydration Stations

Ergonomics

Implementing the Strategy

Senior Leader Champions

WorkWell Center

Advisory Committee

MoveWell

Work-Life Harmony

Social Connection & Belonging

Built Environment & Sustainability

Financial Wellness

EatWell

Data & Evaluation

Mental Health

Communications/ Marketing

Healthy Campus Ambassadors

LEADERSHIP AND ALIGNMENT
Build buy-in and alignment for Healthy Campus with other leaders and all levels of the university to institutionalize health and well-being.

STRATEGIC PARTNERSHIPS
Identify and connect key leadership, faculty, and staff to Healthy Campus.

ROLE MODELING AND ACCOUNTABILITY
Provide leadership support and engagement demonstrated through action prioritize health and well-being in USC's practices, policies, and systems.

COMMUNICATIONS
Publicly endorse, announce and communication the value of a healthy workforce and environment, encourage engagement, and build and sustain momentum.
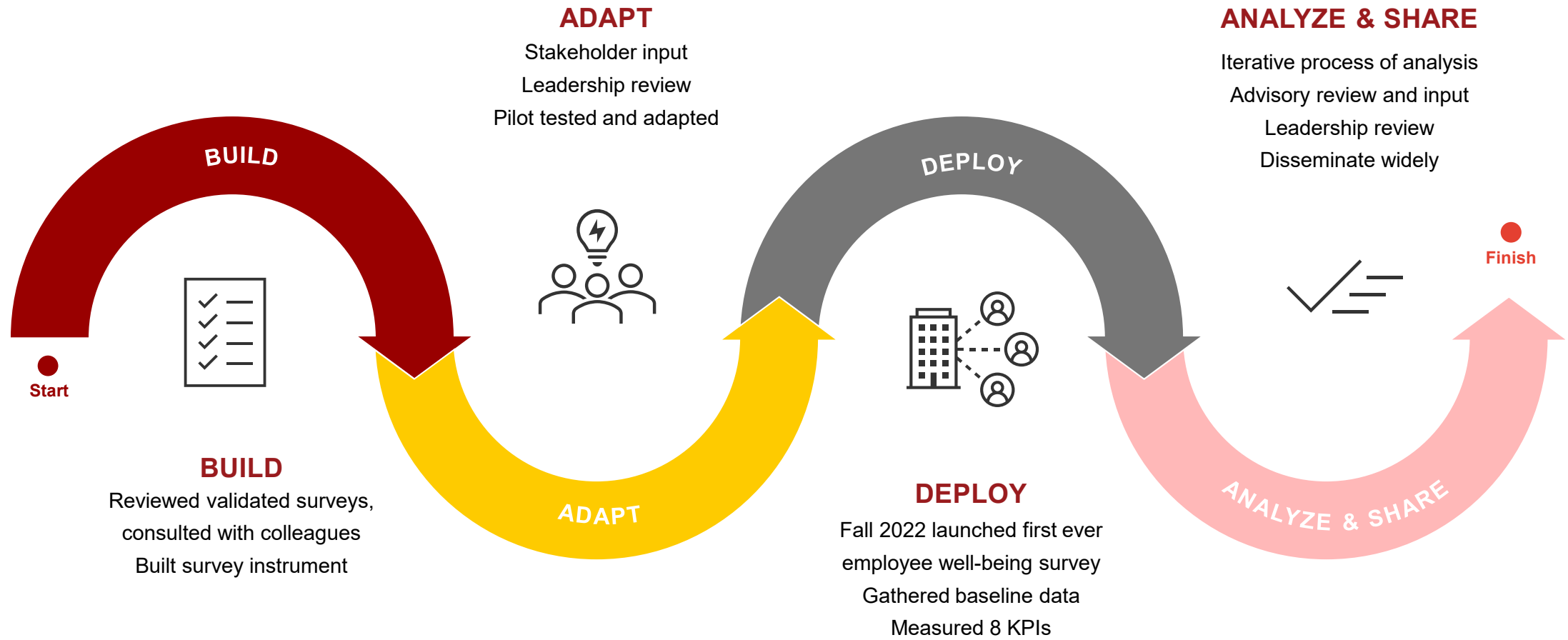
HEALTH & WELL-BEING ADVISORY COMMITTEE
Sign and send invitations to potential members of the Healthy Campus Advisory Committee and attend the first meeting to kick off USC Healthy Campus.
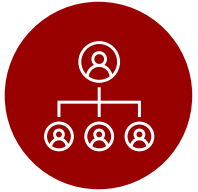
ALLOCATE RESOURCES
Support sustainability of program through resource allocation and prioritization.
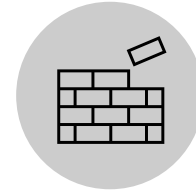
Campus-Wide Survey to Measure Culture of Health

ADAPT

Stakeholder input

Leadership review

Pilot tested and adapted

ANALYZE & SHARE

Iterative process of analysis

Advisory review and input

Leadership review

Disseminate widely

BUILD

DEPLOY

ANALYZE & SHARE

ADAPT

Start

Finish

BUILD

Reviewed validated surveys,
consulted with colleagues

Built survey instrument

DEPLOY

Fall 2022 launched first ever
employee well-being survey

Gathered baseline data

Measured 8 KPIs

Healthy Campus Key Performance Indicators (KPI's)

Organizational Support
Positive organizational support

Team Support
Positive team support

Health and Well-being Culture
Perception of a culture of health and well-being

Practices and Policies
USC has practices and policies in place that support health and well-being

Physical Environment
USC's physical environment supports health and well-being

Health and Quality of Life
Improved health and quality of life
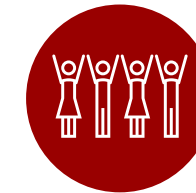
Belonging/Social Support
Positive sense of belonging/social support
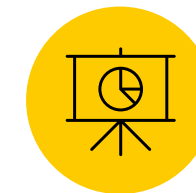
Workplace Outcomes
Positive workplace outcomes (productivity/ engagement/ absenteeism/ presenteeism)

HEALTH STATUS
QUALITY OF LIFE
LIFESTYLE BEHAVIORS

Improved Health

PERFORMANCE
PRESENTEEISM
QUALITY OF WORK

Increased Productivity

WORKERS COMP
DISABILITY
HEALTH CARE COSTS

Reduced Costs

USC Healthy Campus

Workforce Investment

RECRUITMENT
RETENTION
TURNOVER

Enhanced Experience

ENGAGEMENT
SATISFACTION
MORALE

Culture Change

PRIORITY
NORMS
INSTITUTIONALIZED
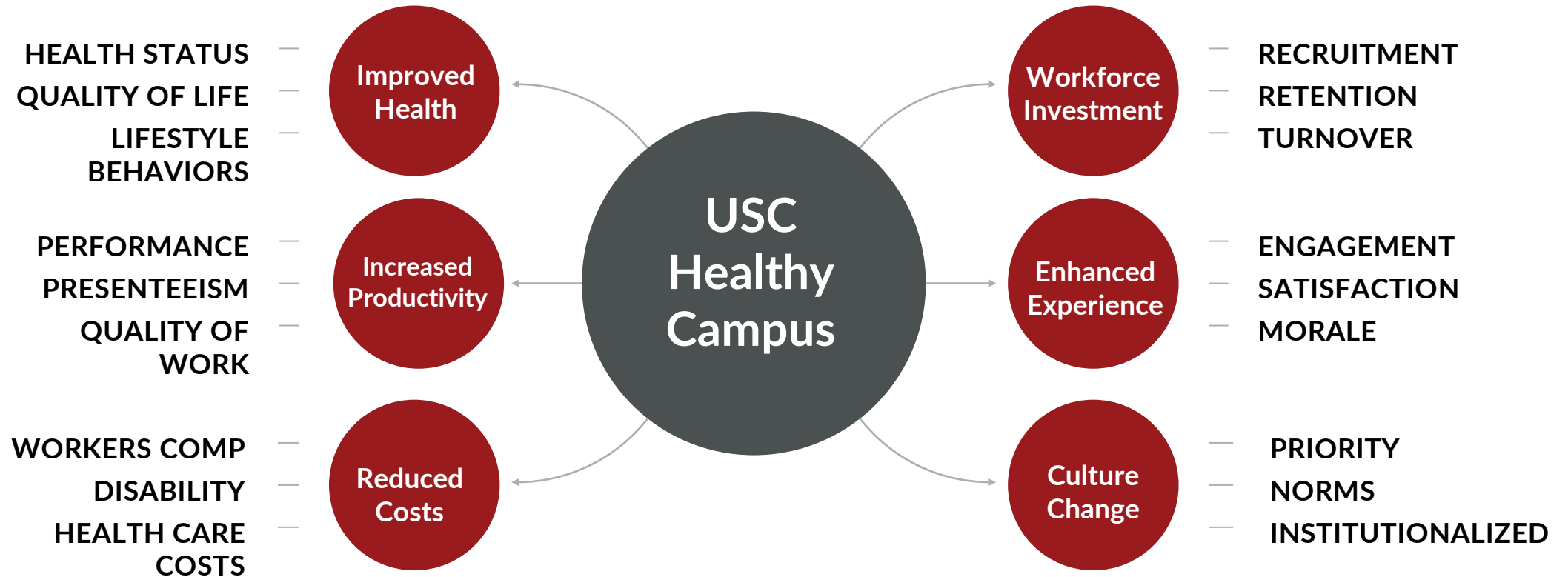
Data Sources: Annual Healthy Campus survey, Health Plans data, HR/Workforce data, Program surveys, Past survey results and materials, key informant interviews

Barriers and Facilitators

Also known as: Lessons Learned

SENIOR LEADERSHIP SUPPORT CRUCIAL
For resourcing the infrastructure and ongoing support
Deans and Admin Executives need to see value

VISION, MISSION, GOALS
Prioritize time and space for strategic thinking time
Use data, best practices, experts to create and justify vision
Adjust with stakeholder feedback

MULTI-LEVEL APPROACH
Tend the leaders, but focus on the employee needs
Grass roots, top-down, to meet in the middle
Collaborate and partner with others in this space

PATIENCE, PERSISTENCE, POSITIVITY
Federated higher education sector necessitates
Stakeholder input, building relationships, leader approvals
Culture change is incremental and time consuming…

USC WORKWELL CENTER

Thank you!

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Wu, A, et al. (2021). Organizational Best Practices Supporting Mental Health in the Workplace. *JOEM*, Volume 63, Number 12, December 2021. DOI: 10.1097/JOM.0000000000002407