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

<table>
<thead>
<tr>
<th>Fast Facts</th>
<th>Value</th>
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<tr>
<td>Year history, founded in 1880</td>
<td>143</td>
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<tr>
<td>Acres across two campuses</td>
<td>229</td>
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<tr>
<td>Faculty members</td>
<td>6,693</td>
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<tr>
<td>Staff employees</td>
<td>16,500</td>
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<tr>
<td>Undergrad and grad students</td>
<td>50,000</td>
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<td>Alumni network</td>
<td>450,000+</td>
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<td>Annual economic impact and largest private sector employer in the city of Los Angeles</td>
<td>$8 billion</td>
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The Business Case for Employee Wellness

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

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

**WORK-LIFE RESOURCES**
Connecting employees to robust benefits and perks across campus

**WELLNESS**
Public health prevention models of health promotion and education
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
Licensed counselors and health & well-being experts empower employee work-life wellness
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.
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.

OUR VISION
USC will be a model healthy campus with a culture of health & well-being.
USC Healthy Campus Framework

**LEADERSHIP AND ORGANIZATIONAL SUPPORT**
- Healthy Campus Senior Leader Champion
- Culture Journey collaboration
- Advisory Committee
- Wellness Ambassadors
- Healthy Department Certification

**INFRASTRUCTURE AND SUSTAINABILITY**
- Built Environment
- Sustainability
- Healthy Food Options
- Active Transportation
- Healthy Buildings and Campus Grounds
- Hydration Stations
- Ergonomics

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

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

**INDIVIDUAL/PERSONAL**
- Health & Well-being
- Promotion and Education (virtual or in-person)

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

**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**
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 communicate 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

BUILD
Reviewed validated surveys, consulted with colleagues
Built survey instrument

ADAPT
Stakeholder input
Leadership review
Pilot tested and adapted

DEPLOY
Fall 2022 launched first ever employee well-being survey
Gathered baseline data
Measured 8 KPIs

ANALYZE & SHARE
Iterative process of analysis
Advisory review and input
Leadership review
Disseminate widely
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)
Long-Term Outcomes are Next Steps

- Improved Health
- Increased Productivity
- Reduced Costs
- Workforce Investment
- Enhanced Experience
- Culture Change

Data Sources: Annual Healthy Campus survey, Health Plans data, HR/Workforce data, Program surveys, Past survey results and materials, key informant interviews
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…
Thank you!

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SELECTED REFERENCES


