



**2015 - 2016**  
**Wellness Workgroup Report**

Adriana Collins, Irvine  
Rochelle Ford, Berkeley  
Mike Lee, Los Angeles  
Erica Losada, Santa Barbara  
Jessica Potts, Davis

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# I. Executive Summary

Workplace wellness programs have grown in popularity since the 1980's. Since that time, there has been an explosion in the wellness market, with health and wellness entering the national lexicon. The definition of wellness has expanded to include dimensions such as "occupational, emotional, spiritual, environmental, financial, physical, social and intellectual" <sup>(1)</sup>. As this report will indicate, employers can significantly increase employee engagement by creating and sustaining a healthy work culture through appropriate policies, benefits, environmental support, comprehensive programming, and strong leadership in support of health and wellness. This not only increases employee satisfaction and engagement, but also promotes a safe and productive work environment.

The Council of UC Staff Assemblies (CUCSA) formed a workgroup to review the current systemwide wellness program, UC Living Well, and the *Optum* wellness platform (<https://client.myoptumhealth.com/uclivingwell>). The workgroup identified a number of challenges and constraints for staff when they tried using the existing wellness program, the online platform, and various individual campus wellness resources. Upon closer examination and analysis, the workgroup identified four main recommendations to creating a more effective wellness program for UC campuses, medical centers, and labs.

## *Highlight of challenges:*

- Time
- Resources
- Access
- Cost/Funding
- Leadership Buy-In
- Varying Needs
- Metrics/Benefits
- Communication and Outreach

## *Highlight of workgroup recommendations:*

1. Issue a "charge" from President Napolitano soliciting the chancellors' commitment
2. Identify a wellness champion at UCOP to assist with the coordination of programs
3. Provide funding to local campuses/medical centers for a robust wellness program
4. Hire at least one wellness coordinator (1.0 FTE) at each location

Due to declining participation over the years, a poor user interface, and the limitations of an online program as compared to robust local programs, it was clear that the *Optum* platform in itself was insufficient in providing staff with a complete wellness experience. With this in mind, the workgroup also gathered information about current campus resources available to employees at any campus. Creating and sustaining a successful wellness program will require collaborative efforts from experts at UC Office of the President, local campuses/medical centers, and staff contributors.

## II. BACKGROUND

The UC Living Well program started in 2007 when employee wellness programs began to be a trend in the market. A small task force of wellness coordinators assembled to propose a program that would encourage employees to lead a healthy lifestyle, which would come back to the university as savings in reduced healthcare costs and greater employee satisfaction and productivity. The systemwide health assessment and coaching platform provided by *Optum* has had declining participation over the years. At the same time, some campuses have implemented robust homegrown wellness programs and offerings, while other campuses offer very few wellness resources.

The funding for the wellness program offered through *Optum* was originally obtained by carving out the wellness programs that were offered through the medical plans and discontinuing UC participation in those to redirect the funding towards a systemwide platform. Two key components of the Optum program include a health assessment tool that employees can take and an action plan with steps to improve their wellness. Those actions correspond to points that, when completed and logged correctly, earn the employee a monetary incentive. However, participation in the program has been declining. Participation in the health assessment module has dropped steadily each year, from roughly 50,000 employees in 2010 to about 10,000 in 2014. Complaints about the *Optum* platform included that the user interface was confusing, and that it was difficult to understand how to earn an incentive through the program. The declining usage numbers reflect the number of people who simply logged in and completed only the first step. This indicates that fewer people are even trying to use the program, and interest in a platform of this nature is dwindling.

This year, the UC Office of the President has opted to put the *Optum* program on hold to reconsider its value and focus on developing a platform that would highlight individual location activities and facilitate systemwide collaboration. A network of wellness coordinators (see Appendix A) from each of the UC campuses continue to work together to share best practices and wellness activities on each campus. After assembling information about current wellness programs and assessing each campus on a health scorecard, they proposed a *Wellness Program Minimum Standards Framework* that outlines the recommended minimum standards of a systemwide program (see Appendix B). From a staff perspective, there is still work to be done to assess how these programs are actually being used and what value they are to the people at the ground level. Some campuses already have strong wellness programs; however, there are often constraints preventing employees from using or even knowing about the programs available to them. Therefore, all campuses would benefit from attention in this area.

### III. RESEARCH AND FINDINGS

#### EXPLORING CHALLENGES

The Workgroup explored the various challenges and constraints facing the current wellness programs by soliciting feedback from fellow CUCSA delegates representing their respective campuses. Common themes arose from these discussions in areas such as accessibility, varying staff needs, and leadership support.

A pillar of a successful wellness program starts with accessibility <sup>(2)</sup>. When wellness events, activities, and programs are offered, the available time options are limited making it difficult to integrate them into the work schedule. Holding activities multiple times throughout the day including early morning, during lunch, and after the workday will give staff more flexibility to take advantage of wellness offerings that fit into their lives. Additionally, the costs to participate in wellness events and activities should be kept to a minimum to enable a diverse group to participate. Communication is the next hurdle once a program is developed. In most cases, there is no cohesive messaging strategy to reach out to all staff. Individuals, affinity groups, or departments will often focus on their constituents through customized programming, making it difficult for non-affiliated staff members to stay informed about wellness offerings. Making wellness options readily available to all staff is crucial in reinforcing the University's dedication to creating a healthy workforce.

Leadership buy-in is another critical component of a successful wellness program. The lack of an overarching mission has led to inconsistent campus support. Programs must be supported administratively and financially in order to be effective and sustainable. It is commonplace for programs to dissolve once initial campus funding runs out. Likewise, without strong support from leadership, managerial support varies and those with unsympathetic managers have their wellness options further limited.

Staff have varying needs and the current offerings are not diverse enough to address many of these needs. While physical activity plays a large role in one's health and wellness, other areas also deserve attention, such as spiritual, mental, and financial health. Having a holistic approach to wellness is ideal, but it also creates a challenge for program administrators to develop a systematic way of measuring program success and its benefits. Creating benchmarks and demonstrating improvements through metrics is essential.

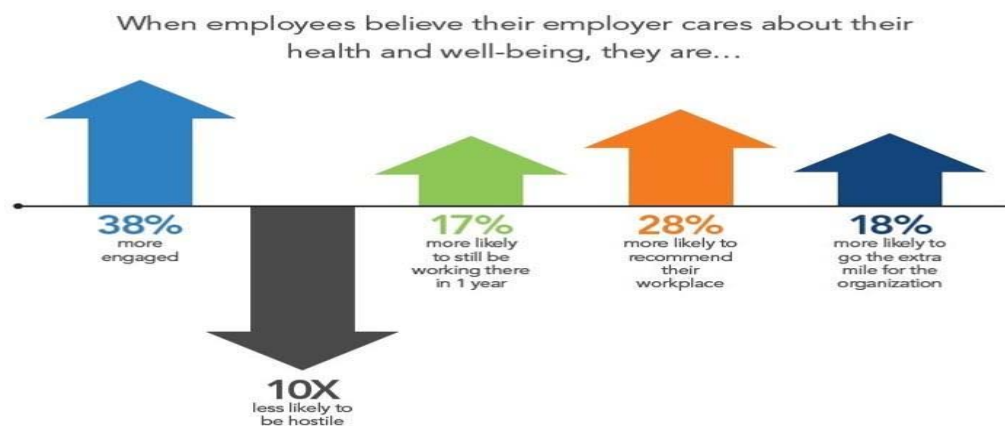


Understanding these factors is important because a successful wellness program will need to address many, if not all, of these issues. The University's decentralized structure makes it difficult to implement a one-size fits all program systemwide. Each UC campus is unique and with inherent differences in terms of geographical location, workforce size, and budget. These disparities present real challenges, so we asked the question, why should the UC create a comprehensive wellness program given these constraints?

### WELLNESS PROGRAM BENEFITS

First, the existence of an employer-offered wellness program has profound effects on employee engagement and retention. Staff engagement is a topic that CUCSA cares deeply about and the group devotes significant time to surveying employees and analyzing their responses in hopes of increasing staff engagement. A report by Quantum Workplace, titled *Workplace Well-Being* indicates that, when employees perceive that their employer cares about their well-being, they are 38% more engaged, 10 times less likely to be hostile, 17% more likely to still be working in one year, 28% more likely to recommend their workplace, and 18% more likely to go the extra mile for their organization. (3)

According to the same report, on average, employees who said their organization provided health



and well-being benefits were 11% more engaged than those that did not. Engagement decreased when employees said they were less satisfied with the benefits their organizations provided.

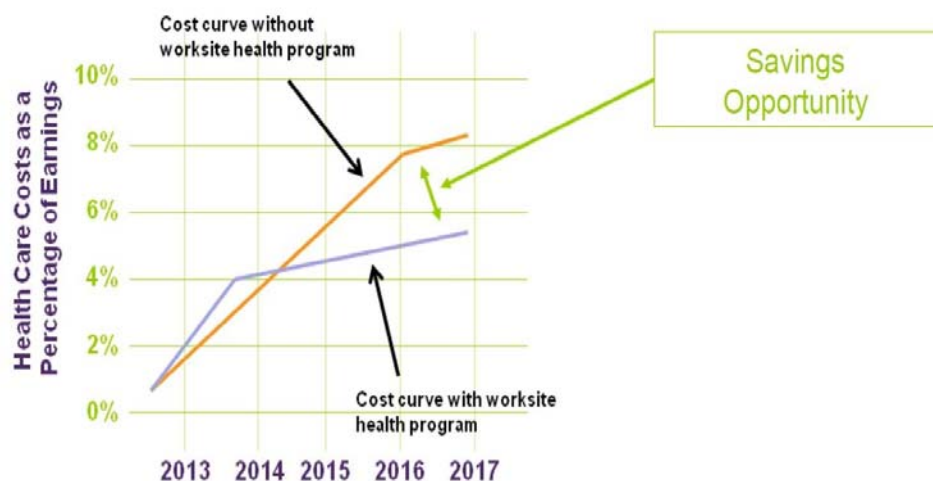
Second, implementing a workplace wellness program has been shown to contribute to an engaged workforce that equates to better morale, improved productivity by reducing productivity-related losses due to absenteeism and disability, fewer injuries on and off the job and fewer associated workers' compensation claims, lower healthcare costs, improved recruitment and less turnover, and a reputation as an employer of choice (1).

A key way in which workplace wellness programs help lower healthcare costs is by managing risks within the workforce. The influence and number of risk factors such as inactivity, overconsumption

of alcohol, and tobacco use and other measures such as body mass index, blood pressure, and cholesterol, have been studied within work populations for decades. When a comprehensive workplace wellness program is implemented and sustained, research has shown that key risk factors—tobacco use, high blood pressure, high cholesterol, and high dietary fat intake can be significantly reduced. In addition, workplace wellness programs significantly affect productivity-related measures such as days lost due to illness and disability. These programs can have a positive impact on adverse psychosocial work factors (e.g., job stress) that contribute to the exacerbation of chronic health problems and musculoskeletal disorders <sup>(1)</sup>.

Research at the University of Michigan’s Health Management Research Center (UMHMRC) has found an association between the number of health risks and medical costs.<sup>(4)</sup> This chart shows that regardless of age among working adults—the fewer the risks, the lower the medical costs. Hence, to change the trajectory of medical spending, it is important to focus on the causes (i.e., employee health risk) and not the symptoms (e.g., co-pays, deductibles).

## Bending the Cost Curve



Edington, DW. Zero Trends: Health as a Serious Economic Strategy. Ann Arbor: University of Michigan Health Management Research Center, 2009.

There are several health risk factors to consider:

- Risk levels are not static, people move around, including low-risk population.
- Low-risk individuals cost employer less in total health-related costs.
- Moving to the right of the orange cost projection line, the higher the costs.
- Goal should be to keep healthy people healthy and move those in higher risk categories to low risk categories.

Just as these four risk factors influence the chances of chronic disease and premature death, the adoption of positive health practices in these same areas can help prevent disease and provide additional benefits such as lower healthcare costs and lower absenteeism and disability. However, employers can significantly influence adoption and engagement in these areas by creating a robust wellness program.

Finally, a comprehensive program can address communication, trust, career development, workload, campus climate, retention, recruitment, engagement, and of course health and well-being of our employees and financial stewardship of our valuable resources.<sup>(1)</sup>

### MEDICAL PLAN WELLNESS SERVICES

Currently a number of online wellness services are included in many of the UC medical plans. Examples of these include health assessments, wellness libraries, newsletters, online personal health logs, and smoking cessation counseling. One benefit of Kaiser Permanente's online health assessment is that the patient can share the results with their primary care physician, a feature that was not available through *Optum*. Although, most UC medical plans offer various wellness services, the workgroup believes that we can take it a step further and create a culture of wellness for all UC employees by supporting the wellness programs that currently exist and creating ones where there is a need.

Features <sup>1</sup>	Health Net	Kaiser	WHA	Blue Shield <sup>2</sup>
Personal web registration/login/identification	●	●	●	●
Online health assessment with automated feedback	●	●	●	●
Searchable wellness library	●	●	●	●
Newsletter/topics distributed by email	●	●	●	●
Newsletter/topics available on web portal	●	●	●	●
Online self-coaching modules	●	●	●	■
Telephonic coaching <sup>3</sup>	●	●	■	●
Smoking cessation counseling <sup>4</sup>	●	●	■	●
Online personal health log	●	●	●	■
Wellness Challenges	●	■	●	●
Wellness Trackers	●	■	●	●
Wellness Tracker compatibility with personal devices (e.g., FitBit upload)	●	■	■	●

<sup>1</sup> Services are applicable to both non-Medicare and Medicare Plans

<sup>2</sup> Includes BSC HSP, Core and UC Care

<sup>3</sup> Not available for UC Care

<sup>4</sup> Not available for BSC Medicare plans

●	Included
■	Not included



An example is the *True Bruin 5K* that UCLA's Staff Assembly has been hosting for the past three years. Hundreds of runners come out each year to raise money for staff scholarships and programming. This creates a high level of investment and commitment for the staff participants. Another example of a wellness program that can be duplicated at other campuses is UCSF's healthy beverage initiative. As of July 1, 2015, UCSF introduced a program to sell only zero-calories beverages or non-sweetened drinks and phased out the sale of sugar-sweetened beverages in its onsite cafeterias, food vendors and vending machines. (More information: <https://www.ucsf.edu/news/2015/05/129901/ucsf-launches-health-beverage-initiative>.) A complete wellness program includes online services, but also needs to offer tangible onsite initiatives.

### ***A COLLECTIVE EFFORT: HEALTHY CAMPUS NETWORK***

The workgroup feels strongly that a healthy work culture, which provides safe working conditions, strong leadership support and promotes health policies, will result in greater productivity for the University of California. The investment of campus wellness initiatives and programs improve morale, job satisfaction, and help make UC the employer of choice. A significant advantage of the University of California is that it has in-house expertise in various health and wellness related fields. Many of these experts are already working together to create a healthier university system through initiatives such as the *Global Food Initiative* (<http://www.ucop.edu/global-food-initiative>), the *UCSF Healthy Beverage Initiative*, the *UCLA Health Campus Initiative* (<http://healthy.ucla.edu>), and the *UC Smoke and Tobacco Free Policy* (<http://www.ucop.edu/risk-services/loss-prevention-control/uc-smoke-tobacco-free.html>). The group of leaders heading these notable initiatives, along with the UC faculty and staff wellness coordinators, have joined to form the Healthy Campus Network (HCN). Experts from HCN have also produced their own set of recommendations, all of which the CUCSA workgroup agrees with, for creating an effective wellness program. Here is a summary of HCN's recommendations:

- President Napolitano issues a "charge" to all Chancellors in support of health and wellness for the UC and each campus
- Senior faculty or administrator to lead the HCN, defining health broadly
- Campus Leader of the HCN develops advisory steering committee
- Faculty, staff and student leaders help build the HCN through asset mapping and mobilization strategies
- The HCN will engage the entire campus community: staff, faculty and students
- UCOP provides financial support for the coordination of the network
- Campus accountability for developing their location HCN through regular meetings and reporting, as well as sharing lessons learned and best practices

Working collaboratively with the HCN, sharing a common agenda, and working on mutually reinforcing activities, the workgroup is looking forward to seeing an improved wellness program for the UC system-wide and at the local campuses and medical centers.

## **IV. WORKGROUP RECOMMENDATIONS**

In December 2015, the workgroup presented final recommendations to CUCSA during the winter meeting. Delegates offered their feedback, and in January 2016, CUCSA leadership submitted a proposal letter (see Appendix C) to President Napolitano for review. Below are the workgroup recommendations, which includes notes on how they address some challenges associated with implementing a successful wellness program.

- 1. Issue a “charge” from President Napolitano soliciting the chancellors’ commitment**

*Note: This is critical as it addresses the leadership buy-in from the top. Leadership support sets the tone indicating that wellness is important to the University.*

- 2. Identify a wellness champion at UCOP to assist with the coordination of programs**

*Note: Central coordination will help improve communication, facilitate sharing of best practices, and speed up allocation of resources to local campuses.*

- 3. Provide funding to local campuses**

*Note: Whether it is subsidizing gym memberships, or providing seed funding for a new initiative, it is critical that adequate and continued financial support is available to keep new or existing programs going.*

- 4. Hire at least one wellness coordinator (1.0 FTE) at each location**

*Note: Hiring a trained expert can help with local program design and will ensure better assessment and metrics to measure benefits of wellness programs. Wellness coordinator can also assist with communication and outreach of wellness activities and offerings. A sample job description is provided by the UC Wellness Coordinators (see Appendix D).*

In addition to implementing a sustainable wellness program, the UC can leverage existing programs and resources that are already available to promote wellness. UC policy provides employees with the opportunity to take advantage of work/life benefits such as flexible schedules and telecommuting. UC and campus locations also publish a breadth of online resources. For example, UCSB offers a break reminder software for staff to install on their computers to remind them to take physical and mental breaks based on analysis of their work patterns. At Berkeley, the Greater Good Science Center offers a MOOC (Massive Open Online Course) on happiness. This free 10-week course has the potential to make employees happier! <sup>(5)</sup> These are just a couple of examples of the resources (see Appendix E) that have been introduced to the CUCSA delegates, many of which staff can take advantage of immediately. While these are great resources, the workgroup looks forward to seeing the creation of a comprehensive wellness program for campuses based on the team’s key recommendations.

APPENDIX A: UC WELLNESS COORDINATORS

*Updated September 2015*

**UC Wellness Coordinators for Faculty/Staff Programs Work Group Membership List**

(\*Indicates co-chairs)

<b>UC Berkeley</b>	
<a href="http://www.uhs.berkeley.edu/facstaff/healthmatters/">http://www.uhs.berkeley.edu/facstaff/healthmatters/</a>	
* <b>Trish Ratto</b> , Worksite Wellness Manager	<a href="mailto:tratto@berkeley.edu">tratto@berkeley.edu</a>
University Health Services	510-642-7324
<b>Cori Evans</b> , Worksite Wellness Specialist	<a href="mailto:corievans@berkeley.edu">corievans@berkeley.edu</a>
University Health Services	510-642-8410
<b>UC Davis</b>	
<a href="http://worklife-wellness.ucdavis.edu/wellness/uclivingwell.html">http://worklife-wellness.ucdavis.edu/wellness/uclivingwell.html</a>	
<b>Barbara Ashby</b>	<a href="mailto:baashby@ucdavis.edu">baashby@ucdavis.edu</a>
Manager, Work/Life, Child Care & Fam	530-752 5976
<b>Sandy Batchelor</b>	<a href="mailto:sbatchelor@ucdavis.edu">sbatchelor@ucdavis.edu</a>
Work/Life Coordinator	530-754-8791
<b>UC Davis Medical Center</b>	
<a href="http://www.ucdmc.ucdavis.edu/hr/wellness/index.html">http://www.ucdmc.ucdavis.edu/hr/wellness/index.html</a>	
<b>Marina A. Podoreanu</b>	<a href="mailto:mpodoreanu@ucdavis.edu">mpodoreanu@ucdavis.edu</a>
Work Life and Wellness Program, Human Resources	916-734-2760
<b>UC Irvine</b>	
<a href="http://www.wellness.uci.edu/">http://www.wellness.uci.edu/</a>	
<b>Dyan Hall</b> , Work life & Wellness Program Manager	<a href="mailto:dyhall@uci.edu">dyhall@uci.edu</a>
Human Resource	949-824-5429
<b>UC Irvine Medical Center</b>	
<b>Dorothy Ong</b> , Manager, Benefits, WC & Disability	<a href="mailto:dong@uci.edu">dong@uci.edu</a>
Mgmt	714-456-6636
Human Resources	
<b>UC Los Angeles</b>	
<b>(Vacant)</b>	
FitWell Program Coordinator	

<b>UC Los Angeles Medical Center</b>		<a href="http://wellness.healthcare.ucla.edu">http://wellness.healthcare.ucla.edu</a>
<a href="#">Patrese Kirsch</a>		<a href="mailto:PatreseKirsch@mednet.ucla.edu">PatreseKirsch@mednet.ucla.edu</a>
Employee Relations, Health System Human Resources		310-794-0500
<a href="#">Jeri Simpson</a>		<a href="mailto:jasimpson@mednet.ucla.edu">jasimpson@mednet.ucla.edu</a>
Director, Health System Human Resources		310-794-0517
<b>UC Merced</b>		<a href="http://choosewell.ucmerced.edu/welcome/">http://choosewell.ucmerced.edu/welcome/</a>
<a href="#">Leticia Aldama</a>		<a href="mailto:ladama@ucmerced.edu">ladama@ucmerced.edu</a>
Health Care Facilitator/Wellness Coordinator		209-228-2348
<b>UCPath Center</b>		<a href="http://ucpath.universityofcalifornia.edu/">http://ucpath.universityofcalifornia.edu/</a>
<a href="#">Rhonda Tompkins</a>		<a href="mailto:Rhonda.Tompkins@ucop.edu">Rhonda.Tompkins@ucop.edu</a>
Human Resource Business Partner		951-787-5033
<b>UC Riverside</b>		<a href="http://wellness.ucr.edu/">http://wellness.ucr.edu/</a>
* <a href="#">Julie Chobdee</a> , Wellness Program Coordinator		<a href="mailto:julie.chobdee@ucr.edu">julie.chobdee@ucr.edu</a>
Human Resources		951-827-1488
<b>UC San Diego</b>		<a href="http://blink.ucsd.edu/HR/benefits/work-life/health.html">http://blink.ucsd.edu/HR/benefits/work-life/health.html</a>
<a href="#">Amanda Chavez</a> , Work/Life Program Coordinator		<a href="mailto:amandachavez@ucsd.edu">amandachavez@ucsd.edu</a>
Human Resources		858-534-9659
<a href="#">Jonna Haupu</a> , WorkStrong Coordinator		<a href="mailto:jhaupu@ucsd.edu">jhaupu@ucsd.edu</a>
Recreation		(858) 822-7818
<b>UC San Diego Health Sciences/Health System</b>		<a href="http://health.ucsd.edu/careers/employees/benefits/wellness-resources.htm">http://health.ucsd.edu/careers/employees/benefits/wellness-resources.htm</a>
<a href="#">Lauren Labagh</a>		<a href="mailto:llabagh@ucsd.edu">llabagh@ucsd.edu</a>
Wellness Coordinator		(858)-822-2609
<b>UC San Francisco Campus</b>		<a href="http://livingwell.ucsf.edu/">http://livingwell.ucsf.edu/</a>
<a href="#">Leeane Jensen</a> , Wellness Manager		<a href="mailto:Leeane.Jensen@ucsf.edu">Leeane.Jensen@ucsf.edu</a>
Campus Life Services		415-514-4950
<a href="#">Laura Ishkanian</a> , Wellness Coordinator		<a href="mailto:laura.ishkanian@ucsf.edu">laura.ishkanian@ucsf.edu</a>
Campus Life Services		415-502-3357

<a href="#">Susan Forstat</a> , Health Care Facilitator	<a href="mailto:sforstat@hr.ucsf.edu">sforstat@hr.ucsf.edu</a>
Human Resources	415-514-3324
<b>UC Santa Barbara</b>	<a href="http://www.hr.ucsb.edu/employee-services/wellness">http://www.hr.ucsb.edu/employee-services/wellness</a>
<a href="#">Ginnie Thomas</a> , Health Advocate	<a href="mailto:gthomas@housing.ucsb.edu">gthomas@housing.ucsb.edu</a>
Housing and Residential Services	805-893-5520
<b>UC Santa Cruz</b>	<a href="http://wellness.ucsc.edu/">http://wellness.ucsc.edu/</a>
<a href="#">Cesar Gonzalez</a>	<a href="mailto:gonzalez@ucsc.edu">gonzalez@ucsc.edu</a>
WorkStrong Program Coordinator	(831)459-3351
<b>Hastings College of Law</b>	
<a href="#">Robert Pettit</a>	<a href="mailto:pettitr@uchastings.edu">pettitr@uchastings.edu</a>
Benefits Manager	415.565.4812
<b>Lawrence Berkeley National Lab</b>	
<a href="http://www.lbl.gov/Workplace/HumanResources/html/Benefits/HCF/wellness.html">http://www.lbl.gov/Workplace/HumanResources/html/Benefits/HCF/wellness.html</a>	

**Non-Wellness Coordinators - Additional Contacts for Distribution List and included on the Wellness Coordinator Listserv**

[Warner Hudson](#), UCLA Medical Director, [TWHudson@mednet.ucla.edu](mailto:TWHudson@mednet.ucla.edu)

[Stacey Brezing](#), WorkStrong Coordinator [sbrezing@ucdavis.edu](mailto:sbrezing@ucdavis.edu)

[Alison Frink](#), WorkStrong Coordinator [AFrink@mednet.ucla.edu](mailto:AFrink@mednet.ucla.edu)

[Elisa Terry](#), UCLA Recreation FitWell Program Director [eterry@recreation.ucla.edu](mailto:eterry@recreation.ucla.edu)

[Susan Pihl](#), UCI Director, Benefits, Workers Compensation, & Disability Management Services

[spihl@uci.edu](mailto:spihl@uci.edu)

Appendix B: Wellness Program Minimum Standards Framework  
Created by UC Wellness Coordinators

	Programmatic	Culture of Health Initiatives
<b>Physical Activity</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Education on benefits of physical activity*</li> <li><input type="checkbox"/> Annual UC Walks*</li> <li><input type="checkbox"/> Behavior change program/activity challenges*</li> <li><input type="checkbox"/> Promotion of lifestyle counseling/coaching resources*</li> <li><input type="checkbox"/> Organized group activity programs (other than the exercise facility)</li> <li><input type="checkbox"/> Promotions or participation in surrounding community walk, run/bike events</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Walking Program*</li> <li><input type="checkbox"/> Promote onsite exercise facility, programs, services*</li> <li><input type="checkbox"/> Promotion of the alternative transportation (walk/bike to work) in partnership with Parking and Transportation*</li> <li><input type="checkbox"/> Marked or posted walking routes or maps</li> <li><input type="checkbox"/> Walking/Standing meeting guidelines</li> <li><input type="checkbox"/> Stair/Well initiative</li> <li><input type="checkbox"/> "Move More" campaign</li> <li><input type="checkbox"/> Bike sharing program</li> <li><input type="checkbox"/> Sneaker/Workout attire to work days</li> <li><input type="checkbox"/> Environmental support for exercise (fitness stations, track, walking maps, bike racks, etc.)</li> <li><input type="checkbox"/> Reimbursement program for purchase of personal fitness tools/equipment</li> <li><input type="checkbox"/> Sit/Stand workstation</li> <li><input type="checkbox"/> Incentives for physical activity "physical fitness comp time", gift certificates, workout kits, etc.</li> </ul>
<b>Healthy Eating</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Education on healthy eating and nutrition-related topics*</li> <li><input type="checkbox"/> Annual Food Day activities*</li> <li><input type="checkbox"/> Behavior change programs/challenges*</li> <li><input type="checkbox"/> Promotion of Lifestyle counseling/coaching resources*</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Healthy Meeting and Events Guidelines*</li> <li><input type="checkbox"/> Promote/organize Healthy Eating/Nutrition standards for vending, catering, retail, residential, and other food venues</li> <li><input type="checkbox"/> Promote and/or organize Hydration Stations</li> <li><input type="checkbox"/> Subsidy or discount on healthier foods</li> <li><input type="checkbox"/> Promote and/or organize CSA's and Farmers' Market</li> <li><input type="checkbox"/> Healthy Food and Beverage Policy</li> <li><input type="checkbox"/> Dedicated space for demo/teaching kitchen</li> </ul>
<b>Weight Management</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Education on weight management*</li> <li><input type="checkbox"/> Behavior change programs/challenges* <ul style="list-style-type: none"> <li>• i.e. <i>Maintain Don't Gain</i></li> </ul> </li> <li><input type="checkbox"/> Promotion of lifestyle counseling/coaching resources*</li> </ul>	
<b>Tobacco</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Education on tobacco use*</li> <li><input type="checkbox"/> Promote/offer Cessation services*</li> <li><input type="checkbox"/> Awareness Campaigns (ex: GASO) *</li> <li><input type="checkbox"/> Promotion of lifestyle counseling/coaching resources *</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Smoke/Tobacco-Free Policy*</li> </ul>

	Programmatic	Culture of Health Initiatives
<b>Stress Management/Mental Health</b> <i>(Initiatives in collaboration with EAP and/or Work/Life, etc.)</i>	<input type="checkbox"/> Education on topics such as Depression, Mental Health, Mindfulness, etc.* <input type="checkbox"/> Depression/Mental Health Assessment <input type="checkbox"/> Training for supervisors on workplace stress and depression	<input type="checkbox"/> Dedicated space for relaxation activities (i.e. meditation, yoga, biofeedback) <input type="checkbox"/> Support local social/team-building activities (i.e. staff picnic, faculty/staff sports teams, holiday party, etc.) <input type="checkbox"/> Influence opportunities for employee participation in decisions on work processes, etc. <ul style="list-style-type: none"> <li>• i.e. collaboration with training, HR, etc.</li> </ul>
<b>Wellness Champion/Culture</b>	<input type="checkbox"/> Wellness Ambassador/Champion Program*	<input type="checkbox"/> Wellness Toolkit/Training for Managers and Supervisors <input type="checkbox"/> Healthy Department Certification
<b>Screening/Preventive Care</b> <i>(Initiatives in conjunction with UC benefits plan)</i>	<input type="checkbox"/> Flu education and/or vaccination* <input type="checkbox"/> Promote preventive care with health professional* <input type="checkbox"/> Know Your Numbers Health Screenings	
<b>Financial Wellness</b> <i>(Initiatives in collaboration with Fidelity, Work/Life, EAP, etc.)</i>	<input type="checkbox"/> Promote/offer Financial Education resources*	<input type="checkbox"/> Financial Counseling*
<b>Chronic Conditions (Cardiovascular and Cancer)</b> <i>(Initiatives in collaboration with UC benefit plans)</i>	<input type="checkbox"/> Promotion of resources for chronic conditions* <input type="checkbox"/> Promotion of lifestyle counseling/coaching resources* <input type="checkbox"/> Behavior Change Programs focused on Diabetes, Heart and Stroke, Cancer, Cholesterol <input type="checkbox"/> Onsite Health Screenings <ul style="list-style-type: none"> <li>• Body comp, BMI, blood pressure, cholesterol, glucose, bone density, etc.</li> </ul> <input type="checkbox"/> Warning Signs/Symptoms campaign <ul style="list-style-type: none"> <li>• i.e. heart attack, stroke</li> </ul>	<input type="checkbox"/> Blood Pressure kiosks
<b>Injury Prevention/Musculoskeletal</b> <i>(Initiatives in collaboration with Ergonomics and WorkStrong partnership)</i>	<input type="checkbox"/> Injury Prevention/Education* <ul style="list-style-type: none"> <li>• Osteoarthritis/Musculoskeletal</li> </ul> <input type="checkbox"/> Injury prevention fitness program	<input type="checkbox"/> Organized Activity/Fit Breaks <input type="checkbox"/> Sit/Stand workstations
<b>Work-Life</b>	<input type="checkbox"/> Education on child care, eldercare, tuition subsidy or reimbursement*	<input type="checkbox"/> Wellness Time policy
<b>Lactation Support</b>	<input type="checkbox"/> Education on Breastfeeding	<input type="checkbox"/> Accommodations for Nursing Mothers Policy* <input type="checkbox"/> Lactation Rooms* <input type="checkbox"/> Access to hospital-grade breast pumps



	Programmatic	Culture of Health Initiatives
<b>OCC Health &amp; Safety</b> <i>(Initiatives in collaboration with EH&amp;S, Occupational Health, WorkStrong)</i>	<input type="checkbox"/> WorkStrong program* <input type="checkbox"/> Health and Safety partnership (training for supervisors, health and safety committee, Safety Spotlight)	<input type="checkbox"/> CPR/AED program

### Recommendation

In order to meet these minimum wellness standards, we require at least:

- ☐ 1 FTE Wellness Program Manager dedicated to each location
- ☐ Wellness advisory committee
- ☐ Wellness program start-up budget



## APPENDIX C: WELLNESS PROPOSAL



Berkeley • Davis • Irvine • Los Angeles • Merced • Riverside • San Diego • San Francisco • Santa Barbara • Santa Cruz • LBNL(Berkeley) • Office of the President

January 5, 2016

President Napolitano:

It has been a concern of the Council of UC Staff Assemblies (CUCSA) that the Optum UC Living Well program is not effective in supporting the important topic of wellness system-wide. When we learned that the program would be suspended, CUCSA formed a workgroup to formulate recommendations for your consideration. The workgroup discussed their charge with Kris Lange at OP, as well as, with the UC Faculty and Staff Wellness Workgroup. The CUCSA delegation also met with Dr. Wendy Slusser from the UCLA Healthy Campus Initiative. Our recommendations are based on these discussions and the research we did on the importance of ensuring a healthy workplace.

It is CUCSA's recommendation that the current funding used to support the UC Living Well program be distributed to the campuses to support local wellness initiatives. CUCSA feels it is imperative that each location hires at least one wellness coordinator. This person should be a wellness professional so that the programs are robust and strategically planned. Having a local champion at each location will allow the wellness programs to be customized to specific needs. This will bring the tools and support system to the employees, most likely increasing participation. There are several examples of best practices through out the system at this time that could be used as models for the formation of new programs.

Permanently reallocating existing funding to local campuses is important in that not all locations have the resources to support wellness programs at this time. Our concern is that an unfunded mandate from OP may go unheeded at some locations if the resources are not provided. A robust wellness program at each location will be an investment in employee engagement, retention and quality of life.

A final recommendation is that a wellness champion at UCOP be established to assist with coordination of programs. This person would oversee wellness at a high level including funding distributed to campuses. This system-wide champion would insure there is no dilution of the message from OP to campuses in the event that support not be as strong at all locations. This champion can help keep the wellness issue at the fore front and serve as the primary hub of information regarding wellness. This person can also analyze the data regarding the effectiveness of the wellness programs on each campus.

We would be happy to share our research behind our recommendations or to provide any clarification needed.

Sincerely, Greta Carl--Halle, Chair On behalf of the Council of UC Staff Assemblies

Job Description created by UC Wellness Coordinators

**University of California [location]**

**Job Description**

**Wellness Program Manager - Draft**

[UC location] worksite wellness program provides program and services designed to reduce health risks and injuries, promote healthy lifestyles, and create a healthy work environment for departments, targeted groups, and the University. Under general direction of [reporting lines] and in partnership with [important stakeholders], the Wellness Program Manager is responsible for the development of the strategic vision and plan, the design, implementation and coordination on programs, and management of the Wellness Program for Faculty and Staff.

**Key Focus:**

- Designs, implements, facilitates, and evaluates health improvement strategy and wellness initiatives including wellness programming, activities, training, communications, policies, committees and tasks forces, and evaluation and reporting.
- Serve in a lead role to establish and facilitate a Wellness/Health Promotion Advisory Task Force and other related teams.
- Design and implement health improvement/wellness programming for large, diverse health systems and campus population such as health/lifestyle/behavior change programs, education, referrals to services, 1:1 wellness coaching, etc. to improve health outcomes.
- Develop highly collaborative relationships with various campus resources and partners to lead changes in organizational culture supportive of health improvement initiatives, including adoption of wellness policy recommendations.
- Develop engagement strategies to promote participation and encourage healthy behaviors.
- Coordinate the development of a Wellness Ambassador Program to create a culture of health and employee engagement and support.
- Provide ongoing evaluation of health improvement/wellness program and outcomes reporting to key health systems/campus stakeholders.
- Participate on the system-wide wellness managers' workgroup.
- Develop, prepare and manage the budget(s) for wellness programs.

**Education and Experience**

- Bachelor's degree in public health, wellness, health education/promotion or health related field required. Master's degree in public health, wellness, health education/promotion or health related field preferred.

- Minimum of 2-5+ years of experience in worksite health promotion/wellness program management.
- Ability to serve in a leadership role to drive the wellness strategy, vision, and action plan in collaboration with Employee Assistance Program, Environmental Health & Safety, Ergonomics, Human Resources, Occupational Health, Recreation, Risk and Disability Management, School of Public Health, Work/Life, etc.
- Ability to work independently and in a team environment in a fast-paced culture with multiple competing priorities.
- Program development, marketing, implementation and evaluation experience is required.
- Knowledge of principles, theories and best practices of worksite health promotion programs, risk reduction, and health promotion/behavior change.
- Strong management skills in establishing and tracking budgets.
- Ability to lead planning and implementation work groups and work effectively in cross-functional teams.
- Experience with a large, diverse employee population and at all levels of an organization including faculty and physicians.
- Highly developed interpersonal skills, strong group facilitation skills, excellent communication and presentation skills, and effective writing skills.
- Exemplary organizational and project management skills with attention to detail.
- Highly organized, detail-oriented, self-directed/motivated professional with the ability to multi-task.

## APPENDIX E: WELLNESS RESOURCES

**UC Wellness Resources** <http://ucnet.universityofcalifornia.edu/working-at-uc/livingwell/resources.html>

**UC Work Life Balance** - <http://ucnet.universityofcalifornia.edu/working-at-uc/work-life-wellness/index.html>

**UC Walks** - <http://ucnet.universityofcalifornia.edu/working-at-uc/livingwell/uc-walks.html>

**Wellness Newsletter** - <http://www.berkeleywellness.com>

**Break Reminder Software** - <http://www.ehs.ucsb.edu/ergonomics/break-reminder-software>

**Move Mail Reminder Emails** - <http://healthy.ucla.edu/blog/move-mail>

**The Greater Good Science Center** - <http://greatergood.berkeley.edu/>

**Sugar Science:** - <http://www.sugarscience.org>

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