Healthy Conversations, Healthy Relationships,
Healthy People, Healthy Community

Carleton University’s Healthy Workplace Plan
2014-2016
Carleton University is a great place to work, learn, innovate and grow – as a faculty member, staff, and student. Core to its values, Carleton is committed to providing a healthy, safe, and supportive environment that is based on respect, equality, collegiality, recognition and safety.

In 2009, Carleton University adopted Excellence Canada’s Healthy Workplace criteria as a beacon to guide it through its Healthy Workplace (HWP) journey. This university-wide initiative promotes an ongoing culture of health and wellness – physical and mental – to all faculty and staff (employees) across campus. The Healthy Workplace initiative has celebrated many successes since its inception as evidenced in an increase in the awareness of the importance of a Healthy Workplace. Carleton University is witnessing a cultural shift that will form the foundation of the next phase of the Healthy Workplace Initiative.

The title of this plan, “Healthy Conversations, Healthy Relationships, Healthy People, Healthy Community,” is the bedrock of a supportive and healthy workplace.

Our Research
Over the next three years, the Healthy Workplace Initiative at Carleton University will examine how to build on the successes it has achieved, while focusing on key areas that have been brought to light through the needs assessment.

In 2011-12, Carleton University Professor Linda Duxbury conducted the National Employee Caregiver Study, the results of which provided invaluable information to many employers across Canada. As a participant in this study, we at Carleton University learned that our employees are engaged in their daily work and feel it’s important to make a contribution to the university’s academic mission. The results of this study also provided the institution with valuable insights which led to specific recommendations to help the organization and its employees achieve work-life balance.

Carleton University also examined trends through the university’s insurance provider, Great-West Life, and its employee assistance plan provider, Family Services Ottawa. The results of this review highlighted areas of health-related needs (specifically mental health and heart health), work-life balance, as well as key indicators for workplace satisfaction. Healthy Workplace has been part of the Carleton Satisfaction Surveys for two consecutive years. The results continue to be positive, with a high level of acceptance and satisfaction. The Healthy Workplace Initiative has been sighted as a small initiative that is making a big impact on the work environment of the university.

The information gleaned from these sources formed the basis of this Healthy Workplace Plan and the key goals for the next three years.
**Healthy Workplace - A strategic goal**

Carleton University's 2013-2018 Strategic Integrated Plan (SIP), *Collaboration, Leadership and Resilience: Sustainable Communities – Global Prosperity*, recognizes the foundational importance of organizational excellence. It is within this plan that Carleton University articulates its values and recognizes its employees as its greatest assets and strengths. This strategic focus on “Our People” reflects Carleton’s collaborative outlook and diversity of the people who dedicate themselves to excellence in their daily work and study.

The SIP has four themes of concentration. Theme 4 affirms that Carleton University will be known as a university that nurtures leadership, encourages innovation, recognizes achievement and embraces sustainability. One of the goals is to pursue organizational excellence by building leadership capacity and through continuous improvement of our academic and administrative processes. Its strategic actions include further development of a healthy workplace culture and supportive environment.

This plan also supports the efforts of the Finance and Administration Division quest for Excellence, Innovation, and Wellness Standards.

Accordingly, this Healthy Workplace Plan will expand on the solid foundation the university has established through Excellence Canada’s framework within the three Healthy Workplace elements of health and lifestyle practices, physical environment and occupational health and safety, and workplace culture and supportive environment.
Goals
Based on the analysis and results of our needs assessment we have identified overarching goals and three areas of strategic focus for our future activities, along with key performance indicators to track the success of our journey.

Overarching Goals

Goal 1-1: To ensure key priorities for Healthy Workplace as outlined in this plan are linked and integrated with the Strategic Integrated Plan (SIP) and a Human Resources Plan.

Goal 1-2: To ensure the continued planning and commitment of financial, human and other resources, for the overall healthy workplace strategy and related programs.

Goal 1-3: To conduct regular assessments and progress evaluations of the Healthy Workplace Plan (related programs and goals, and workplace performance) to determine strengths and opportunities for improvement.

Goal 1-4: To communicate the Healthy Workplace Plan and messages across the university.

Goal 1-5: To enhance a supportive workplace where there is an understanding of employees’ roles and responsibilities to contribute to a healthy workplace at all levels of the university. With specific emphasis on those who manage people and their relationships.

Goal 1-6: To recognize staff achievement in meeting job and healthy workplace goals.

Goal 1-7: To achieve recognition and certification for our efforts to a healthy workplace by Excellence Canada. Obtain Level 2 in 2014 and Level 3 in 2016.

Strategic Areas of Focus Goals
Our research data and needs assessment identified three main areas of focus: Health Promotion, Work-Life Balance and Mental Health.

Health Promotion
Healthy Workplace offers workshops and information sessions to the campus community about, but not limited to, nutrition, stress and health, and work-life balance. These are presented from both traditional and holistic approaches. In partnership with the university's Athletics department, activities are also offered to help incorporate fitness into everyday life, as well as facilitating participation in physical activity for all sectors on campus.
Goal #2: To reinforce and support health and life style improvements.

Objective 2-1: To provide programs responding to varying needs based on assessment and analysis, and to provide programs spanning the continuum of care in terms of primary, secondary and tertiary interventions.

Objective 2-2: To build a strong campus community awareness of the availability of programs, support and facilities available to employees.

Objective 2-3: Offer programs and workshops that are accessible to a wider range of employees. Remove barriers to participation in terms of timing, length and location of events.

Work-Life Balance
To encourage all members of the Carleton community, at all levels, to embrace, understand and recognize the importance of achieving work-life balance.

Goal #3: Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

Objective 3-1: Incorporate current policies work/life practices into operations.

Objective 3-2: Enhance faculty and staff awareness of options available to them which support achieving work-life balance and provide awareness programs that support work-life balance.

Objective 3-3: Expand process management methodology currently used in the Finance and Administration division and continue to implement Lean Transformation and Benchmarking initiatives that improve/streamline processes to assist employees in their daily work.

Objective 3-4: Ongoing commitments to providing learning and professional development so that employees can enhance their skills and, in turn, feel more supported in their professional development.

Objective 3-5: Develop mechanisms to provide feedback about work-life balance at all levels in order to identify gaps and provide opportunities for improvement and collaboration.

Objective 3-6: Provide opportunities for employees to be involved in decisions that impact their work, enabling them to have a sense of control over their work environment.
Mental Health
Building on the university's sound foundation of psychological and physical health and safety initiatives, Carleton is looking at steps to further develop a culture of psychological safety and health through concrete, sustainable actions.

Goal #4: To achieve Carleton University's goal to provide continued leadership in workplace mental health.

Objective 4-1: Establish a Carleton University Workplace Mental Health Working Group to empower stakeholder leadership with an integrated approach to workplace mental health.

Objective 4-2: Enhance stakeholder engagement and consolidate awareness of mental health workplace initiatives.

Objective 4-3: Achieve recognition and certification for our efforts to mental health by Excellence. Obtain Level 1 in 2014 and Level 2 in 2015.

Objective 4-4: Identify and address current mental health-related policy, programs and protocols gaps.

Objective 4-5: Enhance staff and faculty awareness and skills to promote and contribute to a positive and healthy work environment.

Objective 4-6: Develop a structure and process to support proactive and sustainable planning and programming.

Objective 4-7: Raise campus-wide awareness of Carleton University's mental health strategies and approach to support psychologically healthy and safe workplace.

Key Performance Measures
To quantify the current state of health and productivity indicators, Carleton is using data from a variety of different sources in order to establish the healthy workplace metrics and baseline measures for measuring success. These measures will provide an indication of the impact of the HWP Plan. We realize that trends could change as awareness of health issues grows across campus in the following areas:

Trending Outcomes:

- Overall Health Benefits usage
- Employee and Family Assistance usage
- Sick leave (including long-term disability)
  - average sick days reported per employee (CUASA does not report sick leave)
- Annual Leave balances (less than 30 days each year)

**Key Performance Measures:**

- Healthy Workplace program participation and evaluation
- Survey results:
  - Carleton Customer Satisfaction Survey (annually) results.
    - Since 2002, Carleton has surveyed employees (and students in a separate survey) on their satisfaction with services on campus. The employee version focuses on service areas that are used by a large number of faculty and staff. However, to ensure that the survey is not too long, we ask about some services only every 2 or 3 years.
  - Employee Engagement Survey results
    - Currently being developed by Human Resources and expected in 2014 and every three years after. This survey would measure employee engagement across the university.

**Celebrating our Successes and Moving Ahead**

Carleton University has always invested in its people and will continue to do so. The university is very proud to be the first and only Canadian university committed to the Excellence Canada’s Healthy Workplace criteria. This is a differentiating factor that sets Carleton apart from others. We look forward to celebrating high-level milestones as we progress through the Healthy Workplace Progressive Excellence Program (PEP).

Having achieved Level 1, Carleton is well positioned through its structures and leadership, at all levels (Appendix A), and a comprehensive operational plan that outlines activities, timelines and outcomes for each goal/objective (Appendix B), to meet its goals of applying for Level 2 at the beginning of 2014, and Level 3 in 2016.

Over the course of this plan we will partner with our Finance and Administration division in their journey to Excellence, Innovation, and Wellness. In completing our goal of Level 3 in 2016 we will work closely with the Finance and Administration Excellence Working Group to realize success for both endeavors.
Appendix A

Please see below.
Healthy Workplace Committee list of members as of January 2014

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
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<tbody>
<tr>
<td>Ed Kane (Chair)</td>
<td>Assistant Vice-President (University Services)</td>
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<tr>
<td>Allan Burns</td>
<td>Director, University Safety</td>
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<tr>
<td>Steve Belanger</td>
<td>Mechanic</td>
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<tr>
<td>Colleen Boucher</td>
<td>Assistant Director, Advisory Services (Non-Academic)</td>
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<tr>
<td>Nancy Delcellier</td>
<td>Assistant Director, Environmental Health and Safety</td>
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<tr>
<td>Bruce Marshall</td>
<td>Manager, Health and Wellness</td>
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<tr>
<td>Maria McClintock</td>
<td>Editor, Internal Communications</td>
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<tr>
<td>Laura Newton Miller</td>
<td>Science and Engineering Librarian</td>
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<tr>
<td>Christa Pigeon</td>
<td>Career Development Assignment</td>
</tr>
<tr>
<td>Nancy Arnold</td>
<td>Senior Quality Advisor</td>
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<tr>
<td>Kristi Wells</td>
<td>Healthy Workplace Coordinator</td>
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Subject Matter Experts

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Cindy Taylor</td>
<td>Director, Office of Quality Initiatives</td>
</tr>
<tr>
<td>Maureen Murdock</td>
<td>Director, Health and Counselling Services</td>
</tr>
<tr>
<td>Rebecca Bowie</td>
<td>Learning Coordinator</td>
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Appendix B: Healthy Workplace Operational Plan 2013 – 2016

Please see below.
### Overarching Goals

<table>
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<tr>
<th>Focus</th>
<th>Goals and Objectives</th>
<th>Tactics</th>
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</table>
| **Goal 1-1:** To ensure key priorities for Healthy Workplace as outlined in this plan are linked and integrated with the Strategic Integrated Plan (SIP) and a Human Resources Plan. | • Presented information on the HWP Initiative to the SIP Task Force  
• Collaborate with HR to ensure key HWP priorities are linked and integrated with the HR Plan, practices and policies | |
| **Goal 1-2:** To ensure the continued planning and commitment of financial, human and other resources, for the overall healthy workplace strategy and related programs. | • Annual salary funds HWP Coordinator and Co-op Student  
• Annual operating funds to support the HWP Initiative  
• Support and engage the HWP Cmte  
• Support and engage HWP Champions  
  o Develop new faculty HWP Champion network | |
| **Goal 1-3:** To conduct regular assessments and progress evaluations of the Healthy Workplace Plan (related programs and goals, and workplace performance) to determine strengths and opportunities for improvement. | • HWP Plan Action Plan updates to be reviewed regularly at monthly HWP Cmte Meetings  
• Schedule annual HWP focus groups for feedback  
• Include HWP in the 2015 Carleton Satisfaction Survey  
• Collaborate with HR on the development of the 2014-15 Employee Satisfaction survey  
• Conduct PEP Level 3 Self-Assessment | |
| **Goal 1-4:** To communicate the Healthy Workplace Plan and messages across the university. | • Develop a HWP Plan Communications Plan  
• Continue to implement the 2013-2014 HWP Communications Plan  
• Continue to develop an annual HWP Communication Plan | |
| **Goal 1-5:** To enhance a supportive workplace where there is an understanding of employees’ roles and responsibilities to contribute to a healthy workplace at all levels of the university. With specific emphasis on those who manage people and their relationships. | • Develop HWP training to managers and supervisors  
  o Focus on awareness of the benefits of a HWP  
  o How to accommodate and encourage participation in HWP  
• Continue to be part of the Supervisory Development Series certificate  
  o Provide training on “healthy conversations”  
• HWP modules to be included in the different levels of the Carleton Leader sessions  
  o Explore leadership styles to implement a culture of HWP  
• Provide Mental Health training | |
| **Goal 1-6:** To recognize staff and faculty achievement in meeting job and healthy workplace goals. | • Work closely with HR to support and encourage widespread formal and informal recognition campus wide  
• HR will be implementing a new performance management system  
• Continue to embed recognition in our HWP programing to recognize staff and faculty accomplishments in meeting their HWP goals  
  o Offer prizes for challenges  
Promote staff and faculty participation on your website | |
| Overarching Goals | Goal 1-7: To achieve recognition and certification for our efforts to a healthy workplace by Excellence Canada. Obtain Level 2 in 2014 and Level 3 in 2016. | • Submit PEP Level 2 Application  
• Plan for the PEP Level 2 Verification  
• Implement HWP Plan  
• Prepare PEP Level 3 Application  
• Conduct PEP Level 3 Self-Assessment  
• Submit PEP Level 3 Application  
• Prepare for PEP Level 3 Employee Survey  
• Prepare for PEP Level 3 Verification |
## Healthy Workplace Operational Plan 2013 - 2016

**Goal #2: To reinforce and support health and lifestyle improvements**

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| **Objective 2-1:** To provide programs responding to varying needs based on assessment and analysis, and to provide programs spanning the continuum of care in terms of primary, secondary and tertiary interventions. (With a specific focus on prevention and reduction of cardiovascular diseases, such as high cholesterol and high blood pressure.) | **Primary:**  
• promote EH&S training and safety programs, ergonomic assessments  
• promote athletics facilities and programs with more info (fees and timing)  
• promote the healthy food options through Dining Services  
• promote Health & Counselling Services flu shot clinics  
• Recognition  
• Lunchtime leagues  
• Awareness workshops  
• Activities and programs that encourage employees to get away from their desk at lunch  

**Secondary:**  
• EFAP services  
• Public Health or Algonquin student nurses to come on to campus  
• Online risk assessments and questionnaires  
• Blood pressure testing  
• Cross-promote Ergonomic assessments  

**Tertiary:**  
• EFAP/GWL services  
• Lunchtime leagues  
• CU Healthier Challenge  
• Cross-promote HR accommodations program (return to work)  
• Promote smoking cessation programs |}

| **Objective 2-2:** To build a strong campus community awareness of the availability of programs, support and facilities available to employees. | **• Communications strategy (T@C, social media, Champ emails, Carleton Now)**  
• Video clips (What does HWP mean to me?)  
• CU Leader, LAPD, departmental meetings  
• Make the link at workshops (to EFAP services, other workshops)  
• Promote at new employee orientation  
• Emails from HWP Coordinator or Champions welcoming new employees  
• Cross-promote healthy options from Dining Services, where to buy, healthy symbols |}

| **Objective 2-3:** Offer programs and workshops that are accessible to a wider range of employees (ie. Shift workers, faculty). Remove barriers to participation in terms of timing, length, location of events. | **• Offer 40 minute workshops and activities**  
• Continue to offer satellite locations  
• Online videos/podcasts  
• Explore offering workshops at different hours of the day  
• Have materials available online when possible for workshops and challenges  
• Explore partnership with EDC: online content, lunch ‘n’ learns already available |
**Goal #3: Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.**

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| **Objective 3-1:** Incorporate current policies work/life practices into operations. | Highlighting HR policies on HWP website  
- Today@Carleton quiet days: Did You Know?  
- Departmental newsletters | |
| **Objective 3-2:** Enhance faculty and staff awareness of options available to them which support achieving work-life balance and provide awareness programs that support work-life balance. | Today@Carleton  
Carleton 101  
HR outreach program for long term employees  
CU Healthier Challenge – personal success stories  
Continue to provide lunch ‘n’ learn information sessions related to work-life balance, including: how to achieve work-life balance, financial management, parenting, elder care, sandwich generation, other family-related support  
Continue to provide lunchtime leagues, to provide employees with opportunities to get away from their desk and be active over the lunch hour  
Promote partnership with Parking that allows current parking-pass holders to park in athletics over the lunch hour, or before or after work  
Continue to enhance HWP Champion network  
- Develop a new faculty specific HWP Champion network to help further engage faculty | |
| **Objective 3-3:** Expand process management methodology currently used in the Finance and Administration division and continue to implement Lean Transformation and Benchmarking initiatives that improve/streamline processes to assist employees in their daily work. | Office of Quality Initiatives will continue to communicate their services  
- Targeted communications to management groups  
- Communicate our successes  
Process management training through Excellence Canada  
Process management strategies to be developed by the Finance and Administrative Excellence, Innovation and Wellness Working Group | |
| **Objective 3-4:** Ongoing commitments to providing learning and professional development so that employees can enhance their skills and, in turn, feel more supported in their professional development. | LAPD: Annual needs assessment, workshop  
- Supervisory Development Series (healthy conversations)  
Carleton Leader  
HR: PDP/skills trends  
DUC: Communication programs  
EDC: Outreach to faculty (they have a communications person) | |
| **Objective 3-5:** Develop mechanisms to provide feedback about work-life balance at all levels in order to identify gaps and provide opportunities for improvement and collaboration. | Employee engagement survey  
HWP Focus groups  
Carleton Satisfaction surveys  
Success stories: blog format, social media, twitter HWP tweet day |
**Goal #3:** Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

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| Work-Life Balance | **Objective 3-6:** Provide opportunities for employees to be involved in decisions that impact their work, enabling them to have a sense of control over their work environment. | • Enhance management training to encourage a supportive and inclusive engaging environment  
• Regular and effective staff meetings – provide How-To  
• Project-based: lean/benchmarking  
• Develop toolkit for managers  
  o Awareness  
  o Recognizing your employees  
• Ideas @ Carleton  
• The Fresh Thinking Series |
Goal #4: To achieve Carleton University’s goal to provide continued leadership in workplace mental health.

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| **Objective 4-1:** Establish a Carleton University Workplace Mental Health Working Group to empower stakeholder leadership with and integrated approach to workplace mental health. | • The WMH Working group will develop the foundation of the new Mental Health strategies by:  
  o Determining the structure and processes  
  o Develop a Carleton Workplace Mental Health Model  
  o Determine the appropriate language  
  o Conduct an environmental scan of the existing standards and frameworks | |
| **Objective 4-2:** Enhance stakeholder engagement and consolidate awareness of mental health workplace initiatives. | • Establish a WMH Advisory Committee  
  o Suggest members of the Carleton community to establish a cross-functional Workplace Mental Health Advisory Cmte to ensure comprehensive stakeholder representation  
  o Develop explicit advisory and oversight mandate of committee to recommend, develop, and evaluate as appropriate campus-wide efforts to advance workplace psychological health and safety | |
| **Objective 4-3:** Achieve recognition and certification for our efforts to mental health by Excellence Canada. Obtain Level 1 in 2014 and Level 2 in 2015. | • Plan for the Level 1 Application  
  • Prepare the Level 1 Application  
  • Submit PEP Level 1 Application  
  • Plan and prepare for the PEP Level 2 Application  
  • Conduct PEP Level 2 Self-Assessment  
  • Submit PEP Level 2 Application | |
| **Objective 4-4:** Identify and address current mental health-related policy, programs and protocols gaps. | • Conduct a self-assessment  
  o Conduct an Organizational review with the Advisory Cmte  
  o Conduct an employee survey using Guarding Minds at Work (pending)  
  o Present gap analysis results to university wide focus groups for feedback and set priorities  
  o Conduct audit, using the “Sample Audit Tool”  
  • Conduct best practice research  
  • Revise and develop new policies, protocols and programs | |
| **Objective 4-5:** Enhance staff and faculty awareness and skills to promote and contribute to a positive and healthy work environment. | • Review and enhance awareness campaign around the psychologically health workplace  
  • Develop targeted education and training strategy for specific groups and/or position  
  • Make recommendations for new workplace mental health programs | |
| **Objective 4-6:** Develop a structure and process to support proactive and sustainable planning and programming. | • Develop ongoing evaluations and assessments  
  • Identify outcome metrics  
  • Analyze the results of campus surveys to identify emerging issues | |
| **Objective 4-7:** Raise campus-wide awareness of Carleton University’s mental health strategies and approach to support psychologically healthy and safe workplace. | • Create a reference document outlining the strategies for supporting, planning and continuous improvement  
  • Develop dissemination plan | |