



**UNIVERSITY OF  
CALGARY**

# **Wellness Advocate Program**

Staff Wellness  
WellBeing and WorkLife  
2019



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## 2 INTRODUCTION

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This document and its appendices contain detailed information about the Wellness Advocate Program. The University has distinct employee groups this document applies to; Faculty, Management and Professional Staff and Support Staff.

While the University of Calgary fully intends to adhere to the practices contained in this document, the statements and guidelines neither provide nor intend to establish strict procedures in all instances, they define intent and provide direction. Although this program reflects current practice, it may be changed at any time.

## 3 PROGRAM OVERVIEW

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Wellness is an important part of the workplace as we spend most of our waking hours at work. Wellness Advocates are employees from across campus, advocating for the physical, mental and social wellbeing of employees and the creation of a healthy workplace. The goal of the Wellness Advocate Program is to contribute to a supportive workplace environment and encourage positive health and wellness behaviors. The Wellness Advocate Program is comprised of Wellness Committees and Wellness Advocates.

Wellness Committees – a group of employees within a faculty or department that implement wellness initiatives in the workplace, as well as promote existing wellness programs, services and resources on campus and in the community. Member roles will include:

- Initiating wellness surveys
- Receiving regular communication from WellBeing and WorkLife
- Disseminating information to coworkers through resource sheets, posters and emails
- Planning and executing faculty/department wide events (ie: pedometer challenge, games day)
- Increasing awareness of internal and external resources, including [ucalgary.ca/wellbeing](http://ucalgary.ca/wellbeing)

Wellness Advocates – employee(s) within a faculty or department who promote existing wellness programs, services and resources on campus and in the community. These roles may be more aligned with small departments or support existing wellness committees through:

- Disseminating information to coworkers through resource sheets, posters and emails
- Planning and executing faculty/department wide initiatives
- Increasing awareness of internal and external resources, including [ucalgary.ca/wellbeing](http://ucalgary.ca/wellbeing)
- Assisting with and championing wellness committee initiatives
- Reserving a wellness moment in regular staff meetings to share information about upcoming wellness events and programs
- Bringing feedback and requests from coworkers to Wellness Committees or faculty/department leaders

There are many benefits to having a Wellness Advocate Program for both employees and the organization:

Employee	Organization
Reduced stress Improved health Safe and healthy work environment Improved sense of wellbeing	Enhanced employee productivity Improved workplace morale and culture Enhanced awareness of resources

Wellness is more than just exercise, it impacts all areas of an employee’s life, therefore it is important to make wellness a priority. It is comprised of occupational, emotional, intellectual, social, physical and spiritual health. Wellness initiatives are a great way to improve workplace culture, increase engagement and help employees feel valued and safe. By creating an atmosphere of wellness, we can enhance our health and wellbeing while having fun.



## 4 GETTING STARTED

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Working to promote wellness within a faculty or department can seem like a big task and culture shifts will not happen overnight. Start small; keep the vision simple and realistic, but overall, have fun.



1. Get leadership support – support from management is a critical factor in the success of wellness initiatives. Support can be achieved by encouraging leaders to participate in and promote initiatives, ask for ideas and provide updates.
2. Contact WellBeing and WorkLife - a member of the WellBeing and WorkLife team will be able to support in starting a Wellness Committee or provide guidance on acting as a Wellness Advocate in your faculty/department. They will be able to indicate next steps, answer questions, provide guidance and resources, and connect you with other Wellness Advocates.

3. Establish a wellness committee – Recruit other employees who see health and wellness as being important to worklife, will be an advocate for programs and will provide assistance in organizing and executing initiatives. Potential advocates may include supervisors, managers, and individual contributors; ensure all functions are represented (ie: all staff groups, all departments within a faculty and all levels).
- 4a. Develop a strategic plan – Create a vision, mission, and smart goals using the planning tools in Appendix A. It is important to strategically plan so the committee has a clear direction and can be held accountable. Define the terms of reference using the sample in Appendix B. It is necessary for an established committee to create terms of reference and have them endorsed by the Senior Leadership Team member or their designate.
- 4b. Develop a Comprehensive Action Plan – by creating an implementation plan related to the associated initiatives, employees will be able to plan, participate and contribute to the overall vision. A sample document can be found in Appendix A.
- 4c. Develop an Evaluation Plan – It is important to evaluate wellness activities and initiatives. This will inform future program development and will provide data that can be used to demonstrate the success of the committee. Guiding evaluation questions can be found in Appendix D.
5. Implement – Plan the events, initiatives, or activities set out in the action plan. Promote them using various mediums; email, posters, town hall meetings, department meetings and word of mouth are all great options. Don't be discouraged if attendance is low at the beginning – it can take time for new initiatives to gain traction.
6. Evaluate and Continuously Improve – Evaluation is an ongoing process. Ideally, every event, activity, or initiative will be evaluated in some capacity. A short survey can provide a wealth of information that will allow the Wellness Committee to reflect on what was successful and what can be improved for future initiatives.

#### 4.1 ADDITIONAL NOTES

- Budget – please note, funding may not be available for these initiatives. Low cost and no cost initiatives (ie: step challenge, games day) may be great opportunities to explore. As well, cost recovery initiatives may also be good options (ie: yoga).
- Be realistic – when implementing initiatives, create a positive environment with collaboration and quick wins, this will increase interest in participation. Start small and simple to gain quick wins; but most importantly, remember to have fun.
- Measurements – depending on the type of wellness initiative and how it was communicated, participation will vary. When implementing initiatives, participation may be low at the onset. Stay open

to feedback, continue to evolve programs and communications, you will see participation begin to increase. For sample questions to measure success, see the Evaluating Programs and Initiatives section (VI) of this document.

## 4.2 SUPPORT FOR WELLNESS COMMITTEES AND ADVOCATES

- Mentorship from other wellness advocates – existing wellness committee members and advocates can provide insight and tips gained from previous experience in connecting coworkers with resources and creating initiatives.
- Meeting with other wellness advocates – semi-annual meetings (January and July) will be established for wellness advocates across the University of Calgary. This is an opportunity to discuss new ideas for wellness initiatives, how to educate coworkers, available resources and how to overcome challenges. This network will provide a significant support system throughout the year.
- WellBeing and WorkLife, Human Resources – representatives are available for guidance and support in creating, implementing and evaluating wellness initiatives within your department. A WellBeing and WorkLife employee is available to meet with anyone considering becoming a Wellness Advocate or starting a Wellness Committee.

## 5 HEALTH NEEDS ASSESSMENT

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A health needs assessment is a survey sent to all employees within the department to collect feedback to determine the primary wellness issues, identify gaps in programs and provide areas for the wellness advocates to focus on and improve.

The Manager, WellBeing and WorkLife or designate may be able to assist in administering the survey and providing an executive summary containing aggregate results and recommendations. Before initiating a health needs assessment, the Senior Leader for the faculty/department will need to be in support. A sample request form can be found in Appendix F.

## 6 EVALUATING PROGRAMS AND INITIATIVES

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Evaluation of programs and initiatives is key in measuring value, gaining feedback, maintaining support and determining how to improve the programs to increase participation. The evaluation process can be as simple as administering a survey to program participants and making changes based on the survey results.

A representative from WellBeing and WorkLife can help with the evaluation process, if desired. When designing a new program or evaluation tool, be sure to refer back to the vision, mission and goals that were set. Start by asking these questions:

What do I want to demonstrate?	What is measured should correlate with the desired vision and goals
	Focus should be on key metrics such as behaviour change, adoption of healthier habits, improved social connectedness and increased physical activity
How will the information be shared?	Reports can be a helpful tool to determine viability of programs and initiatives
	Will these reports be generated monthly, quarterly and/or annually?
	Who is the target audience to receive the report (ex. Senior Leader in faculty/department)?
	Think about how detailed the data should be and how it will be used
Will you make changes based on the information received?	If results indicate that the activity does not address the goals of the program/initiative, then the program should be adjusted
	The results should provide enough information to enhance the program/initiative where needed; it is imperative to communicate intentions for the use of the data because participants are more likely to provide constructive feedback if it will lead to better programming
What is important to leaders in the faculty/department?	As outlined in the <i>Getting Started (III)</i> section of this document, it is critical to gain support from leadership
	Understanding the type of information senior leaders would find useful will help shape the information sought from participants
How will you collect the information?	Meet with the leader(s)
	Surveys
	One-on-one discussions
	Focus groups

**Please Note:** all feedback collected should remain confidential. All reports should contain aggregate data with no ability to identify specific participants.

## 7 WELLNESS INITIATIVES AND IDEAS

There are many programs and initiatives available to employees on campus:

## 7.1 PHYSICAL HEALTH

### 7.1.1 Fitness Centre and Classes

Employees at the University of Calgary have access to a variety of fitness classes and training sessions through [Active Living](#) such as yoga, personal training, kayaking, kickboxing, hiking and indoor cycling.

In conjunction with the fitness classes, Active Living also contains a Fitness Centre, Racquet Centre, Aquatic Centre and Indoor Climbing Walls. Employees receive discounted rates for [membership](#), including both single and family options.

Additional Option:

- Department hosted fitness classes – departments are able to provide self-directed classes using DVDs or YouTube videos; a fitness class could take place in a meeting room at no cost. Alternatively, departments can have employee funded professional fitness instructors (ie: yoga) to provide classes to employees to save costs.

**Please Note:** *if exploring these alternatives, ensure appropriate waivers are in place for participants. A sample waiver is located in Appendix F.*

### 7.1.2 Pedometer Challenge

A pedometer challenge is a great way to increase activity by having employees track steps, while having fun. Friendly competition is one of the key factors for a successful and sustainable challenge. Some departments will track progress and offer both individual and group prizes.

**Please Note:** *Participants may wish to consult a physician prior to participating.*

Additional Resources:

- [Healthy Alberta](#)
- [Cumming School of Medicine Pedometer Challenge](#)
- [Workplace Walk for Wellness Challenge - Toolkit](#)

### 7.1.3 Walking Meetings

Walking meetings are a great way to get outside, exercise and be productive while at work. Walking meetings can be more stimulating than a typical board room setting as movement tends to keep participants more alert, provides a change in scenery and can ultimately create a positive experience.

Walking meetings should be organized with advance notice to ensure participants are ready with appropriate attire, shoes, etc.

**Please Note:** *while these types of meetings can be very productive, there may be confidential or sensitive information that should not be shared in an open setting. Walking meetings are not for everyone, give participants the option to choose a walking or seated meeting.*

Additional Resources:

- [Feet First](#)
- [Ted Talk – Got a Meeting, Take a Walk](#)
- [Calgary Sport and Social Club](#)

#### 7.1.4 Create a Sport and Social Club or Intramural Team

Sport and social clubs will help people feel more connected to their coworkers and their workplace, while increasing their physical activity. Some people may feel intimidated by the idea of joining a competitive sport with colleagues so it is important to emphasize a ‘fun first!’ approach.

- [University of Calgary intramurals](#)
- [Calgary Sport and Social Club](#)

#### 7.1.5 Create a Salad Club

A salad club is a group of people in the same workplace who together, prepare salad for all members of the club for the entire week. This is a low-cost, low-effort way to ensure that there is a healthy lunch available every day to Salad Club members.

Components of a successful salad club:

- Everyone who is part of the group contributes a set amount of money each week
- The shopper uses the money to purchase salad supplies for all salad club members for the entire week
- Salad club members meet at the beginning of the week to chop vegetables and allocate salad servings into Tupperware or baggies
- Each salad club member brings their own protein to add to their salad each day, if they wish

## 7.2 SPIRITUAL HEALTH

### 7.2.1 Organize a Drum Circle

Contact the [Faith and Spirituality Centre](#) at University of Calgary for their help in organizing this initiative.

### 7.2.2 Cultural Identity Celebration

Organize an event that celebrates diversity within your faculty/department such as a potluck where everyone brings in a food item that is important to their culture, offering opportunities for people to learn about different religions/cultures.

## 7.3 ENVIRONMENTAL HEALTH

### 7.3.1 Become a Sustainability Coordinator

Sustainability Coordinators are University of Calgary employees who devote three (3) to five (5) hours per month to learning, teaching and encouraging their peers to adopt sustainable practices in the workplace. The [Sustainability Coordinator program](#) is open to all University of Calgary employees working in office-based environments.

### 7.3.2 Organize Office Clean-ups

Schedule time for all employees to organize and clean their desk. This may be a good activity for a Friday afternoon when people can be starting to feel a lack of energy or fatigued.

### 7.3.3 Environmental Holiday Events

Organize an event that recognizes Earth Day, Earth Hour, International World Water Day or other environmental holidays so that employees may feel they are contributing to the larger cause.

When creating new initiatives and programs, it might be helpful to consult any other committees within the department (ie: Engagement Committee, Recognition Committee) to define options for collaboration and shared resources.

## 7.4 SOCIAL HEALTH

Many of the following activities, as well as those discussed in other categories of health, will contribute to social health when they occur in group settings.

### 7.4.1 Plant Buddies

Plant Buddies is an initiative with each participant receiving a plant for their cubicle/office for which they are responsible to care for. The purpose of the program is to provide participants with a fun, inclusive activity to promote conversation and collaboration within the department. This may contribute to decreasing stress or perhaps become a new hobby for participants.

Plant Buddies will increase the collaboration in the department by connecting participants with a common goal (taking care of their plant buddy). It also allows plant experts within the department to act as advisors to first time plant caregivers.

Participants who are going on vacation or taking leave will need to find a 'plant babysitter' for their Plant Buddy, further encouraging connectivity within the department.

Additional Resources:

- [How to Choose a Good Office Plant](#)
- [How to Care For Indoor Plants](#)
- [How to Water Indoor Plants](#)

### 7.4.2 Social Committee

Gather a group of individuals who are interested in scheduling regular social events and engaging with their coworkers. Initiatives may include potlucks, picnics, volunteerism or attending campus events.

### 7.4.3 Volunteer Opportunities

Organize a volunteer opportunity that many of your colleagues can work together on. It can be an event that occurs outside of regular working hours or, if it will happen during work hours, ensure that you speak to Leadership for their approval on this.

- Preparing sandwiches for the Drop-In Centre
- Volunteer with United Way
- Volunteer with YMCA Calgary

Visit the WellBeing and WorkLife website to find volunteer opportunities and find ways for employee to [Get Involved](#).

## 7.5 INTELLECTUAL HEALTH

### 7.5.1 Book Club

Gather a group of interested people, select a book and schedule regular meetings where people can discuss what they have read. Select books based on common interests (ie: fiction, biography, fantasy, etc).

### 7.5.2 Learning Club

Organize an event or club where people learn a new skill or are challenged intellectually such as a language club, a knitting circle, current events club or board games club.

## 8 PROMOTE EXISTING PROGRAMS

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The University of Calgary has many faculties and departments that provide programming and initiatives for employees. WellBeing and WorkLife will regularly send you information on the following initiatives and encourage you to promote them:

### 8.1.1 Lunch and Learn Series

Semi-monthly presentations providing an opportunity for employees to learn about a variety of health and wellness topics. The Lunch and Learn Series is promoted monthly through email updates; a program calendar is located on the [WellBeing and WorkLife website](#).

### 8.1.2 UFlourish

A week-long series of events and activities in October, [UFlourish](#) is meant to build positive mental health. The goal is to increase knowledge, awareness and capacity for improved mental health. Students, faculty and staff are encouraged to participate in various activities throughout the week including mental health trivia night, wellness workshops, yoga, a wellness fair and much more.

### 8.1.3 Active Living

An Active Living membership will provide access to world class recreational facilities for all members of the university community. Employees can workout, re-energize, create and maintain a healthy and active lifestyle.

The Faculty of Kinesiology and [Active Living](#) provide facilities and services in a positive, supportive environment. Staff are trained to assist participants in activities or programs of their choice in order to experience reward, satisfaction, and improved health while ensuring a memorable experience at the university.

### 8.1.4 Drum Circle

Hosted by the Faith and Spirituality Centre, students, faculty and staff can participate in a drum circle held weekly on Wednesday afternoons from 5:00 pm to 6:00 pm in the Vitruvian Space (DC12).

### 8.1.5 Yoga

Hosted in That Empty Space, students, faculty and staff have access to free yoga on Tuesdays, Wednesdays and Thursdays, aligned with the lunch hour.

### 8.1.6 Student Union (SU) Wellness Centre

The [SU Wellness Centre](#) promotes the concept that we all have a role to play in creating a healthy campus community, working collaboratively to create an environment where students, faculty and staff feel empowered to support each other and participate actively in maintaining their own health and wellbeing. With a student-centered approach, the centre offers comprehensive, holistic and accessible programs and services to foster all dimensions of wellness; many of which are available to faculty and staff.

### 8.1.7 Health Checks

Valuable screening tests, lifestyle questionnaires and wellness stations are available two to three (2-3) times per year to students, faculty and staff on a drop-in basis.

## 9 EMPLOYEE AND FAMILY ASSISTANCE PLAN – HOMEWOOD HEALTH

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Homewood Health, our Employee Family Assistance Plan (EFAP), is able to provide support, advice and resources to help employees manage their work and personal life so they can focus on what's important. They offer support in-person, on the telephone, provide booklets, and kits via the website.

Everyone can benefit from the services that Homewood Health has to offer. From parenting concerns to health matters, work issues to financial problems, legal questions to elder care, Homewood Health can help.

Homewood Health offers telephonic and off-site counseling for many issues including relationships, depression, grief and loss, addiction, divorce and much more. Homewood Health will help employees find a counselor conveniently located close to the employee's work or home and that best matches the nature of the service.

Homewood Health also offers the following resources:

- Telephonic counselling with Certified Financial Planners
- Telephonic nutritional counselling with a Registered Dietitian
- Free legal advice over the phone
- Smoking cessation program
- E-courses with certificates

Contact Homewood Health 24 hours a day/7 days a week, to speak confidentially to a consultant or visit Homewood Health Online to access a variety of helpful tools and resources.

***How to access Homewood Health:***

**Phone** (English): 1.800.663.1142

**Phone** (French): 1.866.398.9505

**Hearing Impaired** (TTY): 1.888.384.1152

**International** (call collect): 604.689.1717

**Online:** [www.homeweb.ca](http://www.homeweb.ca) (create your own profile)

As a wellness advocate, Homewood Health is a great resource to access or refer people to. There are a variety of articles related to health and wellness that can be downloaded, printed and shared with colleagues. There are also monthly posters and quarterly newsletters available for distribution.

Contact the Coordinator, WellBeing and WorkLife for more information about Homewood Health or to request a Homewood Health overview presentation for your faculty or department.

## 10 SUMMARY

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Becoming a Wellness Advocate or forming a Wellness Committee is easy and fun, allowing employees to become more involved in the workplace and connecting with coworkers. There are many supports available to aid you in establishing new health and wellness programs in your faculty/department, with many resources available at [WellBeing and WorkLife](#). For further information or assistance, please contact [wellbeing@ucalgary.ca](mailto:wellbeing@ucalgary.ca).



# 11 APPENDICES

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## 11.1 APPENDIX A – CREATING A VISION, MISSION, AND GOALS

### 11.1.1 Creating a Vision Statement

A vision is a broad, bold statement about what your faculty/department would like to achieve regarding wellness. A vision statement provides an inspirational image for the committee to work towards.

*Example:* All Faculty of Arts employees will have optimal physical and mental health and will feel spiritually, emotionally and socially satisfied.

### 11.1.2 Creating a Mission Statement



*Example:*

1. What are you hoping to achieve:
  - Define optimal health and wellbeing
  - Increase awareness of and promote health and wellness resources
2. Who are your stakeholders:
  - Dean (Sponsor)
  - Faculty/department leadership
  - Employees
3. Who is your primary audience:
  - Employees (Faculty, MaPS and Support Staff)
  - Postdoctoral Scholars
  - Grad Assistants
4. Why should they want to participate and/or contribute:
  - To better understand what resources are available
  - Knowledge sharing
  - Define personal health and wellness goals
5. When and how often will you contact your audience and stakeholders
  - Audience – monthly newsletters, annual survey and events email as needed
  - Stakeholders – quarterly; reports, statistics on participation and overall feedback. Include evaluations and proposed solutions to issues or gaps
6. How will you determine success:
  - Evaluate events, information, resources and communications through anecdotal feedback and surveys

### 11.1.3 Creating Goals

The Wellness Committee should define at least two (2) goals to guide their work as they begin to plan different activities and initiatives.

Goals should fit the **SMART** Framework: **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**imely

*Example:*

1. Offer one (1) wellness activity per month to all Finance employees
2. 50% participation of department employees in wellness activities, programs, initiatives by December 31, 2017
3. Offer three (3) spiritual/cultural health-related events, three (3) physical health-related events, and three (3) social health-related events by December 31, 2017

## Wellness Committee Strategic Planning

**Vision:**

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**Mission:**

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**SMART Goals:**

	Goal 1	Goal 2	Goal 3
<b>Specific</b> (Who? What? When? Where? Why?)			
<b>Measurable</b> (How will you measure progress?)			
<b>Achievable</b> (Is it possible to achieve this goal? What steps are involved?)			
<b>Realistic</b> (What knowledge, skills, and abilities are necessary to reach this goal?)			
<b>Timebound</b> (Can you set fixed deadlines? What are the deadlines?)			
<b>Final Goal Statement</b>			

**ACTION PLAN: How will you achieve the SMART goals?**

Goal	Inputs	Activities	Outputs	Short-Term Outcomes (Less than 1 year)	Intermediate Outcomes (1-3 years)	Long- Term Outcomes (3-5 years)

## 11.2 APPENDIX B – TERMS OF REFERENCE

### 11.2.1 Purpose

Wellness Advocates are designated representatives from (insert faculty or department), selected to promote wellness, advocating for the wellbeing and mental health of their coworkers and contributing to a healthy workplace environment. The intention is to identify the top workplace wellness priorities and to develop reasonable strategies, with activities focusing on encouraging healthy lifestyle changes through health education opportunities.

### 11.2.2 Goal

The Wellness Committee strives to increase productivity and effectiveness, and to assist employees in making healthier lifestyle choices. This contributes to optimizing the health and wellbeing of employees and contributes to the creation of a healthier workplace and increasing overall culture of wellness.

### 11.2.3 Scope

Wellness Advocates will facilitate realistic and attainable workplace wellness initiatives in collaboration with departmental leaders. The committee will take action on a few dimensions of health and wellbeing at a time, within their capabilities. They will adjust their focus in the long-term as health trends emerge and as priorities shift. Creating a healthy workplace culture is a shared responsibility of the department and employees.

Wellness Advocates will be supported by the WellBeing and WorkLife portfolio in Human Resources as needed.

### 11.2.4 Roles

Wellness Advocates will play various roles:

- Increase awareness of internal and external wellness resources and programs
- Promote the use of available programs such as Homewood Health
- Utilize existing resources to facilitate departmental wellness initiatives
- Central point of contact for employee wellness questions related to resources, programs and events
- Distribute promotional materials related to resources, programs, initiatives and events

Subsequent roles within the wellness committee may include:

- Chair
- Communications
- Secretary
- Treasurer

A sample description of committee roles can be found in Appendix C.

### 11.2.5 Committee Structure

The committee consists of (insert #) members. The committee is chaired by a volunteer member of the committee; where there are multiple volunteers for the chair position, the committee will vote by casting ballots. The committee welcomes all other employees to act as Wellness Advocates.

Wellness Committee members are volunteer representatives who strive to have representation from all of the work areas within the faculty/department.

### 11.2.6 Meeting Commitment

The committee will meet monthly for an hour.

### 11.2.7 Term of Appointment

- Appointment with the Wellness Committee is one calendar year from the time of joining the committee. After one year, committee members can choose to remain on the committee or may assist the committee with the nomination of a new member
- The appointment of Chair changes at the end of every calendar year

### 11.2.8 Member Responsibilities

- Attend a minimum of eight (8) meetings per year
- If unable to attend a meeting, members are encouraged to send a representative from their work area as a designate
- Attend semi-annual meetings with Wellness Advocates and representatives from WellBeing and WorkLife, Human Resources
- Commit to a one year term
- Engage with coworkers to identify health and wellness concerns; identify any gaps and determine potential solutions
- Actively promote and encourage participation in workplace initiatives
- Regular tracking and reporting of departmental wellness activities; providing regular updates to department leaders

### 11.2.9 Responsibilities

Any employee interested in becoming a Wellness Advocate within their faculty or department should:

- Be passionate about health and wellness
- Be able to dedicate two to three (2-3) hours per month to the roles as previously identified
- Gain relevant permissions from leaders (ie: direct manager)

### 11.2.10 Revisions

The Terms of Reference will be reviewed and endorsed on an annual basis no later than December 15 for implementation of January 1 of the following year.

## 11.3 APPENDIX C – WELLNESS COMMITTEE ROLES AND RESPONSIBILITIES

### 11.3.1 Shared Responsibilities

- Attend monthly meetings
- Establish priorities and develop strategies
- Identify resources and funding requirements
- Actively promote and encourage participation in workplace wellness initiatives
- Volunteer for wellness committee initiatives when needed (equally contribute)
- Seek ideas, feedback from employees and share with committee
- Ensure that strategies align with the mandate and goals of the department and the university

### 11.3.2 Chair (1 Position)

- Organize monthly meetings
- Plan and lead monthly meetings
- Draft and circulate meeting agenda
- Monitor progress of the committee
- Onboard new committee members
- Set up instructors
- Work with financial officer on drafting budgets
- Liaison to leadership team for approval on communication, budget, and other
- Send out finalized communications
- Assign roles within the committee, as required

### 11.3.3 Co-Chair (1 Position)

- Provide support to Chair and lead in the Chair's absence
- Finalize and distribute meeting minutes

### 11.3.4 Leadership Team Liaison (1 Position)

- Provide regular updates to the leadership team and other key stakeholders as needed
- Provide support and guidance to the Chair as required

### 11.3.5 Communication Officer (2 Positions)

- Compile and draft communications
- Posters, email updates, and other
  - Send communications to chair for approval
- Circulate posters
- Manage Wellness Committee SharePoint page
- Manage Wellness Committee email
- Take meeting minutes, send to co-chair in a timely manner, and post on SharePoint

### 11.3.6 Financial Officer (1 Position)

- Draft Budget
  - Based on Yearly Planning
  - Budget to be approved by Committee
  - Support the Chair in the budget approval process
- Keep budget updated on SharePoint
- Financial tracking
- Record and track all incoming and outgoing funds
- Monthly Financial Report/Update to Committee
- Maintain a petty cash fund if necessary
- Collecting funds and deposit as required

### 11.3.7 Wellness Advocates (Several Positions)

- Actively promote and encourage participation in workplace wellness initiatives
- Assist the wellness committee with initiatives when needed, such as sitting on sub-committees or volunteering at events
- Invited to attend semi-annual meetings

### 11.3.8 WellBeing and WorkLife Representative (1 Position)

- Provide guidance to the chair as needed
- Attend regular meetings
- Provide support, guidance and resources for wellness committee initiatives
- Work with the committee to identify needs and to develop short and long-term plans
- Ensure effectiveness of initiatives
- Inform the committee about upcoming initiatives and existing resources
- Assist with committee planning including Terms of Reference, and committee roles and responsibilities
- Act as a the liaison between wellness committees and create opportunities for information sharing and collaboration

Please note that these are sample committee positions and there is flexibility in the positions and descriptions. The wellness committee should adjust the positions as required.

## 11.4 APPENDIX D – HOW THE WELLNESS ADVOCATE PROGRAM SUPPORTS THE CAMPUS MENTAL HEALTH STRATEGY

The Wellness Advocate Program supports multiple focus areas in the Campus Mental Health Strategy. The key focus areas are raising awareness and promoting wellbeing, developing personal resilience and self-management, and creating and sustaining a supportive campus environment. The Wellness Advocate Program provides limited support to the focus areas of enhancing early identification and response, and providing direct service and support.

The following table outlines which recommendations members of the Wellness Advocate Program can contribute to by promoting, supporting, implementing or leading initiatives within their faculty or unit.

### 11.4.1 Focus Area 1: Raising awareness and promoting well-being

*Raising awareness and promoting well-being is a main focus of the Wellness Advocate Program.*

RECOMMENDATIONS PROMOTED OR SUPPORTED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM	RECOMMENDATIONS IMPLEMENTED OR LED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM
<p><b>1.1 Promote existing campus mental health programs</b></p> <ul style="list-style-type: none"> <li>• <a href="#">The Working Mind</a></li> <li>• <a href="#">Applied Suicide Intervention Skills Training</a></li> <li>• <a href="#">Question, Persuade, Refer</a></li> <li>• <a href="#">Bystander Intervention Training</a></li> </ul> <p><b>1.2 Promote anti-stigma initiatives</b></p> <ul style="list-style-type: none"> <li>• <a href="#">The Working Mind</a></li> <li>• <a href="#">Bell Let's Talk Day</a></li> </ul> <p><b>1.5 Promote mental health and wellness websites</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Campus Mental Health Strategy</a></li> <li>• <a href="#">WellBeing and WorkLife</a></li> <li>• <a href="#">Staff Wellness</a></li> <li>• <a href="#">Active Living</a></li> <li>• <a href="#">SU Wellness Centre</a></li> <li>• <a href="#">Homewood Health</a></li> </ul>	<p><b>1.3 Evaluate wellness committee initiatives</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Wellness Committee Strategic Planning and Evaluation templates</a></li> </ul> <p><b>1.5 Promote or create central faculty/unit SharePoint or website to promote Wellness Committee and campus programs and resources</b></p>

### 11.4.2 Focus Area 2: Developing personal resilience and self-management

*Increasing engagement in a full range of holistic health promoting activities (2.3) is fundamental to the Wellness Advocate Program.*

*The Wellness Advocate Program engages wellness committee members and advocates through participation in developing, implementing, and promoting a range of holistic health promotion activities.*

**RECOMMENDATIONS PROMOTED OR SUPPORTED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM**

**2.1 Promote existing programming and training for faculty and staff to build personal resilience and wellness and to promote professional success**

- [Change and Personal Resiliency](#)
- [Build Personal Resilience](#)
- [Lynda.com](#)
- [Lunch and Learn Series](#)
- [Homewood Health e-learning courses and Life Balance Coaching](#)
- [The Working Mind](#)
- [Mindfulness](#)
- [Tuition Support Program](#)
- [Continuing Education](#)
- [Office of Diversity, Equity, and Protected Disclosure workshops](#)
- [Select SU Wellness Centre programs and workshops](#)
- [Bystander Intervention Training](#)

**2.3 Promote and encourage participation in a full range of holistic health promoting activities**

- [UFlourish Week](#)
- [Active Living](#)
- [SU Wellness Centre](#)
- [Office of Sustainability](#)
- [WellBeing and WorkLife](#)
  - [Health Checks](#)
  - [Lunch and Learn Series](#)
  - [Wellness Advocate Program](#)
- [Campus Mental Health Website](#)

*2.4 Promote existing supports during critical transition times for the faculty/unit or that impact the faculty/unit*

- [Homewood Health](#)
- [HR Training and Development Programs and Workshops](#)
- [Staff Wellness](#)
- [WellBeing and WorkLife](#)

**RECOMMENDATIONS IMPLEMENTED OR LED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM**

**2.1 Offer programming and training for faculty and staff to build personal resilience and wellness and to promote professional success based on the needs and interests of the employees in the faculty/unit**

- Reach out to the following contacts to learn about programs and training options for your faculty/unit
  - [WellBeing and WorkLife](#)
  - [Homewood Health Organizational Wellness Catalogue](#)
  - [SU Wellness Workshops](#)
  - [Office of Diversity, Equity and Protected Disclosure](#)
  - [HR Training and Development Programs and Workshops](#)
  - [Campus Mental Health and Wellness Presentation](#)

**2.3 Offer programs and initiatives to encourage participation in a full range of holistic health promotion activities based on the needs and interests of the employees in the faculty/unit**

- Host faculty/unit-specific UFlourish event
- [WellBeing and WorkLife](#)
  - Review the [Wellness Advocate Program Guideline for ideas](#)
  - Consult with [WellBeing and WorkLife](#) for ideas

### 11.4.3 Focus Area 3: Enhancing early identification and response

*Members of the Wellness Advocate Program can enhance awareness of programs and resources that support early identification and response.*

<b>RECOMMENDATIONS PROMOTED OR SUPPORTED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM</b>	<b>RECOMMENDATIONS IMPLEMENTED OR LED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM</b>
<b>3.1 Promote existing educational programming that enables faculty and staff to identify signs of mental distress both in self and others</b> <ul style="list-style-type: none"><li>• <a href="#">The Working Mind</a></li><li>• <a href="#">Question, Persuade, Refer</a></li><li>• <a href="#">Applied Suicide Intervention Skills Training</a></li><li>• <a href="#">Assisting a Colleague in Distress</a></li><li>• <a href="#">Helping Students in Distress</a></li><li>• Contact SU Wellness Centre or Staff Wellness to set up an <i>Assisting Students and Colleagues in Distress</i> session</li><li>• Bystander Intervention Program</li><li>• Other sessions as applicable from on-campus groups such as Risk or ODEPD</li></ul>	
<b>3.5 Promote existing web-based self-screening programs for staff and faculty</b> <ul style="list-style-type: none"><li>• <a href="#">Homewood Health – Health Risk Assessment</a></li></ul>	

### 11.4.4 Focus Area 4: Providing direct service and support

*While Wellness Committees and Advocates do not have a role in direct service and supports, they can promote mental health services that are available on campus and in the community.*

<b>RECOMMENDATIONS PROMOTED OR SUPPORTED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM</b>	<b>RECOMMENDATIONS IMPLEMENTED OR LED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM</b>
<b>4.1 Promote mental health services on campus and within the community (e.g. access to counselling services, 24-hour access to supports, etc.)</b> <ul style="list-style-type: none"><li>• 911, <a href="#">811</a>, <a href="#">211</a></li><li>• <a href="#">Campus Security</a></li><li>• <a href="#">Homewood Health</a></li><li>• <a href="#">Calgary Counselling Centre</a></li><li>• <a href="#">Distress Centre</a></li><li>• <a href="#">Access Mental Health</a></li><li>• <a href="#">SU Wellness Centre Health Services</a></li></ul>	

#### 11.4.5 Focus Area 6: Creating and sustaining a supportive campus environment

*Wellness Advocates create supportive environments by promoting and implementing programs that provide opportunities for meaningful connections in the workplace.*

RECOMMENDATIONS PROMOTED OR SUPPORTED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM	RECOMMENDATIONS IMPLEMENTED OR LED BY MEMBERS OF THE WELLNESS ADVOCATE PROGRAM
<p><b>6.1 Encourage meaningful participation in the campus community by promoting programs and spaces that build connections</b></p> <ul style="list-style-type: none"><li>• <a href="#">UFlourish Week</a></li><li>• Mental Health Map</li><li>• <a href="#">President’s Stampede BBQ</a></li><li>• <a href="#">Faith and Spirituality Centre</a></li><li>• <a href="#">Wellness Advocate Program</a></li><li>• <a href="#">HR Training and Development Programs and Workshops</a></li><li>• <a href="#">Recognition Program</a></li><li>• <a href="#">RenewFest</a></li><li>• <a href="#">UCalgaryStrong</a></li><li>• <a href="#">Active Living</a></li></ul> <p><b>6.4 Promote campus programs and resources that support psychological health and safety in the workplace</b></p> <ul style="list-style-type: none"><li>• <a href="#">National Standard for Psychological Health and Safety in the Workplace</a></li></ul>	<p><b>6.1 Expand conditions for meaningful participation in the faculty/unit by building community inside and outside the workplace, and providing spaces to build connections</b></p> <ul style="list-style-type: none"><li>• <a href="#">Wellness Advocate Program</a></li></ul>

## 11.5 APPENDIX E – MEASURING PROGRAM SUCCESS

Measuring the overall success of any wellness program can be challenging. The following are key metrics that can help get you started:

1. Utilization by employees – when looking at the number invited and comparing to the number attended, we can get a participation rate
  - a. Example – 30 invited; 15 attended; 50% participation rate
2. Employee feedback – employee feedback is critical to the success of any program or initiative. The following questions may provide critical information:
  - a. Did you enjoy the initiative – yes/no
  - b. What did you or did you not like about the initiative – open text response
  - c. Would you recommend this initiative to others – yes/no
  - d. Why would you or would you not recommend this initiative – open text response
  - e. Would you like to see additional initiatives – yes/no
  - f. If you would like to see additional initiatives, what are some examples – open text response
  - g. Did you like the facility the initiative was held in – yes/no
  - h. What did you or did you not like about the facility, please provide feedback – open text response

This is by no means an exhaustive list of questions, please contact [wellbeing@ucalgary.ca](mailto:wellbeing@ucalgary.ca) for a comprehensive survey option.

## 11.6 APPENDIX F – HEALTH NEEDS ASSESSMENT REQUEST FORM



### HUMAN RESOURCES

MacKimmie Library Tower, 4<sup>th</sup> Floor  
Telephone: (403) 220-5932  
Email: [hr@ucalgary.ca](mailto:hr@ucalgary.ca)

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## HEALTH NEEDS ASSESSMENT REQUEST FORM

**Please Note:** *This sample template is designed to provide guidance and may be adapted at any time to suit the needs of the individual submitting the Health Needs Assessment Request. Please be advised that all requests will require the review of the Manager, WellBeing and WorkLife, Human Resources. This Health Needs Assessment Request will also require the approval of the Senior Leadership level within the originating Faculty/Unit.*

**Date:**

**Initiator/Requestor:**

**Issue:**

*(Provide a brief description of the intent of the health needs assessment, should be no more than 2-5 sentences.)*

**Background and Current Situation:**

*(Rationale for the request, what information has been considered and who has considered the issue – ie. management, employees, etc. All relevant supporting evidence should be included or attached to the request.)*

**Other comments/rationale:**

*(Have you considered other strategies to engage and motivate? Do you have any other comments regarding the situation or request, e.g. mitigating factors, equity or retention concerns, etc...)*

**Next Steps:**

- 1. Forward the request form to the Manager, WellBeing and WorkLife, Human Resources for review and input** – please include an email from the Senior Leader for the area containing their approval. This can be attached to the request via email.
- 2. Communication** – after the request is reviewed, the outcome of this will need to be communicated to the employees. We would encourage this messaging to come from the senior leaders in the faculty/department; the Manager, WellBeing and WorkLife would be able to support where needed.

**Prepared by:**

Name: \_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Date

11.7 APPENDIX G – SAMPLE WAIVER

RMSP-March 4, 2015

YOGA CLASSES ~ ADULT WAIVER

**TO: THE GOVERNORS OF THE UNIVERSITY OF CALGARY**

**RELEASE OF LIABILITY, WAIVER OF CLAIMS,  
ASSUMPTION OF RISKS AND INDEMNITY AGREEMENT**

**WARNING: BY SIGNING THIS DOCUMENT YOU WILL WAIVE CERTAIN LEGAL RIGHTS,  
INCLUDING THE RIGHT TO SUE.**

**PLEASE READ CAREFULLY!**

NAME OF PARTICIPANT: \_\_\_\_\_

ADDRESS OF PARTICIPANT: \_\_\_\_\_

COURSE CODE & TITLE: HR Yoga Classes

COURSE DATE: September 1, 2015 - December 31, 2015

**ASSUMPTION OF RISK**

I am aware that participating in the activity(ies) of Yoga Classes has many inherent risks, including but not limited to:

**General:**

- Theft, vandalism, damage or loss of personal property.
- Any manner of harm, injury, illness, death or property damage suffered by or resulting from:
  - Use, misuse, non-use and failure of any equipment;
  - Travel by motor vehicle, bus or any other means of transportation to, from, or during the activity(ies);

**NOTE: Please consult with your physicaian prior to: 1) participating in any physical activities, 2) the use of exercise equipment or 3) having any pre-existing conditions which may be affected by your participation in the activity(ies).**

**Yoga Classes:**

Any manner of harm, injury, illness, death or property damage suffered by or resulting from:

- Impact, entanglement or impairment on obstructions, apparatus/equipment, floor surface or walls and any use of equipment and/or beyond my own abilities;
- Contact with participants, spectators, officials or other people;
- An increased load on the heart, which may result in dizziness, shortness of breath and in extreme circumstances, may result in a heart attack;
- Muscular injuries such as sprains and strains, bone injuries, fainting, chest discomfort, leg cramps and nausea;
- Participating in yoga classes (which is considered an athletic activity) or beyond my own abilities.
- Not discontinuing the exercise if any warning signs such as losing feelings or starting to get pins and needles in any part of my body and/or not seeking medical attention;

I freely accept and fully assume all such risks, dangers and hazards and the possibility of personal injury, death, property damage or loss, resulting therefrom.

CONTINUED ON NEXT PAGE .....

..... CONTINUED FROM PREVIOUS PAGE

**RELEASE OF LIABILITY, WAIVER OF CLAIMS AND INDEMNITY AGREEMENT**

In consideration of The Governors of the University of Calgary permitting my participation in the activity(ies) of Yoga Classes, I agree as follows:

1. TO WAIVE ANY AND ALL CLAIMS that I have or may have in the future against The Governors of the University of Calgary and its members, officers, employees, students, agents, volunteers and independent contractors (all of whom are hereinafter collectively referred to as "the Releasees");

2. TO RELEASE THE RELEASEES from any and all liability for any loss, damage, injury or expense that I may suffer, or that my next of kin may suffer as a result of my participation in the activity(ies) of Yoga Classes due to any cause whatsoever INCLUDING NEGLIGENCE, BREACH OF CONTRACT, OR BREACH OF ANY STATUTORY OR OTHER DUTY OF CARE, INCLUDING ANY DUTY OF CARE OWED UNDER THE OCCUPIER'S LIABILITY ACT, RSA 2000 c. 0-4 AS AMENDED ON THE PART OF THE RELEASEES;

\_\_\_\_\_ (Initial here that you have read paragraph 2.)

3. TO HOLD HARMLESS AND INDEMNIFY THE RELEASEES from any and all liability for any damage to the property of, or personal injury to, any third party, resulting from my participation in the activity(ies) of the Yoga Classes; and

4. THAT if I am supplying my own equipment, I am responsible for ensuring that it is safe and well maintained and up to the requisite standards for the activity(ies) in which I am participating. I understand that the Releasees accept no responsibility for any incidents or accidents occurring out of the use or misuse of my equipment.

\_\_\_\_\_ (Initial here that you have read paragraph 4.)

5. This agreement shall be effective and binding upon my heirs, next of kin, executors, administrators, assigns and representatives in the event of my death or incapacity.

6. This Waiver shall be governed by and construed in accordance with the laws in force in the province of Alberta and the federal laws of Canada, as applicable. The courts of Alberta shall have exclusive jurisdiction over all claims, disputes and actions arising out of and related to this Event and this Waiver and the parties hereby attorn to the jurisdiction of Alberta courts.

In entering into this Agreement, I am not relying upon any oral or written representations or statements made by the Releasees, other than what is set forth in this Agreement.

**I CONFIRM THAT I AM 18 YEARS OF AGE OR OLDER, THAT I HAVE READ AND UNDERSTAND THIS AGREEMENT AND THAT I AM AWARE THAT BY SIGNING THIS AGREEMENT I AM WAIVING CERTAIN LEGAL RIGHTS, INCLUDING THE RIGHT TO SUE, WHICH I OR MY HEIRS, NEXT OF KIN, EXECUTORS, ADMINISTRATORS AND ASSIGNS MAY HAVE AGAINST THE RELEASEES.**

Signed this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
SIGNATURE OF PARTICIPANT

\_\_\_\_\_  
WITNESS SIGNATURE (Non Family Member)

\_\_\_\_\_  
WITNESS NAME (please print)

**This Agreement must be completed in full, without alteration, signed, dated and witnessed, and paragraphs 2 and 4 must be initialed before the participant may participate in the activity(ies).**

# Interested in Health and Wellness?

**Become a Wellness Advocate  
or form a Wellness Committee  
in your faculty/department!**

Email [wellbeing@ucalgary.ca](mailto:wellbeing@ucalgary.ca) or visit  
[ucalgary.ca/wellbeing](http://ucalgary.ca/wellbeing) to learn more!

## How do I become a Wellness Advocate?

Contact  
[wellbeing@ucalgary.ca](mailto:wellbeing@ucalgary.ca)  
for more information or  
talk to your supervisor.

The time commitment is  
2-3 hours/month for 1  
year.

## What do Wellness Advocates do?

Plan different wellness-  
related events and  
share wellness  
information with other  
employees in your  
faculty/ department.

## What are the benefits of having Wellness Advocates?

- Reduced stress
- Increased productivity
- Improved workplace morale

