

UCDAVIS

Staff and Faculty Health and Well-being

Annual Report



FY
2021

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Executive Summary

The Staff and Faculty Health and Well-being Program strives to maximize the potential of each individual within the University of California, Davis (UC Davis) community by offering a range of programs, resources and services. The Program was launched during the summer of 2016 with a mission to develop, promote and support a thriving culture of health and well-being so that our staff and academics can learn, teach, innovate and contribute. Our mission is based on recommendations presented to the Chancellor through Staff Assembly and the Academic Senate. The Staff and Faculty Health and Well-being (SFHWB) Program continues to utilize the resources available to meet the needs of as many UC Davis employees as possible.

The 2020-2021 fiscal year (FY 2021) was difficult in that our Program needed to be nimble and respond to our employees in creative ways. Fortunately, we were able to continue to build and expand our reach and impact, even when accounting for a decrease in campus employee population. In FY 2021, SFHWB was able to add 8 new programs, events and classes that addressed changing needs and interests expressed by staff and academics and tailored more programming to remote work and the healthcare setting. In total we offered 619 hours of programming, a 2% decrease from the 2019-2020 fiscal year (FY 2020). Our participation rate increased by 4%. As in previous years, we continue to see a higher percentage of staff than academics (81% vs. 11%) participate in our offerings and more participants from the Davis area than Sacramento area (54% vs. 37%). However, this year we made headway with two major employee groups, with a 250% increase in participation from academics, and a 13% increase in participation from UC Davis Health employees. We believe the content, in addition to the remote and flexible nature of our current programming contributed to these positive increases. Overall, the SFHWB Program served 11% of the reported employee headcount at UC Davis.

Despite the increased reach and impact this year, it is still a struggle to provide for the needs of all 33,446 employees with limited FTE and at two different geographical locations, especially in these uncertain times. UC Davis employees at the Sacramento campus and the at the Davis campus are experiencing different stressors related to the pandemic. Serving both a hospital and a college campus is demanding and it is apparent that more structural and environmental changes are needed in the long-term.

In FY 2022, The SFHWB Program will continue to serve its mission by offering leading practice programs and identifying new programs that appeal to and meet the needs of our diverse community in a virtual and in-person format. Goals for next year remain prioritizing increased academic engagement; optimizing virtual access to programs for staff and academics working at satellite campuses, including UC Davis Health; building new, lasting partnerships while expanding existing ones; and maintaining an ongoing collaboration with Healthy UC Davis and fostering a learning environment for our Master of Public Health (MPH) practicum students, student assistants, interns and volunteers. We will continue to work for positive culture change at UC Davis for our staff and academics and advocate for a healthy built environment.

Background

The UC Davis Staff and Faculty Health and Well-being Program (SFHWB) was launched during the summer of 2016 based on recommendations presented to the Chancellor through Staff Assembly and the Academic Senate. These included:

- Assigning a budget for ongoing assessment, environmental support, incentives, communication, education and evaluation;
- Hiring a Worksite Health Program Manager to direct the initiative and harmonize campus and UC Davis Health wellness efforts; and
- Aligning UC Davis Health and Davis campus resources to coordinate an integrated, comprehensive worksite health and wellness program that covers Sacramento, Davis and remote sites.

The SFHWB Program was placed in Occupational Health Services to develop, promote and support a thriving culture of health and well-being throughout the UC Davis community so that our staff and faculty can learn, teach, innovate and contribute to society.

Goals of the SFHWB Program are aligned with those of Occupational Health Services, wherein successes are measured in part by low worker injury and illness. This is accomplished through effective integration of progressive safety initiatives and health and well-being programs and services.



The SFHWB team goes to lunch, Summer 2021



The SFHWB team goes on a bike ride, Spring 2021

Participation FY 2021

3,681 
Total Participants



Top Participating Job Titles

Davis Campus and Remote Sites:

1. University Extension
2. Student Housing and Dining Services
3. CA Animal Health and Food Safety Lab

UC Davis Health

1. Clinical Nurse 2
2. Blank Assistant 3
3. Clinical Nurse 3

Top Participating Departments

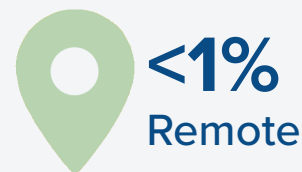
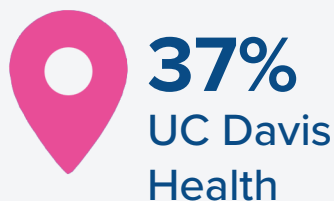
Davis Campus and Remote Sites:

1. Blank Assistant 3
2. Blank Assistant 4
3. Blank Assistant 2

UC Davis Health

1. School of Medicine Dean's Office
2. Public Health Sciences
3. Psychiatry and Behavioral Sciences

Location:



*Participants from external locations include: UC Agriculture and Natural Resources employees, retirees, students, and community members.

Total Health Population:

17,378

Total Campus/Remote Population:

16,068

Total UC Davis Headcount:

10% **33,446**

Population served by Staff and Faculty Health and Well-being

Programming FY 2021

619



Hours of Programming

56



Unique Programs

8



New Programs including...

Grocery Store Tour	Relaxation Program for Rest and Revive
Wellness Self-Coaching	Capsule Cooking
Diet to Boost Immunity	Tai Chi for Beginners
Ergonomics at Home	Registered Dietitian Panel

Most Popular Programs Among UC Davis Health Employees:

1. Walker Tracker
2. Wellness Self-Coaching
3. Fruit and Veggie Fan Club

Most Popular Programs Among Davis Campus and Remote Employees:

1. Gentle Yoga
2. Ergonomics at Home
3. Relax and Release

Email Campaigns

Nutrition Offerings

Stress Resilience Offerings

Physical Activity Offerings

8 weeks

Healthy Holiday Challenge

6 weeks

Fruit and Veggie Fan Club

6 active cohorts

Diabetes Prevention Program

7

Nutrition Outreach Programs

Individualized Nutrition Counseling

Additionally:

6

Financial Well-being sessions

22

Outreach Presentations

3-month

Wellness Self-Coaching Program

8

Ergonomics at Home sessions

42

Mindfulness Meditation sessions

42

Heartfulness Meditation sessions

40

Mindful Pause sessions

12

Monthly Meditation sessions

11

Nature Rx sessions

5

Relax and Release sessions

1

Rest and Revive Relaxation Exercise

18

Gentle Yoga sessions

4

Tai Chi sessions

3

Walker Tracker challenges

1 week-long

UC Davis Moves challenge

Well-being Series Program Highlights

Mental and Emotional Well-being Offerings

Online Live Meditation:

In response to the emotional stressors of the COVID-19 pandemic, the SFHWP Psychologist led 3 live remote mindfulness meditation sessions via Zoom weekly for a total of 124 sessions (an increase of over 100% compared to FY 2020). These online sessions attracted a total of 4158 participants (increase of approximately 81% compared to FY 2020). Of these, 635 were unique participants (a 5% increase compared to FY 2020). In comparison to the mindfulness meditation sessions offered in the prior fiscal year, the per session average was 36 participants, compared to an average of 41 participants per session in FY 2020.

“I have learned meditation techniques that I was able to use as stress coping techniques during the Pandemic which was a stressful period for me and my family.”

-Online Live Meditation Participant

Mindfulness Meditation:

Sessions consisted of evidence based instructional overview, guidance on coping with current stressors and guided mindfulness meditations to foster stress resilience and emotional well-being.

“Helps me every day to remain calm, focus on positives to be more effective in my work and home life, and to be joyful.”

-Mindfulness Meditation Participant

Heartfulness Meditation:

Sessions consisted of evidence based instructional overview, guidance on coping with current stressors and guided meditation to foster stress resilience and strengthen internal positive emotional resources.

“Just the 15 min. pause & meditate mid-day helps me stay focused on work when I feel overwhelmed with the volume of tasks ahead of me.”

-Mindful Pause Participant

Mindful Pause:

This program was newly developed this fiscal year and designed to increase accessibility for essential workers. Sessions consisted of evidence based instructional overview, guidance on coping with current stressors and guided meditation to foster stress resilience and emotional well-being. Adding the Mindful Pause session to the weekly offerings increased enrollment of essential workers from 3 registrants to 48 registrants.

In post-program surveys, 100% of the survey respondents reported that they found the program content to be valuable. In addition, 98% strongly agreed or agreed that the facilitator was effective, and 97% strongly agreed or agreed the instructor was knowledgeable.

Well-being Series Program Highlights

Monthly Meditation with Brenda Gustin:

The Monthly Meditation Series introduces a wide range of topics varying from how to have more energy and vitality to relaxation techniques and calming the mind. The 12-session series, led by Brenda Gustin, PhD, attracted a total of 124 participants who attended at least one session, a 46% increase compared to FY 2020. For 11 sessions*, there was an average of 23 participants per session, with the most participants attending the July 2020 session. In the post-program survey, 98% of respondents expressed that the program content was valuable, 93% strongly agreed or agreed that the series had a positive impact on their health, and 95% strongly agreed or agreed that the series had a positive impact on their well-being. As a result of this class, 81% of survey respondents plan on making meditation a part of their lifestyle.

“Helps remind me of the tools I forget. Helps me calm instantly from stress. Brenda’s presence, voice, guidance are so healing and help my quality of life in every way. Personal and professional.”

-Monthly Meditation Participant

Online Relaxation Session for Rest and Revive Campaign:

In conjunction with the Rest and Revive Campaign (described below), the SFHWP Psychologist taught a webinar on Relaxation Exercises via Zoom to promote sleep-related health enhancement and stress resilience. This webinar attracted a total of 109 registrants and included 63 attendees. In post-program surveys, 100% of respondents strongly agreed or agreed that program content was valuable, had a positive impact on their health and well-being. Additionally, 88% strongly agreed or agreed that the session had a positive impact on their work.

“It empowered me to give myself those moments for relaxation.”

-Rest and Revive Participant

Online Relaxation and Release Series:

To support the UC Davis community during the pandemic, the SFHWP psychologist developed implemented a multisession series aimed at facilitating and teaching relaxation exercises that participants could use in their daily lives. Five sessions were offered in Fall 2020 and Spring 2021. Of the four sessions*, a total of 282 people registered, with an average of 40 participants per session.

“Relaxed my brain which was racing today. More effective at work the rest of the day as a result.”

-Relax and Release Participant

*Data from one session could not be recovered.

Well-being Series Program Highlights

Nature Rx:

Nature Rx was launched in October 2017 to provide staff and faculty an opportunity to use nature as a means of decreasing stress levels. Now in its third year, in coordination with the Arboretum and Public Garden, the SFHWB program offered the series twice in FY 2021, once in Fall 2020 and once in Spring 2021. Eleven classes were offered between both quarters. In Fall 2020, the six class topics included: Gardening in a Pandemic, Water coloring the Landscape, Easy Plant Propagation, Nature Photography, Top 10 Easy Houseplants to Grow and Japanese Flower Arranging. In Spring 2021, the five class topics included: Nature, Science and Your Smartphone, Arboretum Wildlife Watching, Garden Myth or Rooted in Science? Public Art in the Arboretum and Hip Habits – Designing Gardens for Biodiversity. The sessions were taught by experts in their fields - UC Davis employees and faculty members associated with the Arboretum and Public Garden (Maya Makker, Nina Suzuki, Rachel Davis), Botanical Conservatory (Marlene Simon), Strategic Communications (Gregory Urquiaga, Karin Higgins), and academic departments of Landscape Architecture (A. Haven Kiers) and East Asian Languages and Cultures (Haruko Sakakibara). The water coloring session was led by special guest Chip Sullivan of UC Berkeley. Combined, there were 386 unique participants who attended the Fall 2020 and the Spring 2021 series, with an average of 53 participants in attendance each session, a 551% increase in participation when compared to that of FY 2020. Post-class evaluations revealed that 98% of survey respondents strongly agreed or agreed that the program content was valuable. Of all respondents, 82% strongly agreed or agreed that the classes contributed positively to their health, 85% strongly agreed or agreed that they contributed positively to their well-being.



Screen capture from Gregory Urquiaga's and Karin Higgins's Nature Photography presentation

“Easy Plant Propagation: This was one of the best classes I have attended thus far. Marlene was an excellent presenter and I really enjoyed learning the biological background of why we can propagate plants. Excellent!”

-Fall 2020 Easy Plant Propagation Participant

“Nature Photography: I love these kinds of classes and I want to thank everyone involved for this being offered. Hoping that similar classes will be offered in the future and possibly have something in person when we're able to do so safely.”

-Fall 2020 Nature Photography Participant

“Garden Myths: I'm a relatively new gardener so it helped me learn what challenges there can be with certain flowers, fruit and vegetables. I also learned some common myths that I've practiced myself through the years and now know are not facts.”

-Spring 2021 Garden Myths Participant

Well-being Series Program Highlights

Mental and Emotional Well-being Outreach, Consultations, Collaborations and Presentations:

The SFHWB Psychologist engaged in emotional well-being related consultation to various campus units and presented several customized workshops to specific campus units.

Consultations aimed at addressing mental and emotional well-being amongst staff:

- Global Affairs
- Academic Affairs
- Office of Medication Education
- Center for Child and Family Studies
- Academic Assistance and Tutoring Centers
- Academic and Staff Assistance Program
- Shared Services
- Student Health and Counseling Services

Customized Stress Resilience Presentations:

Global Affairs staff received a module on stress resilience exercises that they could incorporate into their daily life.

Academic Affairs staff received a customized mindfulness meditation introduction and session.

Office of Medical Education staff received a customized stress resilience training.

Graduate Academic Advisors' Conference: The SFHWB psychologist presented on stress resilience at the conference which included over 350 attendees from multiple UC campuses.

Wellness Ambassadors Training: The SFHWB Psychologist provided two training sessions on stress resilience to wellness ambassadors on the Davis and UC Davis Health campuses.

Well-being Series Program Highlights

Physical Activity Offerings

Tai Chi:

In Fall 2020, a new four-part Tai Chi for Beginners series was offered virtually. Led by Erika Strandjord, these weekly sessions led participants through basic tai chi movements, gradually increasing in complexity by the fourth session. In total, 119 unique participants attended at least one session of the series*, with an average of 61 participants per session. Post-class evaluations revealed that 70% of survey respondents tried tai chi for the first time with this series. Of all survey respondents, 100% strongly agreed or agreed that the program content was valuable. Of all respondents, 94% strongly agreed or agreed that the classes contributed positively to their health, 97% strongly agreed or agreed that they contributed positively to their well-being.

Gentle Yoga:

Eighteen virtual sessions were hosted over the year with 325 unique participants, a 5% increase from FY 2020 with 310 unique participants. Post-program surveys indicated that 100% of respondents strongly agreed or agreed that the program content was valuable. Additionally, 91% strongly agreed or agreed that the classes had a positive impact on their health, 94% strongly agreed or agreed that they had a positive impact on their well-being, and 80% strongly agreed or agreed that they had a positive impact on their work performance.

“For a beginner like myself, I enjoyed the stretching since clearly I don’t do that enough. The class is a great treat during the week to get back in touch with people, and focus on self.”

-Tai Chi Participant

“Kia is a great teacher, I enjoy the mix of doing yoga but also learning the philosophy and tips for integrating it into daily life.”

-Summer 2020 Gentle Yoga Participant

“Of any Yoga I have done, I find Kia’s classes the most impactful. Although there is great physical benefit from her classes, it also gives so much more than that. She brings an incredible knowledge that helps one develop self-awareness about their alignment and movement.”

-Winter 2021 Gentle Yoga Participant

Well-being Series Program Highlights

Walker Tracker:

Walker Tracker is an app-based platform that records steps from walking and various physical activities. When participants add their steps and activities to the platform, they move closer to the finish line with their teammates. The Walker Tracker platform connects to several compatible devices and apps, however, participants can also add walking steps manually or convert their physical activities to steps.

In FY 2020, the SFHWB program and Healthy UC Davis offered a year's worth of challenges with a maximum of 500 participants per challenge. In FY 2021, our contract increased to allow for 750 participants per challenge.

In FY 2021, the SFHWB program hosted three walker tracker challenges. The Fall 2020: National Parks of America Challenge lasted 41 days. The Winter 2021: Backpacking Around Europe Challenge lasted 39 days. Finally, the Spring 2021: Movin' and Groovin' Challenge lasted 40 days.

These challenges saw an average of 727 participants in 117 teams that completed an average of 246,818,483 steps and activities over an average of 40 days. Of those that participated in the challenge, an average of 347 individuals (48%) completed the participation form. An average of 87% respondents agreed that they were "definitely" or "probably" engaging in more physical activity as a result of participating in the challenge, and an average of 90% of respondents noted that they were "extremely" or "somewhat" satisfied with the platform. Participants expressed that they were motivated to log steps for their team, and that this challenge allowed them to feel more connected to their fellow staff members during the pandemic.

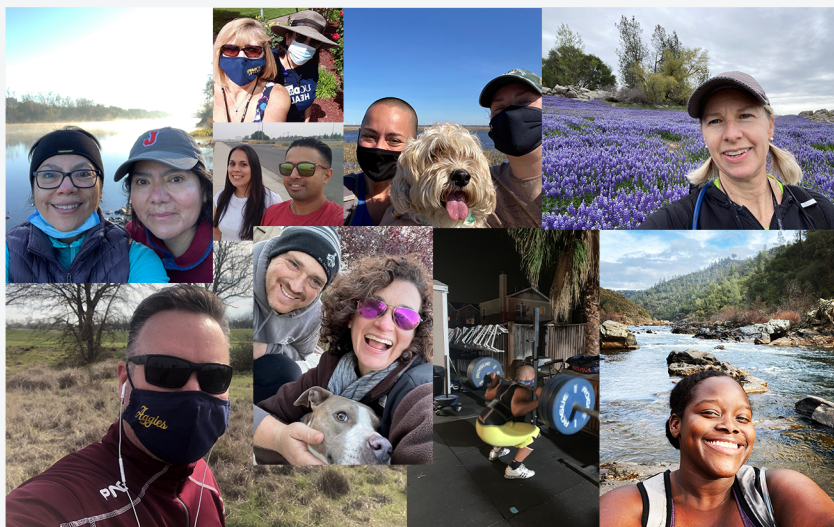


Photo submissions from the Walker Tracker challenge participants

"I've lost 20 pounds over the last few months, and the Walker Tracker has helped with that achievement! I love the team approach to fitness, and a few of our team members have also participated in a Living Fit! program (virtual Tai Chi). I have been inspired to become a Wellness Ambassador for the 3rd floor of the building where I work."

-Walker Tracker Participant

"I love these walking challenges. They not only get me to move more but they get my whole department to move more. It also builds a sense of teamwork as we work together to get to the finish line. I really like that it is an average because that way it incentivizes everyone to participate and makes them more motivated to meet the goals."

-Walker Tracker Participant

Well-being Series Program Highlights

Nutrition Offerings

Diabetes Prevention Program:

The Diabetes Prevention Program (DPP) is designed to help prevent individuals from developing type 2 diabetes by establishing healthy eating and physical activity habits, including a goal of 150 minutes of physical activity per week resulting in a 5-7% weight loss at the end of the 12-month program. Participants must qualify for the program using the Centers for Disease Control and Prevention (CDC) risk assessment. These weight loss and physical activity goals have been shown to contribute to a reduced risk of developing type 2 diabetes by 58% (71% for people over 60 years old).

Six cohorts were active during FY 2021 with three graduating and three starting up during this timeframe, including one specifically designed for Dining Services employees. Attrition varied in each cohort, but each cohort had a 53% - 77% graduation rate and a 4% - 7.6% reduction in average body weight lost. All graduates were invited to attend the twice per month support group, facilitated by the SFHWB Program's Registered Dietitian. The support group facilitates any discussion topics desired by the participants.

A Diabetes Prevention Program internship for Clinical Nutrition students began in September 2019. The program features training during Fall quarter and hands-on practice delivering information and facilitating the program sessions in Winter and Spring quarters under supervision of the Registered Dietitian. Six students participated in the internship, and three are continuing to facilitate the cohorts they began even after graduating. In FY 2021, six more students participated in the internship with a modest stipend available. Students gained valuable, real-life practice working with behavior change. One of the six is applying to medical school, and two were placed in dietetic internships – their first-choice programs. Two will be continuing during their last year at UC Davis.

In February 2021 a survey of DPP graduates was conducted to determine if the program produced sustainable change and if participants continued to use the tools they learned. The survey, modeled closely on UCLA's SF-36 survey, was distributed to 93 graduates and 38 responses were collected. Results were positive indicating that about two-thirds of participants were able to maintain 150 minutes per week of moderate intensity activity and roughly half maintained weight lost attained during the program. Half of respondents indicated a reduction in HgbA1c during the program with 50% of those maintaining the reduction. The survey indicates a positive lasting effect from the program.

The DPP is supported with funding from UC Office of the President and UC Health (first four cohorts), and has continued to be funded by UC Office of the President, Human Resources, with the funding ending June 2021. The UC DPP has renewed funding for 4 more cohorts as of June 2021 and the DPP at UC Davis became fully recognized by the CDC in July 2020.

“I have learned so much from this internship. DPP throughout the week is a pretty small-time commitment, yet the lessons learned from fall quarter training, cohort interactions, and debriefing meetings are very big.”

-DPP Internship Participant

Well-being Series Program Highlights

Group Lifestyle Balance Program:

FY 2020 marked the graduation of the first Weight Loss Support Program implemented by the SFHWB Program in late October 2019. The cohort met for one year and is invited to participate in the weight loss support group. The Group Lifestyle Balance curriculum was used and personalized by the Registered Dietitian. The group started with 10 participants, 5 of whom graduated with average of 3% body weight lost. Several members of this group regularly attend the support group that is offered twice per month. As scheduling permits, another cohort for weight loss support may begin in 2021 or 2022.

Nutrition Outreach, Consultations, Collaborations and Presentations:

In FY 2021, the SFHWB Program Registered Dietitian, with assistance from student interns and other staff members, presented several workshops to campus community members. well-being. Additionally, 88% strongly agreed or agreed that the session had a positive impact on their work.

A Virtual Grocery Store Tour, presented by Dietetic Intern, Cara Constantino, was held on November 24, 2020, with 30 members of the UC Davis community in attendance. The presentation was part of the Healthy Holiday Challenge 2020. Of all survey respondents, 100% believed that the presentation content was valuable, and 100% also believed that the presenter was knowledgeable and an effective presenter.

Swap and Savor was presented to 34 members of the UC Davis community on December 14, 2020, by Kirby Lee, a third year Clinical Nutrition student. The attendees were very engaged and the entire hour was full of productive conversation. In the post-program survey, 100% believed that the presentation content was valuable, and 100% also believed that the presenter was knowledgeable and 94% an effective presenter.

Lifestyle and Immunity workshop was presented on February 9, 2021 during the lunch hour to 43 attendees. The workshop was researched and presented by Antoinette Dulcich, Dietetic Intern. Of the post-program survey respondents, 100% believed that the presentation content was valuable, and 100% also believed that the presenter was knowledgeable and an effective presenter.

Capsule Cooking: On February 19, 2021 Clinical Nutrition student Kirby Lee delivered a presentation to 57 UC Davis community members on healthy cooking. Of those who responded to the post-program survey, 100% felt that the presenter was knowledgeable and 93% that the information was useful.



Well-being Series Program Highlights

Shared Services Organization Quarterly Staff Meeting, April 19, 2021. The Lifestyle and Immunity workshop was presented by SFHWB Dietitian Linda Adams to 79 employees. Of the post-survey respondents, 100% believed that the presentation content was valuable, and 100% also believed that the presenter was knowledgeable. 88% thought Linda was an effective presenter.

Individualized Nutrition Counseling is offered as a SFHWB Program service. During FY 2021, six persons took advantage of this offering with 5 of them utilizing regular follow up meetings.

Nutrition Services Survey was conducted in June 2021. The survey was distributed to Wellness Ambassadors who were encouraged to share with departments. In total, 93 responses were received and results allowed us to determine that smaller, recorded nutrition sessions as well as small fact sheets, are the preferred ways to deliver nutrition information. Of all respondents, 22% plan to continue to work 100% remotely, 35% will enjoy a hybrid schedule and the remainder will work in-person. This information will inform the nutrition program moving forward.

Financial Well-being with SAFE Credit Union:

Now in its fourth year, a six-part financial well-being series presented by SAFE Credit Union was offered in Fall 2020 via Zoom. Topics in the series included: Budgeting, Smart Holiday Shopping, Living Trust and Estate Planning, Financing Higher Education, and Understanding Credit Scores. Of five sessions*, there were 239 unique attendees. While attendance represented an overall decrease in unique participation, there was an increase in the average number of participants per session, with 59 participants compared to 56 in FY 2020. Of all unique participants, 48 attendees (20%) participated in two or more workshops. The Living Trust and Estate workshop had 157 attendees, which was the highest number of attendees. This topic also had the highest interest in terms of number of registrants.

Evaluations of the series showed that more than 92% of survey respondents found the program content to be valuable, with more than 63% strongly agreeing or agreeing that the workshops had a positive impact on their well-being. In terms of positive impact on health and work, 41% cited a positive impact on their health and more than 31% cited a positive impact on their work. Overall, at the beginning of each workshop, 57% of the survey respondents had none or little knowledge of the topic presented; and after attending the workshops, more than 85% shared that their knowledge increased to moderately, very, and extremely knowledgeable on the topics. Finally, 76% of survey respondents would recommend this class to a colleague. The evaluation survey asked for suggestions of other financial topics for future workshops. The most popular suggestions included saving for college, paying off student loans/debt, learning how to make investments, and more workshops on home-buying. These requests demonstrate the value of financial advising or workshop-based services for working professionals.

*Data from one session could not be recovered.

“Great information and [the workshop is] a good start for anyone who wants to learn more about estate planning.”

-Attendee of Living Trust and Estate Planning workshop

“[The workshop] was great. Love the convenience. I’m able to attend more offerings virtually than I would in-person.”

-Attendee of Living Trust and Estate Planning workshop

Well-being Series Program Highlights

Wellness Self-Coaching Pilot Program:

In a first-of-its-kind program at UC Davis, the Wellness Self-Coaching pilot program consisted of 4 worksheets designed to help participants identify, develop and achieve goals to improve their health and wellness over a 3-month period from January 11 to March 19, 2021. A total of 307 participants from the Davis campus (47%), UC Davis Health (41%), remote sites (5%), and “other” (6%) enrolled. Registrants included staff (89%), academic/faculty (4%), graduate students (2%), retirees (2%) and “other” (1%).

The first worksheet helped participants assess their wellness in eight different dimensions: physical, spiritual, emotional, occupational, intellectual, environmental, financial, and social. The second worksheet included guiding questions to help participants create a “Wellness Vision” statement. The third and fourth worksheet led participants in creating 3-month SMART goals and subsequently plan out how they would reach them through weekly SMART goals. Participants were sent 3 emails. The welcome email included instructions, the mid-point email asked participants about their progress via a survey and the third email asked participants to fill out a post-program feedback survey. Survey respondents were entered into a drawing to win a prize.

Overall, 72% of respondents indicated that they “strongly agreed” or “somewhat agreed” that this program had a positive impact on their health. Ninety-two percent of respondents felt that they would use or might use these worksheets again. Lastly, 67% of respondents indicated that they would recommend this program to a friend or colleague. Since this was a pilot program, participant feedback will be taken in consideration to improve the program for the next fiscal year. Respondents requested more opportunities for participants to communicate and support one another, and thus the tentative plan for the 2021-2022 year is to include a “buddy system” and a tutorial session to help participants become more involved.

“I think this program was a great foundation for how to better understand your personal needs, setting goals, and defining measurable means to change. I plan to look back at my worksheets and set another goal while continuing my initial one as well. Thank you for the opportunity to participate!”

- *Wellness Self-Coaching Participant*

“I appreciated this program because I haven’t participated in a self-motivating program before and I like to be able to try new methods because not all are right for every person. It is good to find something that works for you!”

- *Wellness Self-Coaching Participant*

Well-being Series Program Highlights

Ergonomics at Home:

Each session was recorded and then made available on the LMS system for UC Davis employees to access in the “Ergonomics Self-Evaluation for Remote Work” module, which can be found under the “Home Office Ergonomics” bundle.

In total, there were 156 unique attendees and an average of 62 attendees per session. Of the 156 unique attendees 65% attended 2 or more sessions. The laptops at home session had the greatest number of attendees of all the offered sessions with 98 attendees. Evaluations of the series showed that 100% of survey respondents found the program content met their expectations. Of the survey respondents, 69% indicated that they were highly likely to recommend or promote this series to a co-worker. In terms of positive impact on health and work, 100% cited that the sessions had a positive impact on their health and well-being and 90% cited a positive impact on their work. The evaluation survey asked what respondents liked about the series. Respondents appreciated the 30-minute time-frame, concrete examples, graphics and how the presenters explained the reasoning behind the information given. The most popular suggestions included providing some information to follow along with before the sessions as well as providing the Zoom links directly after the sessions instead of at the conclusion of the series.

Annual Programs

Flu Clinic:

Two flu immunization clinics were offered in October 2020 in the Health Sciences District on the Davis Campus, with staff time and supplies donated by Kaiser Permanente, and appointments and walk-ins coordinated by Veterinary Medicine Teaching Hospital Human Resources staff. A total of 222 shots were administered, with 114 shots on the first day, and 108 shots on the second day. This was a 36% decrease in shots, as 348 were donated and administered in the prior fiscal year.

UC Davis Moves:

UC Davis Moves, formerly UC Walks is a week-long program that “promotes wellness and an active lifestyle by encouraging faculty, staff, and retirees to take time out of their day to walk.” With daily emails, helpful tools and tips, and external resources, participants were encouraged to achieve 30 minutes of physical activity daily. The goal of the program is to help participants be mindful of healthy habits such as practicing exercise, spending time in the great outdoors, and connecting with others.

“I loved the concrete advice and an illustration for what is wrong and what is right.”

- *Ergonomics at Home Participant*

“All the information presented was extremely helpful. The 30-minute time frame was perfect!”

- *Ergonomics at Home Participant*

“[The ergonomist] gave the foundational training for learners to UNDERSTAND ergonomic principles. This empowered me to evaluate and revise my work station at home.”

- *Ergonomics at Home Participant*

Well-being Series Program Highlights

New this year was a “Buddies Program,” in which participants would be paired up with other participants who could provide support to each other to get moving during this program and beyond.

In 2021, UC Davis Moves spanned from May 9 to May 15. A total of 553 enrolled with the majority of them being staff members (95%) and the rest being undergraduate students (2%), academics (3%), retirees (<1%), and nonaffiliated community members (1%). Participants were mainly from Davis or Davis Campus (61%) or the UC Davis Health Campus/clinic (36%) with the rest residing from other/remote locations (3%). A total of 197 participants signed up for the Buddies Program and 51 buddy groups of three or four participants were created. Those who opted into the buddy program were affiliated as university staff (89%), academics (4%), graduate or professional program students (3%), retirees (1%), undergraduate students (2%), and “other” (1%).

Overall, 71% of participants out of 416 survey respondents indicated that they were extremely satisfied with the overall program. Twenty-six percent reported being somewhat satisfied, 2% were neither satisfied nor dissatisfied, and 1% was somewhat dissatisfied with the overall campaign. The program presents as a success with 99% of the participants indicating that they would recommend UC Davis Moves to a friend, family member, or peer next year. Additionally, 74% of participants in the Buddies Program indicated that they would participate in the program again.

Wellness Ambassador Program:

Wellness Ambassador Overview

Wellness Ambassadors serve as representatives of the SFHWB Program while supporting and engaging with their colleagues in wellness messaging, programs, activities and resources. In FY 2021, there were 162 Wellness Ambassadors (19% decrease from FY 2020), representing 127 departments (12% decrease from FY 2019). Wellness Ambassadors are present in 11% of all UC Davis departments, which is a slight decrease from 12% in FY 2020. Of the Wellness Ambassadors, 86 (53%) represent departments on the Davis campus or in Davis, CA, 72 (44%) represent UC Davis Health departments, including UC Davis Health satellite locations (e.g., primary care clinics), and 4 (2%) represent remote sites (Turlock, San Ramon, Bodega Bay, and the Tahoe Environmental Research Center). All three UC Davis location categories experienced a slight decrease in Wellness Ambassador representation when compared to FY 2020. *(continues on page 20)*

“It is too easy to lose track of time and be sitting all day, barely getting any steps in. The Challenge helped me to remember to go for a walk or bike ride each day. Something to go outside and move!”

- UC Davis Moves Participant

“This has kept me motivated to get up and move. I often sit behind my desk for hours at a time and since I love a good challenge and accountability, it forced me (in a good way) to get up and move. After doing this for the entire week, I feel much better and even feel more energized. I look forward to participating in future challenges. Thank you!”

- UC Davis Moves Participant

Well-being Series Program Highlights

There was a 23% decrease in representation for the Davis campus or in Davis, CA; a 13% decrease for the UC Davis Health System; and a 20% decrease for remote sites. This decrease is likely due to the challenges the pandemic presented and the shift to primarily remote work. In addition, the Wellness Ambassador roster was overhauled and cleaned which resulted in a more accurate count of active Wellness Ambassadors for FY 2021.

Quarterly Trainings

Seven Wellness Ambassador trainings were offered remotely to our Wellness Ambassadors. In Summer 2020, there were two brainstorming sessions. Fall quarter featured two trainings with special guest Eric Sanchez of the Office of Diversity, Equity and Inclusion (DEI) who spoke on DEI topics and inclusivity in the workplace when developing events and activities for their colleagues. Winter quarter featured two trainings with special guest Neesha Patel, PhD, who spoke on the stress resilience and mindfulness-based programming that she offers. Terri Wolf, retired Oncology Nurse from the UC Davis Cancer Center was the special guest in Spring quarter and spoke on arts and writing as healing. A total of 135 participants attended six* trainings, of which 89 were unique participants.

Monthly Support Group

A Wellness Ambassador monthly support group was established in December 2020 and met once per month for an hour through June 2021. These groups, led by Sanne Stark Fettinger, Campus Recreation Wellness Ambassador, offered Wellness Ambassadors a virtual space to share ideas and technologies to increase engagement. Overall, 72 participants attended seven sessions, of which 38 were unique participants.

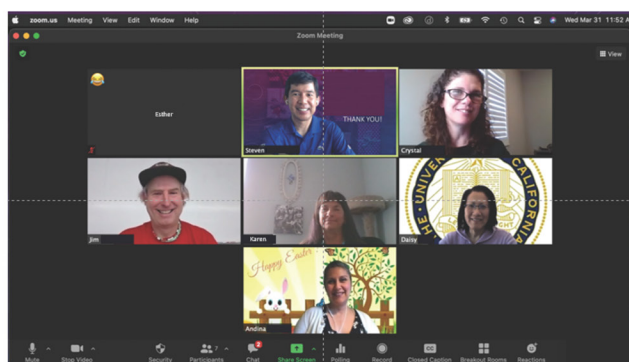
Mini Grant Opportunity

The annual Mini Grant opportunity helps Wellness Ambassadors realize their visions for the health and well-being of individuals in their departments. Wellness Ambassadors can apply for up to \$500 in funds to help create and implement health and well-being initiatives for their colleagues. In FY 2021, 30 grants totaling \$14,109 were awarded however, due to some challenges with gift card approvals and some Wellness Ambassadors not being able to purchase items before the fiscal close deadline, 27 grants were completed, totaling \$11,685. Examples of funded grants included: Yoga mats and resistance bands for yoga at home challenge, supplies for candle making event and incentives for participation, a virtual paint night event, and self-care and gratitude initiative with incentives for participation.

*Participant data for one session became unavailable due to a Zoom error.



Wellness Ambassador mini grant project: Office of the Provost hosts a virtual paint night



Wellness Ambassador mini grant project: Supply Chain Management team purchased The Little Book of Gratitude and hosted Zoom check-ins to discuss the book and practice gratitude

Refinish Existing Furniture



Wellness Ambassador mini grant project: Before and after images of a project to refinish existing furniture from the TERC (Tahoe Environmental Research Center)

Well-being Series Program Highlights

Healthy Department Certification:

The Healthy Department Certification is designed to highlight and celebrate those departments that are making strides toward practicing and promoting health and well-being in the workplace. The application aims to start a conversation on what departments are doing well and pin point areas that may have room for improvement and focuses on eight areas of well-being: Physical Activity and Movement, Department Leaders, Physical Environment, Food Environment, Stress Management and Emotional Health, Communications and Promotions, Ergonomics, and Safety.

The FY 2021 Healthy Department Certification had 23 participating departments; 16 from the UC Davis Health Campus and/or at satellite health clinic, 6 from the Davis Campus or in Davis, CA and one from a remote site. Of those departments that participated, 3 achieved the Gold Certified Healthy category, 11 attained the Certified Healthy category and 9 received the Striving for Certified Healthy designation. Completion of the Healthy Department Certification within the prior three years is a prerequisite for applying for a Wellness Ambassador mini-grant. To date, 120 departments have completed the Healthy Department Certification.



UC Davis Farmers Market:

The UC Davis Farmers Market is an extension of the Davis Farmers Market held in partnership with the Davis Farmers Market Alliance during Fall and Spring quarters on the West Quad on the Davis campus. Market hours are from 11 a.m. to 1:30 p.m. The UC Davis Farmers Market aims to boost the health of the UC Davis community by making nourishing and locally grown fruits and vegetables readily available on campus. The Fall 2020 market season and Spring 2021 seasons were not held due to campus suspended operations due to the pandemic. We look forward to the fall season 2021 with Healthy Aggies food demos, Health Education and Promotion and the Office of Sustainability providing education outside of the certified market boundaries returning. Vouchers will be distributed by market sponsorship to The Pantry, Aggie Compass and Fruit and Veggie Up! in an attempt to connect students in need with access to subsidized healthy food.



Well-being Series Program Highlights

Outreach Events:

While in-person tabling events were not held this fiscal year, the SFHWB program participated in several virtual outreach opportunities. Throughout the year, the SFHWB presented short updates regarding health and well-being opportunities to the Departmental Safety Coordinators during each of their quarterly meetings, of which there were 67 average attendees per session. Staff Assembly, Graduate Studies, IT Clinical Applications, the Resident Medical Staff Committee, and Early Childhood Lab all hosted a SFHWB program team member to present a short overview of available and upcoming health and well-being resources and events; in all, 327 staff and faculty members were reached in these outreach presentations.

In Spring 2021, two external audiences, Building Healthier Academic Communities and the University of Texas Human Resources invited the SFHWB team to present information on key culture change components that SFHWB has achieved, such as the Wellness Ambassador Program, Healthy Department Certification and Mini Grant programs. These two presentations reached a total of 87 people.

Email Campaigns

Fruit and Veggie Fan Club:

Back for its third appearance, after switching to Make Every Bite Count in 2020, the Fruit and Veggie Fan Club offered 615 participants six weeks of challenges, recipes and helpful tips via email from March 5th through April 23rd, 2021. Participants received weekly emails on Fridays to allow the weekend for preparation for the following week's challenge. Participants this year included staff (86%), faculty (4%), students (7%), retirees (1%) and individuals formerly affiliated with the university (2%). Participants were from the Davis campus (48%), UC Davis Health (40%), and remote sites (5%). Overall, 98% of the post-program survey respondents were somewhat or very satisfied with the program. Furthermore, 27% of respondents indicated that they eat more fruits and vegetables, 19% indicated feeling supported in taking care of their health and well-being, 15% indicated that the changes they made are sustainable, and 13% indicated using meal planning as a strategy to meet program objectives. 97% of respondents indicated that they would recommend a challenge like this to others.

“This has been a wonderful experience and enlightening. It really got me thinking about what fruits and vegetables I consume and the limit as to what is available and what is not in the grocery stores. I have kept all the weekly emails to reference back to and use in my everyday life. I hope this comes back again next year!”

-Fruit and Veggie Fan Club Participant

“I am surprised at what a difference (the FVFC) made in how I feel! (A plant-based diet) has eliminated my chronic heartburn and I can eat (citrus) for the first time in years!”

-Fruit and Veggie Fan Club Participant

Well-being Series Program Highlights

Healthy Holiday Challenge:

The Healthy Holiday Challenge is a systemwide, eight-week program that encourages employees to adopt and maintain healthy behaviors throughout the holidays through weekly challenges, helpful tools and tips, and community support. The goal of the program is to help participants stay mindful of healthy habits such as incorporating physical activity, healthy eating, and self-care into their holiday traditions. In FY 2021 the Healthy Holiday Challenge took place November 13, 2020 through January 4, 2021. A total of 634 individuals signed up to participate, a decrease of 42% as compared to participation in FY 2020. We attribute decreased participation partially to virtual overload during the pandemic and partially to the renewed shelter at home orders due to COVID-19.

Participants this year included staff (88%), faculty (3%), students (2%), retirees (1%) and individuals formerly affiliated with the university (2%). Participants were from the Davis campus (55%), UC Davis Health (34%), remote sites (4%), and the community (6%). Overall, 93% of the post-program survey respondents were somewhat or very satisfied with the program. Furthermore, 50% of respondents indicated that they had healthier eating habits, 53% indicated feeling supported in taking care of their health and well-being, 51% indicated having a more positive mindset, and 56% indicated moving more as a result of the program. Of all respondents, 23% indicated that it was their first time participating in the Healthy Holiday Challenge. Even with fewer participants, the program continues to be a success with 97% of respondents indicating that they would recommend the Healthy Holiday Challenge to their co-workers or peers next year.

“Knowledge and support are powerful. Thank you so much for all the useful information that helped me maintain my health and sanity during the holiday season!”

-Healthy Holiday Challenge Participant

“Just being a part of the challenge helped me to think more about what I was eating and how I was moving my body. I can get blind to those things during the holidays – but knowing this challenge was going on kept me more focused on it.”

-Healthy Holiday Challenge Participant

Web-Based Resources

Housed under its parent website, Safety Services, the SFHWB Program webpages offer details and registration links for upcoming events, as well as vetted resource pages and articles written by the SFHWB Registered Dietitian and Psychologist. The SFHWB Program webpages are organized into seven main sections: Stress Resilience, Nutrition Services, the Wellness Ambassador Program, Healthy Department Certification, Events and Programs, Healthy Meeting and Event Guide, and Wellness Self-Coaching, which was added in January 2021. Of all Safety Services webpages, the SFHWB Program pages received 47,231 pageviews, which accounted for 11% of all Safety Services web traffic. Based on page views, the 10 most popular pages were: the main landing page, the Walker Tracker program, the Wellness Ambassador Program, Wellness Self-Coaching section, the programs and events listing, flu clinics information, Stress Resilience section, followed by the webpages for Nature Rx, Mindfulness Meditation, and Wellness Ambassador Mini-grants.

A new presentation request form was created in February 2021 to better streamline how UC Davis staff and faculty can request a presentation from our team members. This form was utilized seven times.

Well-being Series Program Highlights

Email Marketing

Email marketing remains the top communication method that the SFHWB Program utilizes. Emails are sent once or twice a week to SFHWB listserv subscribers to notify them of upcoming health- and well-being-related events and newly published resources. Since its establishment in March 2016, the listserv has grown to 4861 subscribers, showing a 1064 subscriber (28%) increase from FY 2020 to FY 2021.

The SFHWB program is grateful to the following teams for their marketing assistance in FY 2021: Academic and Staff Assistance Program; Administrative Management Group; Dateline and UC Davis News; Finance, Operations, and Administration; Healthy UC Davis Social Media; School of Veterinary Medicine Communications; UC Davis Health Public Affairs and Marketing; UC Living Fit Forever; and WorkLife.

Student Impact

In FY 2020, the SFHWB Program was privileged to support a total of 22 undergraduate and graduate students with internships, clinical rotations, trainings and work experience.

The SFHWB Registered Dietitian provided supervision to eight undergraduate Clinical Nutrition students who were able to gain valuable internship experience in their field. These students assisted programmatically with several integral pieces of the SFHWB Program, including the Wellness Ambassador Newsletters, and email campaign content (Healthy Holiday Challenge, Fruit and Veggie Fan Club); and created presentations for the campus community. Students also functioned as Student Lifestyle Coaches for the Diabetes Prevention Program.

External companies/institutions including as Be Well Solutions, Nutrition Ink, University of Alabama, and KADDI provided five dietetic interns. These students completed their dietetic internship rotation satisfying their community and public health experience, working under the SFHWB dietitian. The students are a tremendous asset, helping to provide expanded services to the campus community.

Two Master of Public Health (MPH) graduate students and one Design student were hired as student assistants in FY 2021. These students assisted with overseeing the Wellness Ambassador Program, developing the Wellness Self-Coaching program, and designing campaigns and marketing materials as well as providing general programmatic assistance. The Wellness Self-Coaching program was the focus of a practicum project completed by an MPH graduate student.

The SFHWB Program team supervised two MPH graduate students and one undergraduate student for the Healthy UC Davis initiative. The undergraduate student oversaw the Healthy UC Davis Instagram, and one of the MPH students was a graduate student researcher assisting with programmatic tasks. One MPH student completed their practicum project by conducting background research and interviews for the development of a UC Davis Food and Beverage Policy.

Well-being Series Program Highlights

“As a student assistant for the Staff and Faculty Health and Well-being program, I gained practical hands-on experience implementing and evaluating program initiatives. I was able to serve as a student assistant while a Master’s in Public Health student at UC Davis. I was also given the opportunity to complete my MPH practicum through this position as well.

The significant autonomy and responsibility I was given to create a pilot program “Wellness Self-Coaching” for faculty and staff at UC Davis allowed me to develop professionally in this field. My supervisors offered mindful support and direction when needed, but I served as the primary driver of the development, implementation and evaluation the program.

Overall, working for SFHWB was a positive and valuable experience as I was given the support to expand and build upon my interests in the health education and promotion field. My supervisors were an unwavering support system, as I applied and ultimately landed a full-time position as a health educator at a major university. I could not be more thankful as I get to continue my career in health education and promotion as a result of this position.”

- MPH Student Assistant for the SFHWB Program

Partnerships

In Fall 2020, Ergonomics Program Director, Hamid Fonooni, donated his time to lead an 8-part series on ergonomics in the home office.

Stacey Parker of the Arboretum and Public Garden generously offered staff time to organize topics and speakers for 11 virtual Nature Rx sessions; and the Finance, Operations, and Administration Communications team uploaded the recordings to YouTube and added captions.

Staff and Faculty Health and Well-being continues to offer staff support for planning the UC Davis Farmers Markets on the West Quad. However, due to COVID, the physical markets were not held in Fall 2020 and Spring 2021.

Well-being Series Program Highlights

Health Insurance plans and providers including UC Davis Health, Kaiser Permanente, Health Net, and Anthem provided a number of incentives for wellness challenges and outreach events throughout the year, including hand sanitizer and masks, gym bags, Fitbit wearable fitness trackers, and gift cards. Kaiser Permanente generously donated 325 influenza immunizations and staff time to the two flu clinics held at the Veterinary Medicine Teaching Hospital in Fall 2020.

SAFE Credit Union's Workplace Financial Wellness Team was an invaluable partner for the Financial Well-being series, offering 6 virtual financial workshops in Fall 2020.

UC Davis Health's UC Living Fit Forever, Health Management and Education, Food and Nutrition Services, School of Medicine's Dean's Office, Center for Professional Practice of Nursing, Clinician Health and Wellbeing, Academic Staff Assistance Program, Public Affairs and Marketing, and WorkLife serve as important partners at UC Davis Health. Monthly meetings are held to accomplish the following goals:

1. Communication and Cross Promotion of programs, initiatives, resources
2. Support and help finding solutions
3. Advocacy to leadership
4. Feedback and ideas for programs, initiatives and resources we all offer

Awards

American Heart Association Workplace Health Achievement Index Silver Award

The American Heart Association (AHA) has defined best practices for employers to use to build a culture of health for their employees in the workplace. The American Heart Association's Workplace Health Achievement Index measures the extent to which the organization has implemented those workplace health best practices. These 55 best practices are grouped into seven best-practice categories: Leadership, Organizational Policies and Environment, Communications, Programs, Engagement, Partnerships, and Evaluation and Reporting Outcomes. In response to the disrupted location of employees amid the COVID-19 pandemic, organizations were scored only on the 55 best practices, and were not required to submit employee health data.

After completing an evaluation of these practices and programs at UC Davis during the period of July 31, 2020 through June 30, 2021, the SFHWB Program applied on behalf of the university and received silver for the second year in a row. UC Davis shares the silver level recognition with 139 organizations nationwide. Organizations recognized at the silver level have achieved an Index score of 105-127 out of a maximum 151 points.

For FY 2021, UC Davis received a score of 127 out of 151 (84%) in comparison to the previous fiscal year, which achieved a score of 173 out of 217 (80%). AHA provides comparison scores to companies with 5000 or more employees and companies within education services. Based on the seven best-practice categories, UC Davis achieved higher marks than average for Organizational Policies and Environment, Partnerships, and Evaluation and Reporting Outcomes. Areas in which UC Davis scored slightly lower than average were Leadership, Communications, and Engagement. In the area of Programs, UC Davis achieved the maximum score.

Well-being Series Program Highlights

Survey Results

As a unit under Finance, Operations, and Administration (FOA), the SFHWB Program participated as a division in the 2021 Academic and Staff Satisfaction Survey, a customer satisfaction survey for staff and faculty. This survey was first administered in Spring 2018. In 2021, 255 respondents from Davis Campus units completed the survey, a significant decrease from 1215 respondents in FY 2020, as no UC Davis Health employees were surveyed this year. The SFHWB program received a mean score of 4.41 for Overall Experience, compared to 4.08 in FY 2020. Additionally, 80% of respondents were extremely satisfied or satisfied with the program, which led the SFHWB program to be ranked in 5th place out of 61 units. Last year, the SFHWB program was ranked in 16th place out of all units. In terms of net promoter score, the program score increased from 48 (good) to 72 (excellent), indicating that the majority of respondents were satisfied and enthusiastic customers, which earned the program the second highest net promoter score throughout Finance, Operations and Administration.

One additional question was added this year to address the program's response to the COVID-19 pandemic by providing adequate substitutes and approximations of services. The average mean score received for this question (4.52) indicated that the measures taken to provide programming online/remotely was a program strength. Two supplemental questions referred to the importance of receiving UC Davis campus support for the respondent's health and well-being and importance of continuing SFHWB programming and services. Respectively, 97% and 92% of respondents felt that receiving this support and continuation of programming and services was extremely and very important.

Overall, the program's strengths were COVID-19 safety, helpful staff, and knowledgeable staff. Opportunities for improvement included understanding needs and requirements, facilitating problem resolution, and accessibility to customers.

Challenges

The SFHWB team rose the challenge of their own virtual, hybrid and in-person environments again this year and continued to offer leading practice programs for the UC Davis employees. Challenges remain as the Program attempts to serve all employees in varying circumstances with limited staff. The demand for programs and resources for employees has only increased. Retention and recruitment developed into a real problem across the nation and institutions like universities and university health systems were no exception. If we are to keep up with the demand for more services and resources for our employees, more investment should be made for employee well-being, including structural, policy and environmental changes. This takes dedicated staff time to work on solutions.

Staffing and program funding continue to limit the growth of the SFHWB Program. In 2013, University of Michigan's benchmark report on nationwide wellness programs at universities and university health systems showed that \$65-\$178 per employee was spent on operations/programming alone. In FY 2021, UC Davis spent \$1.28 per employee for the SFHWB Program's operations and programming and had 1.9 dedicated FTE for 33,446 (1:17, 603) Davis campus and UC Davis Health employees. In comparison, staffing levels at UC Berkeley has a 1:5, 776 staff to employee ratio without a health system to support.

Well-being Series Program Highlights

Next Steps

The SFHWB Program will continue making advances in well-being for staff and faculty to accomplish our mission to develop, promote and support a thriving culture of health and well-being throughout the UC Davis community. We will continue to advocate for additional staffing and financial resources to ensure health and well-being programs are comprehensive and support the needs of the UC Davis population as well as continuously improve our customer service in alignment with FOA objectives. In addition, we will aim to increase our reach and participation with our virtual offerings in an attempt to serve all employees in the best way we can.

Objectives to achieve our intended goals include:

1. Continuing to build collaborative relationships, in particular to begin working closely with wellness partners at UC Davis Health;
2. Engaging faculty participation;
3. Employing strategies to engage staff and faculty in their different work environments by offering more inclusive and virtual programming;
4. Continuously evaluating the Program's value and return on investment to the university by compiling and presenting available data sets; and
5. Building on student impact by offering internships, student assistant positions, and practicum placement opportunities for students pursuing fields related to health and wellness.

References

1. UC employee headcount. University of California. <https://www.universityofcalifornia.edu/infocenter/uc-employee-headcount>. Accessed April 30, 2021.