



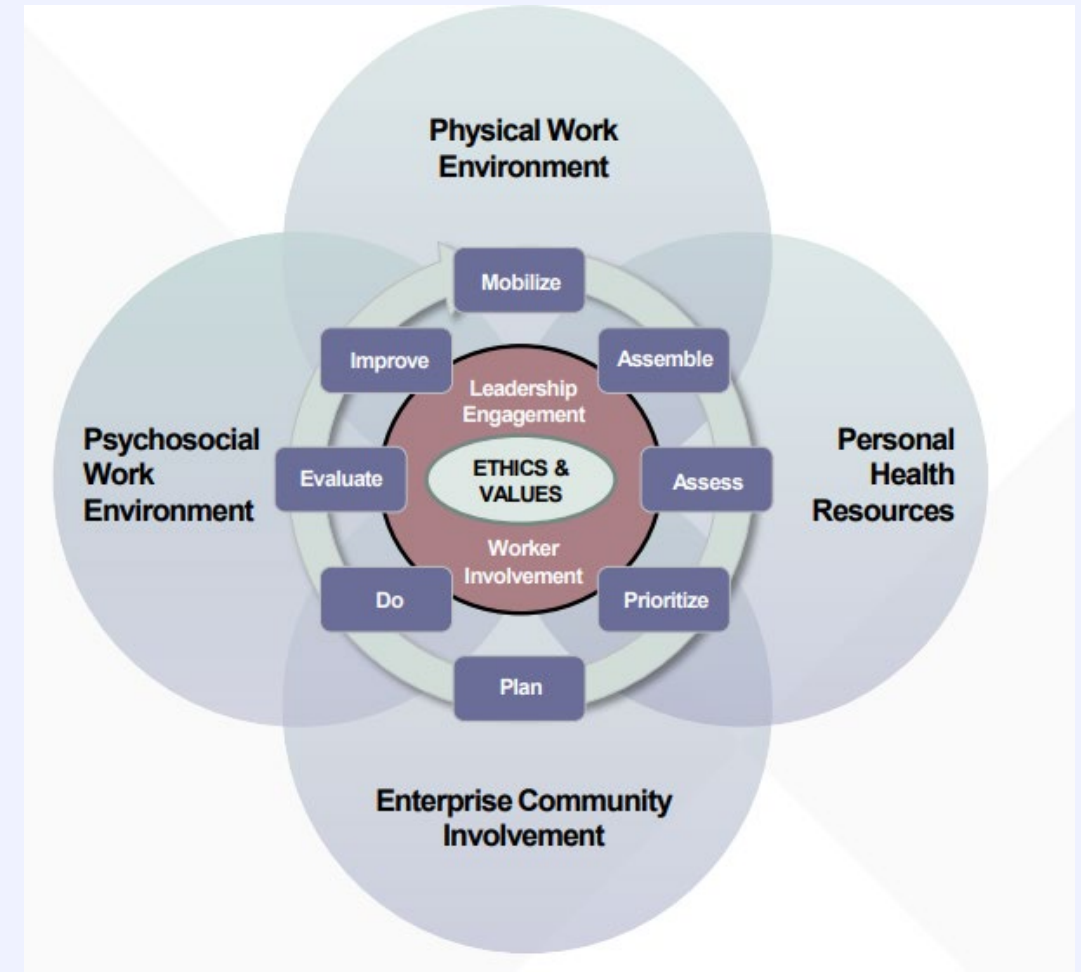
NUS
National University
of Singapore

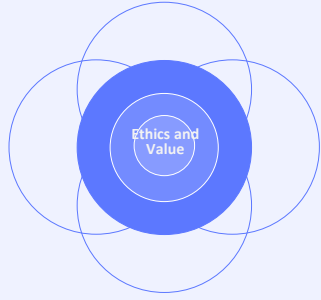
Global Centre for Healthy Workplaces Awards 2022

Dr. Andrew Epaphroditus Tay
Head & Director (Health and Wellbeing, NUS)

Mission

To facilitate the state of complete physical, mental and social well-being, where we realise our own potential, can cope with the stresses of life, can work productively and make meaningful contribution(s) to our communities





Committed to
**building a safe,
conductive
and
nurturing space**

for our entire NUS
community of
students and staff to
thrive



Invest in the **wellness**
of our students
and staff in a
**systematic and
empathetic way**



Health & Wellbeing
Office of the President

NUS Health and Wellbeing
unit (HWB) set up to
deepen investment in
**building an
ecosystem
of care**
around our NUS
community.

- Corporate workshops
- Educational campaigns
- Benefits
- Tools and resources
- Frameworks and guides

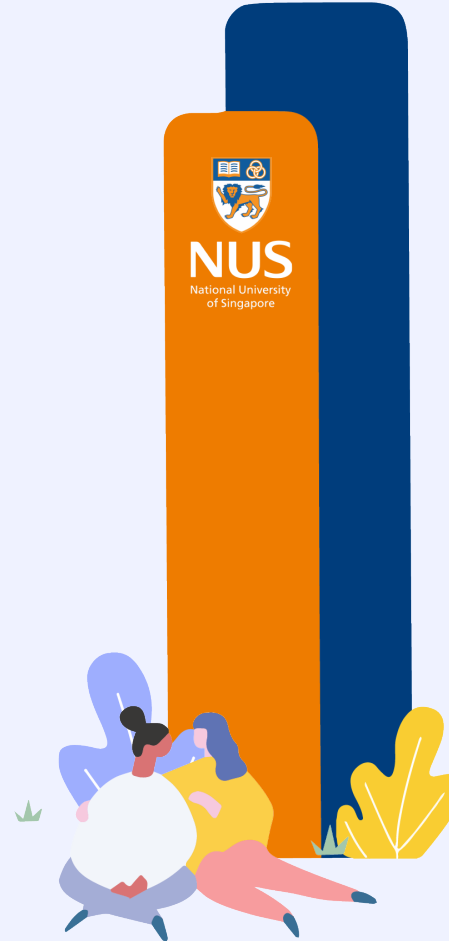


NUS as a whole
**ramps up
wellness
initiatives**
across units and
departments

- Top down,
bottoms up approach
- Cross pollination
- Sharing of resources



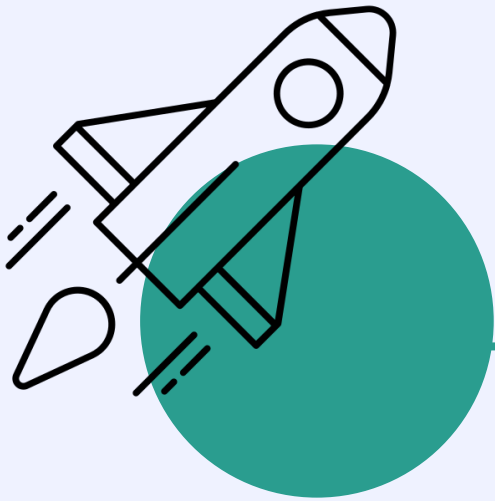
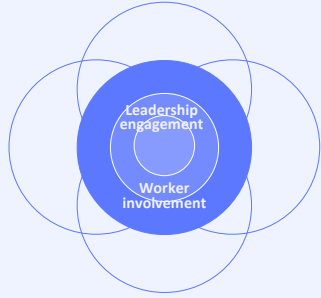
Health & Wellbeing
Office of the President





Leadership and Approach

Leadership and Approach



**COLLABORATE &
CREATE**

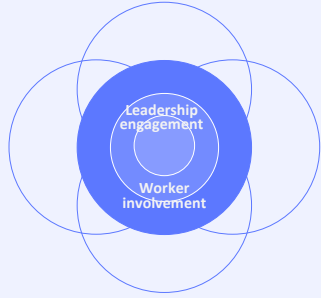
ENDORSE



ACCOUNTABLE

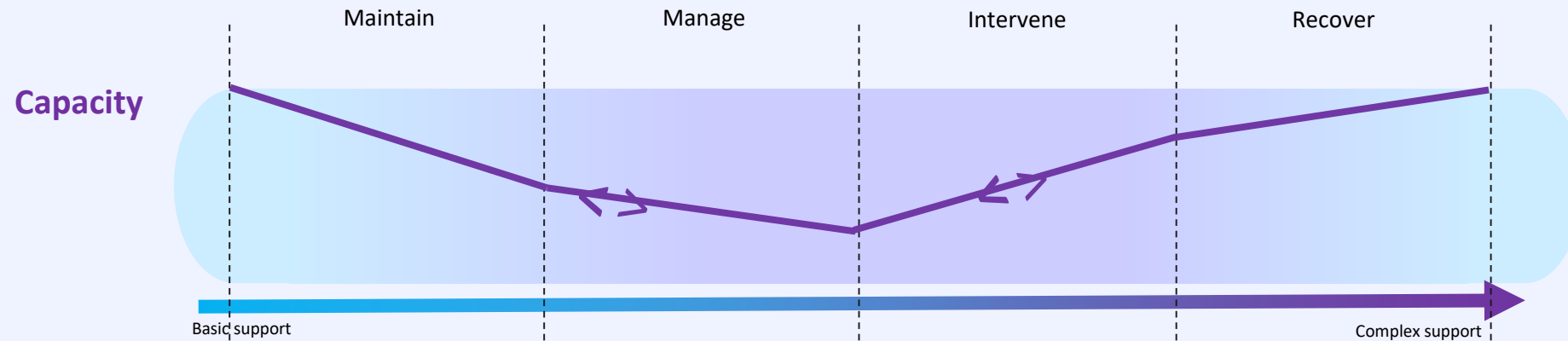


Guiding Frameworks: WellNUS © Framework

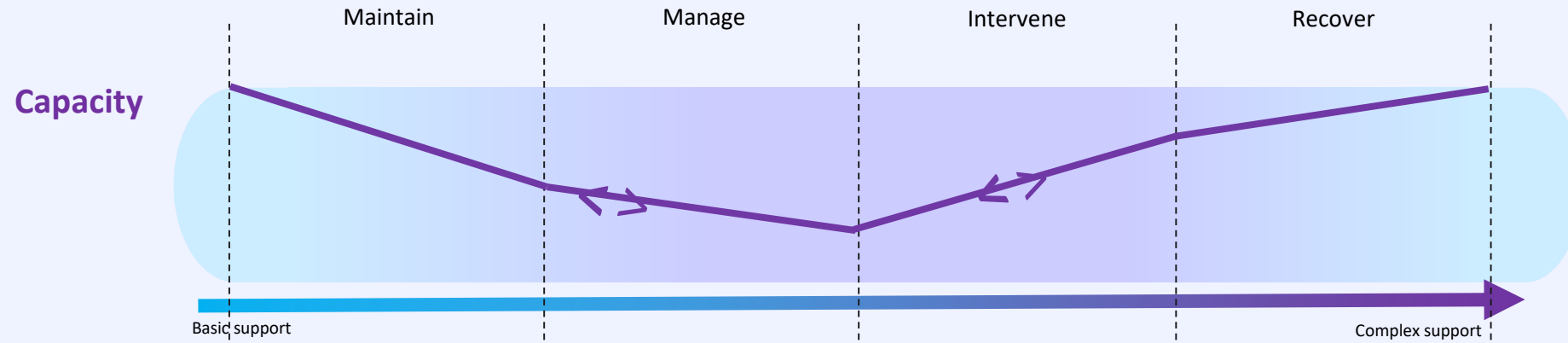


Developed in-house
A systematic approach to
identify potential gaps in
health and wellbeing services

- By charting a person's wellbeing journey, one can systematically map out the relevant initiatives and the important stakeholders to provide the support
- Based on an individual's capacity to thrive and be productive

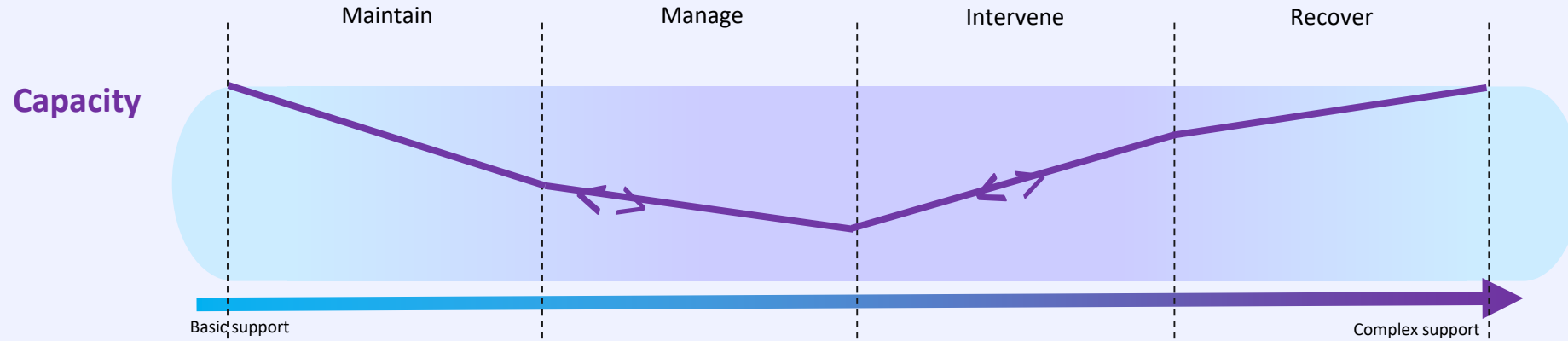


WellNUS[©] Workplace Health Framework



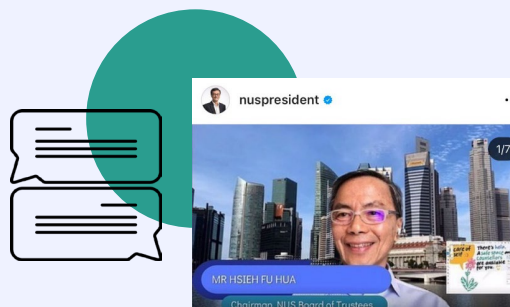
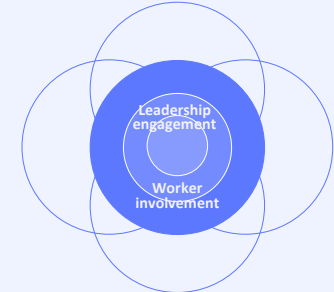
Level	Intervention	In Charge	Maintain	Manage	Intervene	Recover	Effectiveness
Culture & Strategy	Vision & Accountability	Senior Leaders	Healthy Campus Initiative & Mental Health Steering Committee to develop & implement Health and Wellbeing Strategy. Allocate budget and resources, Address systemic stressors				Outcome Indicators: <ul style="list-style-type: none"> Engagement survey feedback Knows how, where & willing to seek help. Team wellbeing accountability data Grievances & reasons for exit
Systems & infra-structure	Flexi Policies	HR, HWB, OSHE	Setting expectations	Flexi framework adjustments	Work adjustments & leave support	Work adjustments	Outcome Indicators: <ul style="list-style-type: none"> Absence monitoring Retention data Hours worked Policy & process audit
Support Services & Resources	Emotional Support Services	HR, HWB	Peer Support, EAP, Coaching		Hospital / Private	Mental/ Health Return to Work Service	Outcome Indicators: <ul style="list-style-type: none"> Utilisation of interventions & resources No. of trained managers/ Peer supporters Event feedback

WellNUS[®] Workplace Health Framework



Level	Intervention	In Charge	Maintain	Manage	Intervene	Recover	Effectiveness
Culture & Strategy	Vision & Accountability	Senior Leaders	Healthy Campus Initiative/ Mental Health Steering Committee to develop and implement Health & Wellbeing Strategy. Allocate budget and resources, Address systemic stressors				Outcome Indicators: <ul style="list-style-type: none">Engagement survey feedbackKnows how, where & willing to seek help.Team wellbeing accountability dataGrievances & reasons for exit
	Wellbeing performance manager	HR	Team wellbeing accountability measures for leaders				
	Communications and engagement	HR, HWB Comms	Social media campaigns, senior leader mental health/ health advocates				
Systems & infra-structure	Flexi Policies	HR, HWB	Setting expectations	Flexi framework adjustments	Work adjustments and leave support	Work adjustments	Outcome Indicators: <ul style="list-style-type: none">Absence monitoringRetention dataHours workedPolicy & process audit
	Office infrastructure	OSHE	Quiet corner, Nap pods, Gyms		Company mental health clinic		
	Manager training	HR, HWB	Wellbeing and self care	Looking for signs of distress	Supporting staff with mental health clinics	Supporting employee return to work	
Support Services & Resources	Emotional Support Services	HR, HWB	Peer Support, EAP, Coaching		Hospital / Private	Mental Health Return to Work Service	Outcome Indicators: <ul style="list-style-type: none">Utilisation of interventions & resourcesNo. of trained managers/ Peer supportersEvent feedback
	Financial coverage	HR, HWB	Flexi benefits	Outpatient mental health insurance	Inpatient mental health insurance	Disability income protection	
	Educational resources	HR, HWB Comms	Self help wellness portal, helplines, wellness newsletters				

Leading by example



OPEN CONVERSATIONS

**Honest and
soul bearing
struggles**

shared openly by top
management



FRONTING INITIATIVES

**Heavily
involved in and
supportive**

of health, mental health
and wellbeing activities



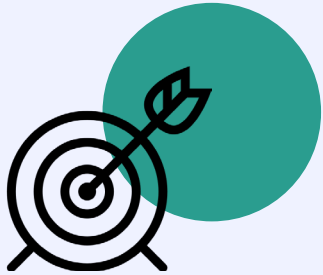
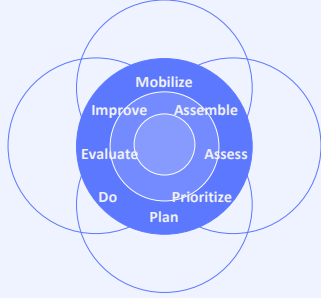
PLANNED STRATEGY

**Committees
spearhead**

programmes and policies
such as Healthy Campus
Initiative and Mental
health Steering
committee



Resources for managers to properly support their team:



DATA LED

Employee surveys
**shape
strategy**
based on employee
needs



ENSURING OWNERSHIP

**Health and
wellbeing KPIs**
to drive management's
ownership of their team's
wellbeing



TRAINING

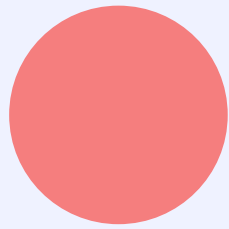
**Wellbeing
elements**
inserted into existing
performance
management training
courses



RESOURCES

**Toolkits &
guides with
useful
wellbeing tips**
for managers to support
their team





Psychosocial Work Environment

Organizational wellness

Organizational wellness



Programmes

-  peer staff supporters
-  Wellbeing campaigns
-  in-house & outsourced services
-  mental health resources
-  self-help resources

Policies

-  work-life balance
-  work demands
-  work culture
-  employee growth and development
-  flexible work arrangement
-  Workplace health risks assessments

Work Design

When supported by HR
becomes more robust

System of Support



99%

Peer Support Staff trained felt prepared to support a distressed colleague

More than

160

Peer Support Staff trained by NUS Health and Wellbeing

15

Departments (and increasing!) have trained Peer Support Staff



PEER CARE:

Peer Support Staff

SELF-CARE

All staff



SPECIALIST

CARE:

Internal:

UHC psychiatrists

External: Psychiatrists & Psychologists (Hosp/Private)

SUPPORTIVE CARE:

Internal: Wellbeing Specialists Partners

External: NUS Heart (EAP)

MANAGERIAL CARE:

Managers & Reporting Officers

More than

1,350

Supporting Individuals in Difficult Times (SIDT) members trained

More than

10
9

CARE Training classes for crisis held

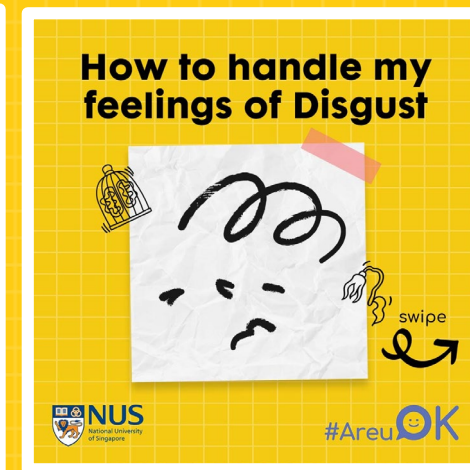
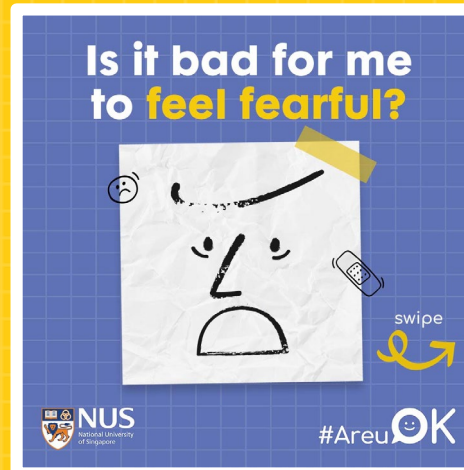
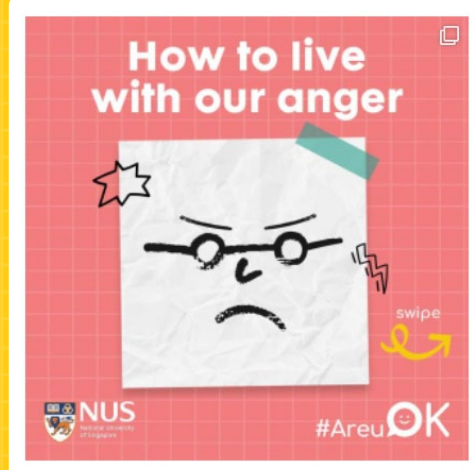
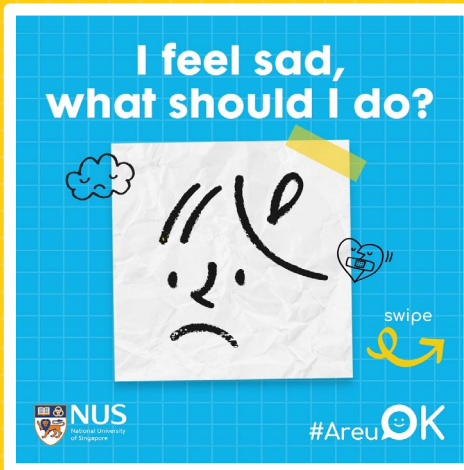
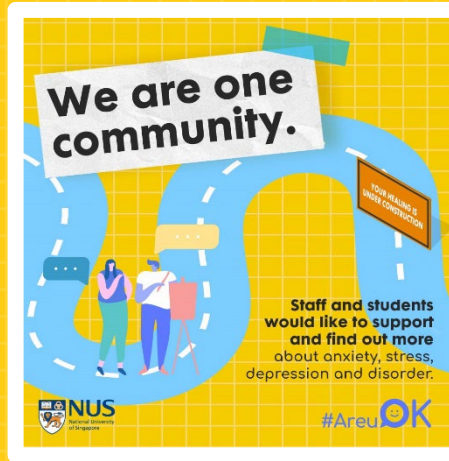
Wellbeing Partner Specialists top support staff wellbeing

Psychosocial
work
environment

#AreuOK

How we did it!

We went social in 2022!



#AreuOK in a Nutshell

On social media

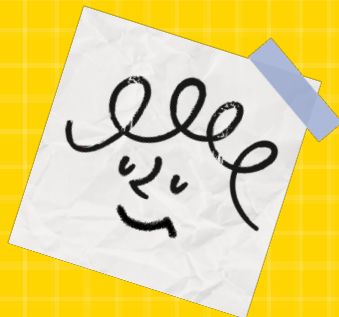
Impressions

4,636,050



Post Engagements

64,257



K(NO)W
Stigma
2022

Onsite
Participants
153

Online Views
1,400

"I just want to thank the team for organising the K(NO)W Stigma event today, and also all the panellists for speaking up on a personal issue that many would want to keep private. I think this really goes some ways towards de-stigmatising mental illness on campus and I am grateful for the initiative and courage here.

~ Associate Director

"[...] I actually teared up during your intro [...] Hearing about your journey and how you got to where you are was so insightful. Watching you up there being open about your mental health and what you've been going through was incredibly inspiring to me. [...] I feel this sense of relief and strength after hearing you and the other panellists talk about their journeys and I know I am not alone anymore [...] I just wanted to let you know that you are doing an incredible job advocating for mental health awareness and I hope I can do that in the near future too"

~ Student

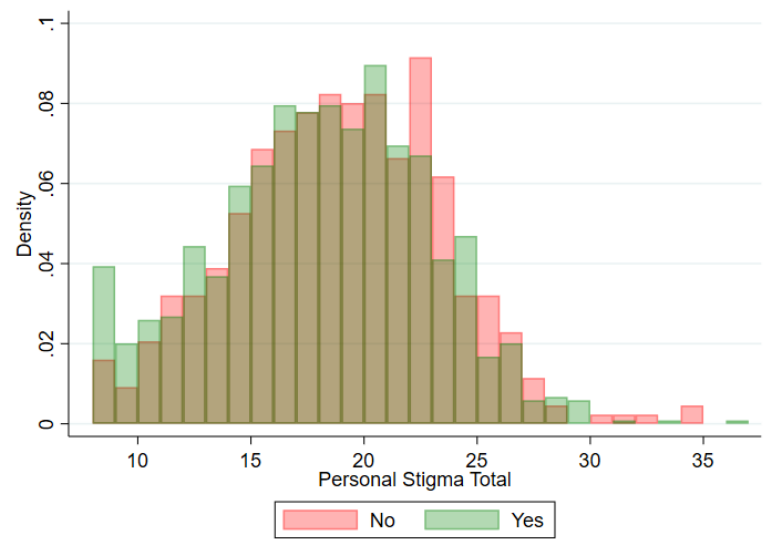
"I applaud and admire the courage of the panellists for sharing their deeply personal and moving stories, and for imparting their helpful tips. It was great that the moderator handled the topics in a sensitive and respectful manner, and that the questions from the audience were very relevant. Overall, I think that the participants benefitted hugely from this event. A very big plus for me was to see senior management support and engagement for this initiative."

~ Professor

POST-CAMPAIGN METRICS AND OUTCOMES



Personal Stigma

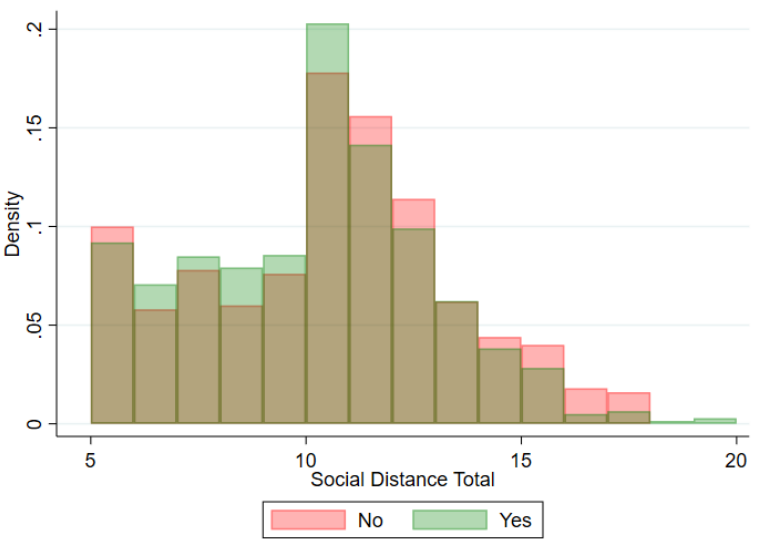


		N [†] (%)	Mean	S.D.	P25	P50	P75
Heard of NUS #AreuOk Campaign?	No	437 (26.8%)	18.4	4.6	15	18	22
	Yes	1194 (73.2%)	17.6	4.7	14	18	21

Staff who had heard of the campaign had **significantly lower** personal stigma scores, $p = 0.01^*$.



Social Distance

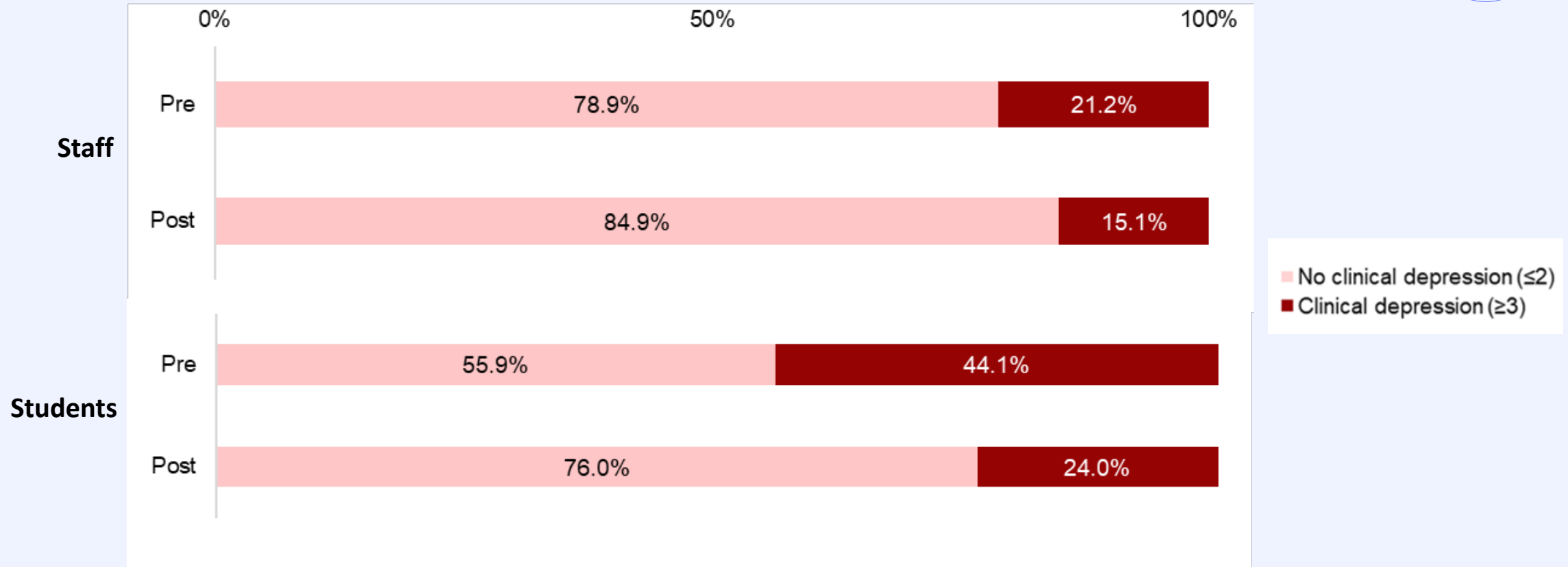


		N [†] (%)	Mean	S.D.	P25	P50	P75
Heard of NUS #AreuOk Campaign?	No	500 (26.1%)	10.0	3.0	8	10	12
	Yes	1414 (73.9%)	9.7	2.8	8	10	11

Staff who had heard of the campaign had **significantly lower** social distance scores, $p = 0.03^*$.

[†]Numbers may not tally with total sample size due to missing data on personal stigma and social distance items
*p-value based upon non-parametric Mann-Whitney U test as data were not normally distributed

Education



Chi-square tests of independence were conducted in the staff and student samples.
Both staff and students had better mental wellbeing at post-campaign, $p < 0.001$.

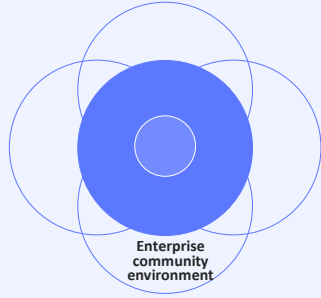
Education

NUS Wellbeing Survey 2022 Findings

Total responses: 6235 (Staff: 2039, Student: 4196)



- Staff and students who are aware of #AreuOK campaign tend to have a **higher personal stigma score** and are **more willing to support people** with mental health issues, as well as have a **better attitude towards seeking help and lower stress levels**, compared to those unaware of #AreuOK campaign.
- Staff working in a workplace with **better well-being and better engagement** are **less stressed**. Staff and students who are more **willing to seek help** for mental health are less stressed.
- Compared to 2021, staff **stigma score** has **improved**



Volunteer leave benefits

Staff members may take one day of volunteer leave per calendar year to volunteer, in their personal capacity, at any local charity with an Institution of Public Character (IPC) status to give back to their communities

Activities



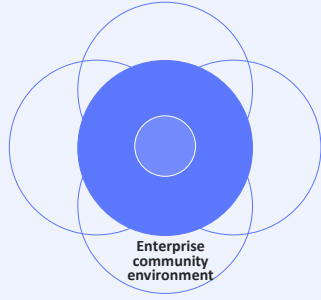
NUS GIVING

Teach Singapore

90k tree initiative



Giving back



Teach Singapore

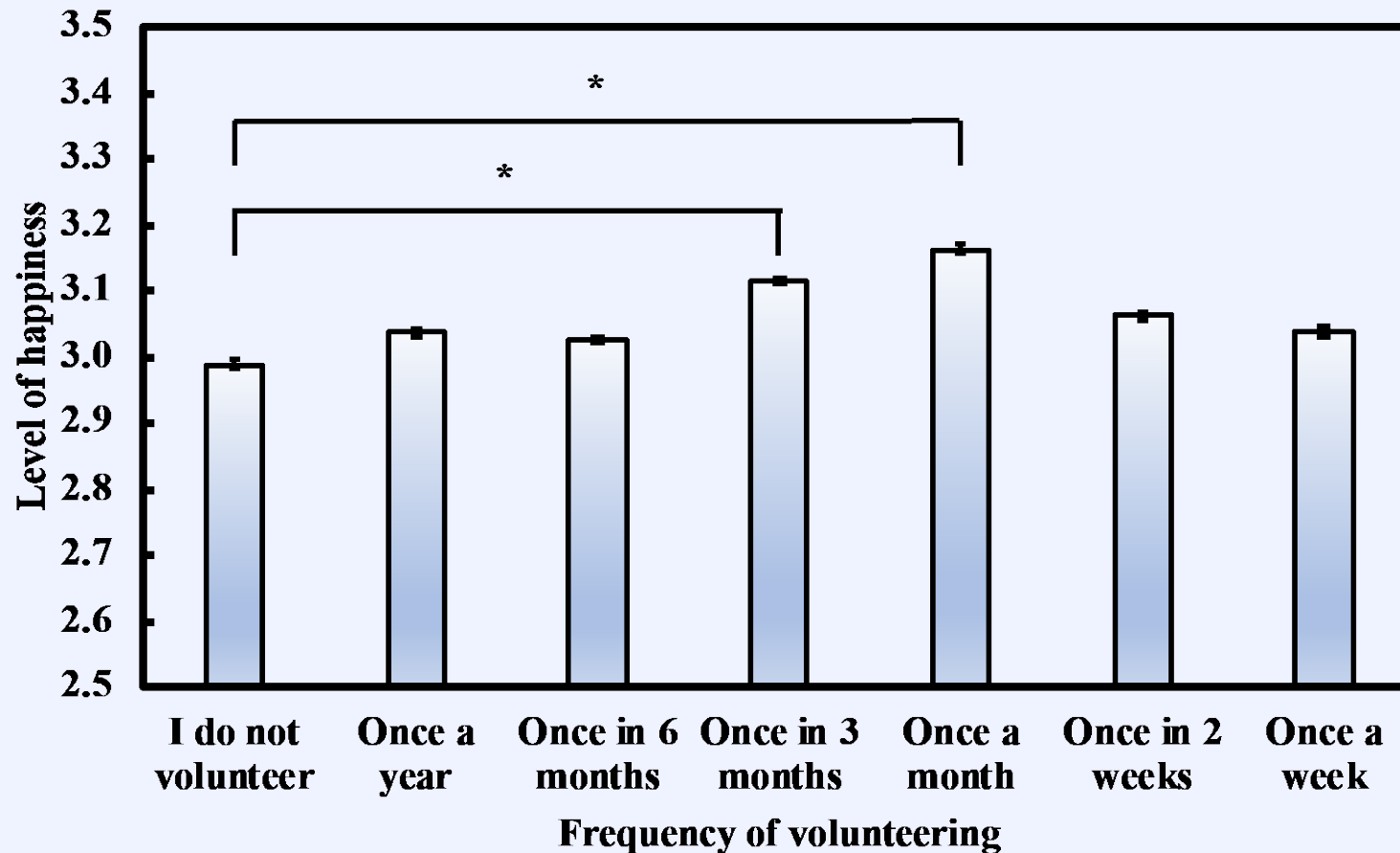
Teach Singapore (Teach SG) is a university-wide initiative aimed to involve the NUS community of students and staff to provide academic coaching and mentoring to children and youth from lower income families in Singapore.




NUS Cares (was NUS Day of Service) is a day when the whole NUS family comes together to give back to the community through action and service.

An initiative of the NUS Alumni Advisory Board, the event reinforces NUS' strong tradition of serving and contributing to our country and society.

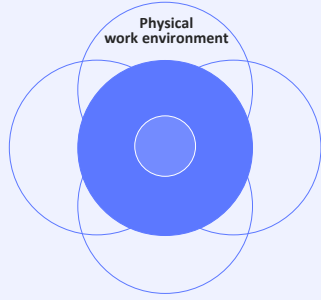
Volunteerism increases Happiness





Physical wellness

Physical wellness



Healthier beverage, dining and catering policies enforced

More than

6,600

staff covered in free health screening over the last 2 years

More than

1,700

staff provided with flu vaccine over the last 2 years

More than

200

staff provided with mammograms over the last 2 years



90

staff supported under the Healthy Life Chronic Disease Management Programme in the last 2 years



National University of Sing... Following



Smoking Cessation Programme, health educational resources

100%

of drink stalls to serve lower-sugar drinks as default option

100%

of vending machines to provide at least 70% Healthier Choice Symbol packaged drinks or zero-calorie products

More than

400

food items have been food labelled

Well Certification & Food Label kick started in mid 2022 at

13

food stalls



wholegrain staples as an and use healthier oil and serve at least 1 lower-calorie option

Healthy Life Programme

- Chronic Disease Management programme
- Targeted Intervention Programme for individuals with Diabetes, High Blood Pressure, High Cholesterol
- Objective: To equip staff with the skills to manage their conditions and take charge of their health
- Results:
 - Good improvement in Tc, LDL, smoking cessation
 - Increase average moderate exercise from 109 mins to 151 mins
 - Increase average vigorous exercise from 27 mins to 51 mins



The infographic is titled 'Healthy Life Programme' with a sunburst background and the slogan 'TAKE CHARGE OF YOUR HEALTH TODAY!'. It features illustrations of people holding a large dumbbell and a heart. A speech bubble asks if the reader has been informed about higher blood pressure or sugar levels. A blue circle invites joining the programme to gain skills and support. The 'Programme Benefits!' section describes a year-long programme starting in August. The 'This Plan' section lists six benefits: identifying healthcare needs, access to a case manager, pre-scheduled appointments, reimbursable co-payment fees, 50% reimbursable fees for in-person classes, and practical skills for managing conditions. The 'Who Are Eligible?' section lists staff with one or more of the following conditions: Diabetes Mellitus and Hypertension (High Blood Pressure).

Have you been informed that you have higher than normal blood pressure or sugar levels?

Join the **Healthy Life Programme** to equip yourself with skills and the support needed to manage your condition – stay active & feel more in charge of your health.

Programme Benefits!
A year-long programme starting in August, participants can look forward to an organised approach to caring for your health.

This Plan

- Identifies your healthcare needs
- Gives you access to a dedicated case manager
- Pre-schedules appointments with UHC's medical doctors
- Offers reimbursable co-payment consultation fees
- Offers 50% reimbursable fees for UHC's in-person Active Classes*
- Equips you with practical skills to manage your condition

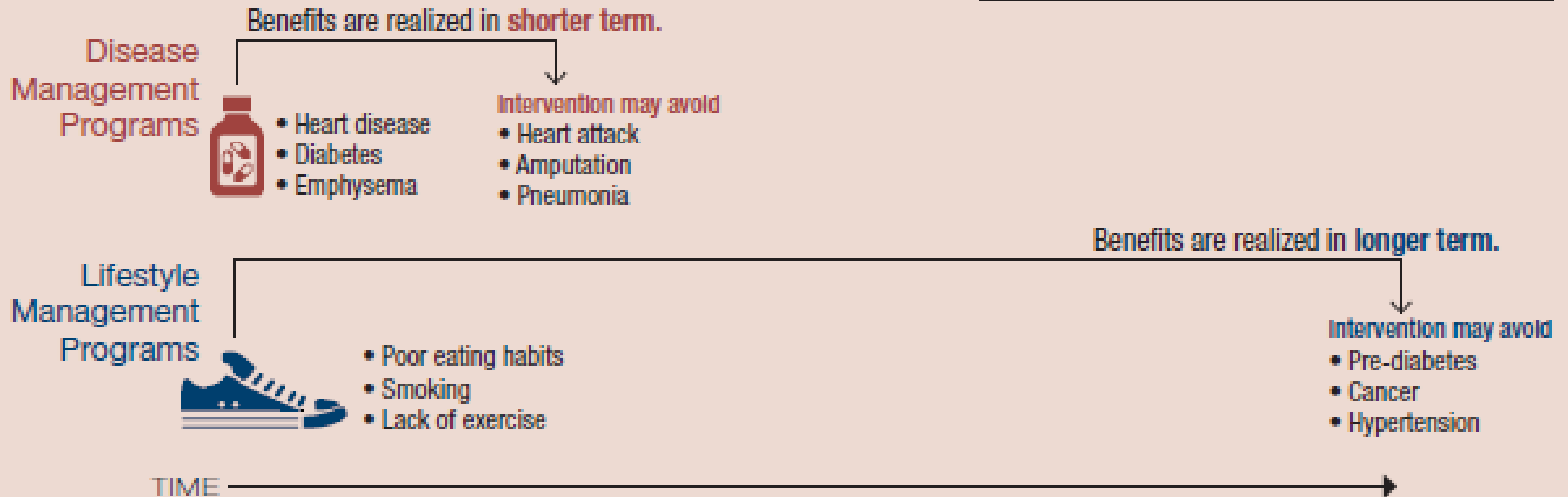
Who Are Eligible?
Staff who are medically diagnosed or suspected with *one or more* of the following chronic conditions:

1. Diabetes Mellitus
2. Hypertension (High Blood Pressure)

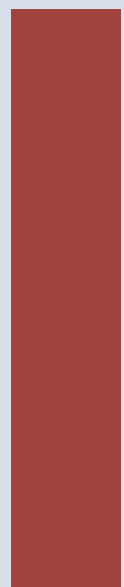


Do Workplace Wellness Programs Save Employers Money?

Figure 1. Disease management addresses immediate health problems, whereas lifestyle management mitigates longer-term health risks.



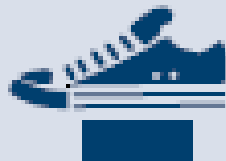
RETURN ON INVESTMENT



\$3.80

ROI from disease
management programs

- \$136 saved per
member per month



50¢

ROI from lifestyle
management programs

- \$6 saved per
member per month



\$1.50

Total ROI from both
wellness programs

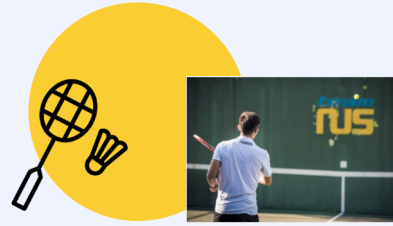
Figure 3. Disease management
provided a much greater return
on investment than lifestyle
management.

Personal wellness

Free gym access and physical fitness classes for

13,000

staff and their families



More than

3,600

staff participated in mass physical activities over the last 2 years

More than

2x

increased utilization of exercise facilities on campus from 3,974 to 9,248 pax

13

staff competitive sports groups

10

active classes held a week



More than

400

health and wellbeing workshops conducted NUS wide for staff and students

More than

50

health and wellness activities conducted in 2021 offered to 13,355 staff

2

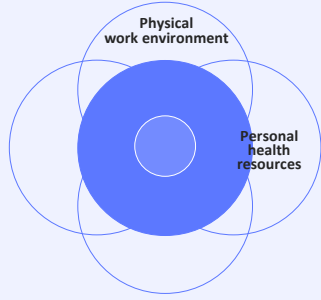
Wellbeing days a year



+

Staff Interest Group programme, Wellness Wednesdays

Environmental wellness



More than

9,000sqm
floor area

3 Multipurpose Sports Halls

2 Olympic-sized swimming pools

+ Gyms, rock climbing walls, recreational pools, fitness gyms



Common areas have

Active work stations

With ergonomically friendly sit stand desk

Scattered throughout NUS are

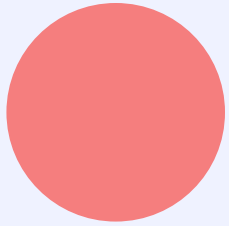
Quiet rest areas

In the form of sky gardens, gardens and rest areas

Summarising it...



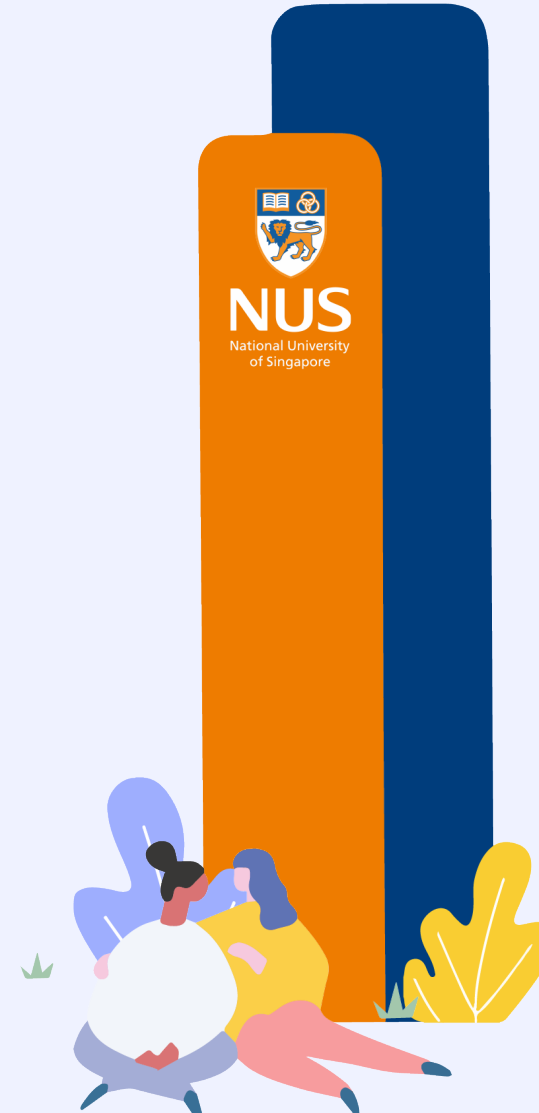
NUS actively invests in evidence-based health and wellbeing initiatives



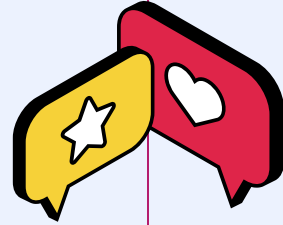
NUS measures outcomes and success



NUS cares!

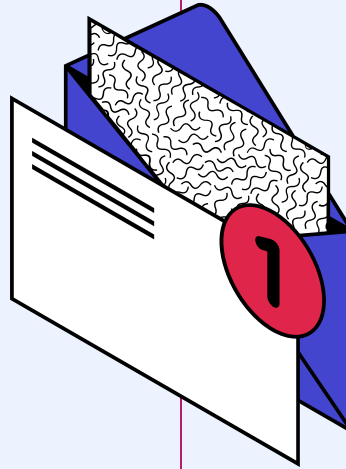


Thank you! Questions?



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WellNUS Framework

nus.edu.sg/hwb/wellnus-2/

