Psychologically Healthy Workplace Awards and Best Practices Honors 2013
Values matter. When a team shares values, it generally performs better, with employees who are engaged and committed to the organization’s success and leaders who strive to create a positive work environment where employees can thrive.

The uncertainty of health care reform and its implications for the future of employer-sponsored health insurance, as well as provisions in the Affordable Care Act that allow for increased use of incentives and premium differentials to drive health behavior change, have amplified the volume of employers who are beating the drum of “personal responsibility” when it comes to workplace health and productivity.

While the value of employees who are invested in their own well-being cannot be overstated, expecting them to make significant and sustainable behavior changes without the necessary resources and support is unrealistic and serves as nothing more than a thinly veiled attempt at cost shifting. Just as shared values can help foster performance and success, shared responsibility for creating a psychologically healthy workplace promotes an organizational culture in which employer and employee look out for each other’s best interests. With this approach, individual health improvement efforts get better results, because they are supported by the larger system and organizational-level practices are more effective, because they are consistent with, and driven by, individual behaviors.

To showcase employers who value employee well-being and understand its link to organizational performance, I am honored to present the American Psychological Association’s 2013 Psychologically Healthy Workplace Award (PHWA) winners and Best Practices honorees. The four PHWA winners described in these pages reported an average turnover rate of just 6 percent in 2012—significantly less than the national average of 38 percent, as estimated by the U.S. Department of Labor.

In surveys completed by the winning organizations, on average, fewer than one in five employees (19 percent) reported experiencing chronic work stress, compared to 35 percent nationally, and 84 percent of employees said they were satisfied with their job, versus 67 percent in the general population. Additionally, 77 percent of employees said they would recommend their organization to others as a good place to work compared to 57 percent, and only 11 percent said they intend to seek employment elsewhere within the next year, compared to almost three times as many (31 percent) nationally.

It will come as no surprise that in our award-winning organizations, an average of 80 percent of employees say their values and those of their employer are very similar, compared to just 50 percent nationally. We congratulate our winners and hope that sharing their stories inspires others to work together for a healthy and prosperous future.

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Psychologically Healthy Workplaces – A Win-Win for Employers and Employees

Data Reveal the Benefits of Psychologically Healthy Workplaces


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Psychologically Healthy Workplaces Support Employee Growth and Development, Work-Life Balance and Wellness

Note: Results reflect the percentage of employees who endorsed the items listed above.

Sources: American Psychological Association (APA), Psychologically Healthy Workplace Program; APA’s 2013 Work & Well-Being Survey.
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Psychologically Healthy Workplace Awards

The Psychologically Healthy Workplace Awards are designed to recognize organizations for their efforts to foster employee health and well-being while enhancing organizational performance.

**APA’s Psychologically Healthy Workplace Awards**

Nominees for APA’s Psychologically Healthy Workplace Awards are selected from the pool of previous local winners. Candidates are evaluated on their workplace practices in the following areas:

- Employee Involvement
- Health and Safety
- Employee Growth and Development
- Work-Life Balance
- Employee Recognition

Additional factors that are considered include employee attitudes and opinions, the role of communication in the organization and the benefits realized in terms of both employee health and well-being and organizational performance. Following a competitive evaluation and judging process, the top candidates are selected for recognition by the American Psychological Association.

**APA’s Best Practices Honors**

The Best Practices Honors focus on a single program or policy that stands out for facilitating a psychologically healthy workplace. Special attention is given to workplace practices that are designed and implemented in a way that creatively meets the specific needs of an organization and its employees. As with APA’s Psychologically Healthy Workplace Awards, nominees come from the pool of previous local winners and are selected through a competitive evaluation and judging process.

**Local Psychologically Healthy Workplace Awards**

Since 1999, our affiliated state, provincial and territorial associations have presented Psychologically Healthy Workplace Awards to local organizations. Participation has grown to 56 associations across the U.S. and Canada that, collectively, have recognized more than 500 organizations.
Puerto Rico – As the leading managed care company in Puerto Rico, Triple-S reaches about 30 percent of the territory’s population. In 1994, at the company’s first annual health fair for its employees, Triple-S learned that staff members were suffering from several common health conditions that weren’t being treated. Triple-S then established its now-renowned wellness program to give every employee the means, motive and opportunity for a healthier and more balanced life.

Triple-S has taken an active role in employee wellness by providing a comprehensive onsite health clinic staffed by a physician and occupational health nurse. Triple-S has extensive offerings of medical services, support programs and preventive screenings, all available at work. The clinic has helped with prevention, diagnosis and treatment of both chronic and catastrophic illnesses. One major benefit to date: earlier and increased detection of breast cancer. The clinic also sponsors weight management programs, lunchtime learning sessions, smoking cessation support and fitness activities.

In the emotional health arena, an Employee Assistance Program offers direct access to support services and same-day assistance for emergencies. Employees and their families have 24/7 access to QUICKhelp, a telephone-based service available at no cost, offering support for personal, family, financial, legal and work-related issues. Employees who would like to consult with a psychologist can also make appointments onsite during paid work hours. In 2011 alone, reductions in absenteeism saved the organization an estimated $381,843.
Hawaii — The architectural and engineering firm of Bowers + Kubota Consulting embodies the spirit of kama‘aina (“child of the land”), the Hawaiian word for a long-term island resident. Established by military veterans in 1980, the firm specializes in architecture, construction and project development. On any given day, employees are widely dispersed throughout Hawaii and the Pacific Rim. But they’re always together in spirit, thanks to B+K’s strong sense of family.

Employee Involvement

The nature of B+K’s business demands that the majority of its employees are away at construction field offices throughout the state and beyond. But because a family environment is one of its core values, the firm provides numerous opportunities for staff to meet at both professional and social events throughout the year. These activities include quarterly Adopt-a-Highway cleanups on three islands, a picnic, charity walks, food drives, sports teams, gatherings at athletic events, fitness activities, a golf tournament, a Christmas party and a robust mentoring program.

Health and Safety

B+K is constantly improving its wellness practices through valued input from the employee-run wellness committee (see page 17). B+K starts by paying 100 percent of staff and family medical, dental, prescription and vision plans—a rarity for companies in Hawaii. The firm hosts an annual health fair, weight-loss challenges, flu shot clinics, lunchtime learning sessions, as well as employee sports teams, health classes and other activities. A yearly $200 wellness reimbursement can be used for gym memberships and fitness equipment. By popular demand, B+K recently added mental health services and holistic health practices to the wellness program.

Employee Growth and Development

A recent employee survey surfaced a desire for more structured advancement opportunities. In response, the firm created several new tiers of management to reward those on a career path and to make the organizational structure easier to navigate. Plus, the HR manager meets with all employees individually two to three times a year to discuss career planning, short- and long-term goals, training and development and wellness goals and progress.
Work-Life Balance

B+K strongly believes that a better life makes for better work. Self-directed project teams ensure that team members have the flexibility to take care of themselves and their families. Employees are also able to bring their children to work, flex their time, telecommute and take leave when necessary. The firm offers paid time off instead of sick leave and encourages employees to use it, when needed, to recharge. Employees can also earn extra paid time off, of up to eight hours for doing community service. In addition to having national holidays off, B+K employees can choose a floating day off from among three additional state holidays.

Employee Recognition

Acknowledging employees for a job well done is a key part of the firm’s culture that starts at the top. Staff meetings provide the opportunity to recognize and reward employees for positive client feedback, licensure or certification, excellence in the company’s Whip It! wellness program and participation in company committees or events. In addition, B+K treats its employees to a birthday lunch at a restaurant of their choice that is attended by their current work team, their direct supervisors and the owners themselves. But the rewards are more than simply social; they’re financial, too. The firm presents occasional on-the-spot bonuses to employees who complete a project above and beyond expectations. And when the company does well, it pays bonuses twice a year in addition to its 401(k) matching, profit-sharing program and cost-of-living raises.

The Bottom Line

Ohana, Hawaiian for family, is one of the core values at B+K, and it isn’t taken lightly. The owners of B+K value meeting and getting to know each and every employee and their families personally. It is a win-win situation for all; engaged employees result in higher productivity and the quality service they provide keeps current clients happy and even attracts new accounts. In many ways, B+K has redefined the phrase “family business.”

TakeAway

- Close working relationships
- Multiple paths to advancement
- 100% paid medical, dental, vision and prescriptions
- Flexible work schedules
- On-the-spot bonuses
Rejuvenating on Company Time

Employee Growth and Development

Delaware – The critical nature of the work at Christiana Care Health System’s Helen F. Graham Cancer Center, an advanced cancer diagnosis and treatment facility within one of the nation’s largest health care systems, can take an emotional toll on staff. Sometimes, they just need to recharge, so they can come back reinvigorated and ready to continue their mission. To this end, the administration at the Helen F. Graham Cancer Center’s Cancer Care Management Department sponsors a well-deserved annual employee retreat.

What began as time away from work for a rejuvenating retreat and the opportunity to get to know one another has evolved into a time and place to recognize and thank employees for their good work, to develop team skills and to set goals for the upcoming year. For staff who don’t always work side-by-side, it can be challenging to get to know one another. Having the opportunity to laugh together and share long conversations are just some of the many reasons this retreat is well-liked by employees.

The retreat began as an off-site weekend event. Initially, it was voluntary and conducted on personal time. As the center’s director and administration recognized the benefits of individual and team growth, they began offering paid time to attend the learning portions of the retreat. Knowing that they were still missing some staff participation in this crucial activity, the administration moved the retreat back to the center’s own facility, during regular working hours. Since the implementation of the annual retreat, employees have demonstrated measureable improvements in conflict management, internal communications and group cohesiveness. For employees in the Cancer Care Management Department, the annual staff retreat is one way to take care of themselves, so they can provide exceptional care to others.
More than 50 percent of employees with a chronic disease now participate in care management, and the estimated cost avoidance is between 6 and 15 million dollars.

Health and Safety
Ohio – As a health care organization, Cleveland Clinic’s Mellen Center for Multiple Sclerosis Treatment and Research—one of the largest and most comprehensive programs for Multiple Sclerosis care and research worldwide—takes a proactive role in its employees’ well-being. In 2008, the Clinic’s Employee Health Plan (EHP) implemented a long-term strategic program called Healthy Choice. The program has transformed the organization’s workplace culture into one that focuses on fitness and healthy behaviors.

The goal of the Healthy Choice program is nothing less than to keep healthy people healthy and encourage healthful practices in those who live with chronic diseases. The program has given employees a greater sense of ownership in their well-being through tools aimed at reducing stress, improving stamina and maintaining a positive self-image.

If employees are diagnosed with any of six chronic conditions affected by lifestyle choices (asthma, diabetes, hypertension, high cholesterol, obesity and tobacco use), they join the EHP disease management program, where they work with their health care providers to set goals, manage the condition through diet and fitness, monitor their progress and prevent complications. All other employees join one of the EHP-contracted fitness centers, or have the option to log their exercise time with special tracking software. To sweeten the deal, Healthy Choice employee participants can earn discounts on their insurance premiums or even selected co-payment reimbursements. Since the inception of the program in 2009, the organization has seen a change in its culture with a new emphasis on wellness. More than 50 percent of employees with a chronic disease now participate in care management, and the estimated cost avoidance is between 6 and 15 million dollars.
Puerto Rico – **Triple-S** is the leading managed-care organization in Puerto Rico with a portfolio that includes complementary businesses involving life, property and casualty insurance. Launched in 1960 by a group of physicians and dentists organizing a free-choice health plan—a pioneering initiative at the time—Triple-S stands today as the second-largest locally-owned business in the territory. Its services constitute the most comprehensive offerings in the market, providing its members and employees with total care and protection at every stage of life.

**Employee Involvement**

Triple-S management recognizes that staff are one of the organization’s most valuable resources, so they hold regular meetings with employees for the open exchange of ideas. Surveys are valuable, too. Employees express their level of satisfaction through organizational climate and ethics surveys. Recently, Triple-S introduced a special survey in which employees were asked to submit their ideas for improvement. From these ideas, Triple-S presidents invited eight of the submitters to collaborate on implementing their suggestions.

**Health and Safety**

Triple-S features an onsite employee health clinic staffed by a physician and an occupational health nurse (see page 5). The clinic provides orientations, health risk assessments, free seasonal flu vaccinations, preventive breast cancer clinics, vision and diabetes screenings, a weight-control program, a smoking-cessation support program and more. Triple-S promotes physical activity with a *Walking Works* program, free fitness classes and gym facilities, and the financial sponsorship of basketball, bowling and track events. As the key component of a benefits package, Triple-S pays the full cost of the health insurance plan for employees and their families.
Employee Growth and Development

In 2007, Triple-S launched its Leadership Development Academy (LDA) to nurture, encourage and assist its employees on their paths to success. Lasting approximately five months, coursework includes workshops on leadership, emotional intelligence, time management, conflict resolution, ethics, strategic planning and process improvement. There are professional development programs in three tracks: Business, which consists of a multi-session seminar, including the LDA, service excellence school, management skills certification and mentorship program; Professional, which assists employees in obtaining certifications and reimbursements for certain professional dues; and Personal Development, offered through the tuition reimbursement program and onsite seminars, which include topics such as self-defense and retirement planning.

Work-Life Balance

Work-life balance is key to employee morale and performance. In addition to paid leave for accrued vacation, sick days, the employee’s birthday and legal holidays, most staff also have two days of paid personal leave each year. For employees who are nursing mothers, Triple-S provides a lactation room and breaks for up to 12 months following a new mother’s return from maternity leave. Lunchtime learning sessions, sponsored by the HR department on a wide variety of topics, are hugely popular.

Employee Recognition

Through a program called Ser Talentoso Atrae Recompensa (STAR, an acronym in Spanish that means “Being Talented Attracts Rewards”), Triple-S recognizes employees and departments that contribute to organizational excellence. On both a quarterly and annual basis, co-workers, managers and supervisors submit nominations and winners are selected based on their performance in the following categories: service, innovation, efficiency, motivation, passion, responsibility and empathy. During the quarterly recognition, winners receive a letter from the subsidiary president and HR, along with a cash award of $200. At the end of the year, the president of each subsidiary selects an Employee of the Year, who is recognized at the annual employee meeting with a plaque and a cash award of $1,000.

The Bottom Line

As an organization dedicated to the health of its customers, Triple-S has a vested interest in ensuring the physical and psychological health of its employees, as well. In 2010, while employees saved time and money by visiting the onsite clinic instead of having to attend outside medical appointments, the company avoided a reported $381,843 in lost productivity. But the healthy culture at Triple-S reaches far beyond cost savings. On climate surveys, an overwhelming majority of employees report enjoying their work and feeling a sense of accomplishment.

TakeAway

- Diverse opportunities for staff input
- Onsite employee health clinic
- Leadership Development Academy
- Lunchtime learning sessions
- Quarterly and annual recognition
Health and Safety

Minneapolis – Founded in 1881, St. Luke’s began in response to a typhoid epidemic. The hospital was initially located in a small room above a blacksmith’s shop adjacent to the local Episcopal Church. Today it operates a multi-specialty hospital and system of clinics throughout northern Minnesota and northwest Wisconsin. Patient safety has always been a priority at St. Luke’s. Now employees, too, are avoiding common injuries thanks to a new hospital-wide program.

The Safe Patient Handling Initiative was launched to reduce injuries caused during the process of lifting and moving patients in the nursing units. As part of the program, existing patient-handling equipment such as lifts are evaluated, additional equipment is identified and purchased, and staff receive training on all equipment. Also, specialized risk-assessment tools have been developed and integrated into the intake procedure, and each new patient is assessed for special lifting and transferring needs.

A Safe Patient Handling Committee, composed of management and employees, monitors and collects staff feedback to ensure collaboration at all levels. In addition, a designated team of “super users” provides ongoing training on the equipment in each unit. Twice a year, the “super users” meet to assess current and future needs, and receive refresher training and new information, which they then bring back to their colleagues.

The upshot: St. Luke’s has reversed the industry “norm” with a dramatic decline in the hospital’s workers’ compensation claims and injuries.
Employee Growth and Development

Hawaii – Tripler Army Medical Center (TAMC) is the only federal tertiary care hospital in the Pacific Basin. It serves local active-duty and retired military personnel, along with their families and veteran beneficiaries. In response to the dangers of compassion fatigue and burnout, TAMC developed resiliency training for all staff members. Ultimately, the program has shown that what’s good for the staff turns out to be even better for patients.

Compassion, satisfaction and resiliency in the face of a challenging patient base is easier said than done. But TAMC has made remarkable strides with its mandatory resiliency training. Whether two hours in the hospital, four-hour half days, eight-hour full days, or five-day advanced employee retreats, these trainings are required annually for every staff member who comes into contact with patients. Some trainings take place on the hospital premises; others are held on the beach.

Every training session features both didactic and experiential components. Along with informational sessions on compassion fatigue and burnout, trainers may offer an introduction to yoga, tai-chi, present-centered improvisational comedy or breathing exercises to engage employees. Throughout a given session, staff members reflect on their lives and careers to promote work-life balance and personal development. Facilitated group discussions and written exercises emphasize the importance of self-care and personal health.

Since the program’s inception, employees have shown significantly lower rates of burnout and secondary trauma and broadened their knowledge of key resiliency concepts. Additionally, customer satisfaction, communication and morale have improved, as employees are better equipped to handle the stressors they face every day.
Employee Involvement

Each year, just prior to their annual retreat (see page 8), staff at HFGCC’s Cancer Care Management Department voice their opinions through an employee survey that covers issues related to leadership, team effectiveness, communication and work satisfaction. Retreat organizers then choose topics and exercises based directly on the survey responses. Most employees work in teams related to their area of expertise and are included in all decisions, changes and initiatives related to their respective departments. Beyond retreats, staff is asked for input on making organizational improvements. After a recent change in administration, all staff met individually with the medical director and vice president to share their work, projects and challenges and receive feedback, resource advice and support.

Health and Safety

In addition to its wide range of health and wellness offerings, the organization recently launched a new, password-protected, confidential wellness website with resources for both physical and emotional health. The online tool can be used to track food choices and exercise plans and view videos on workstation exercises. It is also linked to, and provides personalized recommendations based on, an employee’s own biometric results such as blood pressure, blood sugar and BMI. A designated Wellness Champion in each department brings health and wellness information to staff, supports healthy lifestyle changes and leads a weekly after-work yoga group.
Employee Growth and Development
All employees are scheduled for quarterly one-on-one meetings with the director. At these meetings, staff share current projects and caseloads as well as suggestions for improvements. Creating or revising programs or process changes, problem-solving, interests and dislikes are also discussed. The director takes the time to consider whether employees are being most effectively utilized with regard to their skills, talents and interests. Through these meetings, the director is able to gain a sense of overall employee satisfaction, and many positive internal changes have come about as a result.

Work-Life Balance
The department’s greatest support to employees in balancing their work and life demands comes from its willingness to be flexible with scheduling. In most areas, employees are allowed to determine their own start and stop times, which can vary from week to week. For example, a staff member may need to start work earlier or later to carpool children to school, assist a family member with an illness, attend an appointment that falls in the middle of the day, or adjust for a partner’s rotating shifts—without using vacation time.

Employee Recognition
All staff members have a day in which their specific role is celebrated. HFGCC hosts such days during Nurses’ Week, Social Work Month, Registered Dietitian Recognition and Administrative Professionals’ Day, to name a few. Celebrations include refreshments and gifts, and all team members support the event by bringing in food, writing songs or poems, putting on a skit or some other form of entertainment in praise of their peers and services they provide. Throughout the year, holidays are also recognized. A Halloween contest, “Fat Tuesday” and other special days allow staff who work together in other departments but often don’t see each other to join in the fun and celebrate face-to-face.

The Bottom Line
HFGCC’s leadership, policies and procedures have fostered a highly skilled and committed staff who maintain a professional culture in which patients come first. As a team, department employees work closely and draw from each others’ expertise to provide the best quality care. Team members report that they have been able to reduce their stress, make health improvements and engage in a more active lifestyle. The department also boasts the highest job satisfaction levels in the health system and a zero percent turnover rate in 2012. Indeed, HFGCC’s Cancer Care Management Department exemplifies its motto, “Teamwork makes the dream work.”

TakeAway
• Team culture
• Confidential wellness website
• Quarterly “one-on-ones” with the director
• Employee-determined work schedules
• Special days to celebrate specific roles
Arkansas – The Harvest Group is a go-to-market partner to small- and medium-sized consumer packaged goods suppliers who want to grow their business at “big-box” discount retailers. With The Harvest Group’s rapid growth came the difficulty of maintaining the small company culture that had served it so well. So in 2010, it implemented company-wide strategy teams as forums where all employees, at every level, can be heard.

The Harvest Group’s annual company meeting launches the strategy teams for the coming year. Team leaders are responsible for organizing their own group’s meetings, establishing goals, action items and deadlines, and directing their teams to accomplish those goals. The team leaders participate in monthly meetings with the company’s leadership to review progress and share best practices. Strategy teams provide a mid-year update to the entire company and then recap their accomplishments at the annual meeting.

Strategy teams vary from year to year. In recent years, the Expand Services team launched the company website and an introduction to social media. The Unrivaled Workplace team set up half-day Friday summer hours, casual dress days, a company field day and other events. The Retail Whitespace team solicited input from employees at all levels and guided them to take ownership of strategic initiatives. The Best in Class team helped with analysts’ efficiency and employee productivity by automating various business reports. And the Collaboration team’s weekly meetings provided The Harvest Group’s employees with a greater knowledge of, and insight into, the retail industry.
Health and Safety

Hawaii – The Wellness Committee, a small employee group representing a cross-section of staff at the architectural and engineering firm Bowers + Kubota Consulting, has got some real muscle going for it. In creating Whip It!, short for the company’s Wellness and Health for the Individual Program, the committee has succeeded in tapping into the motivating power of fun.

Early on, B+K leadership empowered the Wellness Committee to help create a healthy work environment. This proactive group meets once a month, generates an employee newsletter and hosts numerous wellness activities, ensuring that healthy lifestyles keep their place, front and center, in the company’s culture.

When the committee came up with Whip It!, a program in which employees earn points for making healthy choices in exercise, nutrition and behavioral health, it was an immediate sensation. Employees can track their progress via the company intranet, where they can also download healthy recipes and a variety of wellness articles. The company awards quarterly prizes to individuals who show a high level of involvement and at the end of the year, top participants receive grand prizes that have included vacation packages, big-screen TVs, iPads and gift cards. B+K also offers employees an annual $200 reimbursement for wellness-related activities or equipment. Indeed, with a 75 percent participation rate, it’s a win-win-win trifecta: good for the body, good for the mind and, thanks to B+K, good for the pocketbook, too.

Employees earn points for making healthy choices in exercise, nutrition and behavioral health.
Hawaii – The attack on Pearl Harbor in 1941 led to the construction of Tripler Army Medical Center (TAMC), which today supports 264,000 local active-duty and retired military personnel, their families and veteran beneficiaries. As the only federal tertiary care hospital in the Pacific Basin, TAMC is home to the Pacific Regional Medical Command, one of six geographically-based regional medical commands in the U.S. Army, whose soldiers have been deployed to Iraq and Afghanistan as well as throughout the Pacific Theater.

Employee Involvement
TAMC’s structure promotes input from staff at all levels. Ten Functional Management Teams report to a Performance Improvement Council composed of staff from various departments. Self-managed work groups address specific standards of care within departments and generate improvement processes that address workload, efficiency, safety and services. Physicians in training form a Resident Council, which gives input directly to the Director of Medical Education. In addition, two residents are also voting members of the Graduate Medical Education Committee. The Civilian Advisory Council addresses civilian workforce issues and the Partners in Trust Team develops initiatives to educate and build a culture of trust within the organization.

Health and Safety
Dedicated to a safe, healthful environment, TAMC boasts a team of Safety Officers with a collective 50+ years of experience. The Safety Officers represent all departments and are charged with orienting new employees to safe and effective practices. Annual safety education, semi-annual safety inspections, accident investigations, no-smoking policies, quarterly fire drills, a “Take the Stairs” campaign and holiday safety messages all represent proactive efforts. With individual ergonomic assessments for employees, fitness rooms, onsite yoga, tai-chi, Zumba and cardio kickboxing and presentations from world-renowned speakers, TAMC goes all out to promote psychological, physical, social and spiritual wellness in its workforce.
Employee Growth and Development

In addition to its comprehensive resiliency training (see page 13), TAMC schedules physician continuing education activities, nursing staff training events and professional development offerings that range from basic life support to simulation training. All personnel have access to free Army-sponsored distance-learning courses that cover a broad spectrum of subjects from foreign language classes to computer applications. A locally developed, web-based training system hosts a searchable database of all available training courses, links to online training and completion reports, so department heads and individual employees can monitor attendance and plan their work and training schedules.

Work-Life Balance

Maintaining a healthy balance during and outside of work hours is paramount at TAMC. Benefits include flex schedules, telework options and 12 weeks or more of paid leave for family/eldercare/childcare. TAMC actively supports self-care and therapeutically trained counselors provide grief support and stress reduction for those who request it. Additionally, increased pay is offered for night shifts and employees have access to a co-op that provides childcare for less than a dollar per day.

Employee Recognition

Each year, TAMC recognizes three levels of Employee of the Year, who advance to compete in the Army Medical Command Employee of the Year program. Military personnel test their professional excellence and military fitness in monthly, quarterly and annual recognition programs. Departments are rewarded with bonuses based on how workload capacity, quality and administrative processes are managed, which in turn enhance clinical outcomes and patient satisfaction and promote efficiency and data quality. Associated awards are approved at all levels from immediate supervisor up to the President of the United States. The Tripler Commander personally presents honorees with certificates, decorations, medals and trophies at an official and public monthly awards recognition ceremony.

The Bottom Line

TAMC’s Department of Psychology was recognized by the American Psychological Association as a Best Practices Honoree in 2011. Since then, TAMC’s hospital and its leaders have amplified their efforts toward fitness, overall wellness and resiliency across all departments. More than 4,000 individuals have completed resiliency training and TAMC has experienced lower turnover rates along with increased clinical productivity, financial performance and customer satisfaction. A robust collection of TAMC programs motivates both military and civilian personnel to high levels of performance and service, making Tripler the top-rated Army Medical Center in Army Medical Command for performance measures focused on cost, access and quality of care.

TakeAway

• Structured input at all levels
• Comprehensive resiliency training
• Onsite Safety Officers
• 12+ weeks of paid family leave
• Monthly, quarterly and annual recognition activities
University of Southern California

One-Stop Wellness

Health and Safety

California – When the University of Southern California (USC) first opened its doors in Los Angeles in 1880, the town lacked paved streets, electricity and automobiles. Today, as the largest private employer in the area, USC is home to more than 33,000 undergraduate and graduate students, nearly 3,200 full-time faculty and a world-class academic medical center that serves more than a million patients each year. Opening the Center for Work and Family Life 33 years ago solidified USC’s reputation as an institution that takes care of its own.

The Center is a one-stop destination for faculty, staff and their families that provides a broad array of services, resources and tools, such as confidential, solution-focused counseling, custom stress assessments, referrals for dependent care, stress-reduction workshops and much more. To further assist the university community, including students, in managing work-life issues, the center launched its Healthy Trojan website, featuring campus resources dedicated to enhancing physical, emotional, intellectual and social wellness. It even operates two new stress-reduction laboratories that allow users to see in real time the negative effects of stressful thoughts on their hearts.

The pursuit of wellness has long been embraced by the university’s leadership, from the president on down, through a series of campus-wide initiatives, wellness resources added to individual school websites and support for flexible work hours, caregiver assistance and many other programs and policies. This commitment to employee well-being is one reason why, in 2011, the Chronicle of Higher Education named USC as an exceptional honoree in its survey of “Great Colleges to Work For.”
Illinois – Tasty Catering, a family-owned business that provides food, entertainment and event planning to companies in the greater Chicago area, prides itself on its employee-generated, culture-driven leadership model. The principals have found that being open and responsive to staff input and suggestions creates a happy, productive workplace that runs like clockwork.

As sons of a former World War II Army sergeant, the three brothers who own Tasty Catering practiced command-and-control management when they launched their business in 1971. But 35 years later, when they hired a new generation of young leaders who were used to a team approach, the owners became concerned that their management style could be holding the company back, and they did an about-face.

The owners disbanded formal departments, instead creating teams of employees. One member from each team was selected to attend monthly council meetings that resulted in the creation of seven core values that guide every employee’s daily work activities. Examples include maintaining individual discipline, treating others with respect and working to be the best. The core values are posted throughout the company in English and Spanish so they can be referenced at all times. They are now an intrinsic part of the company culture.

Since the new, employee-driven leadership model was implemented in 2006, Tasty Catering has experienced increased safety, vastly improved retention, steady growth and a healthy profit margin. Employees no longer feel “managed;” rather, they know exactly what is expected of them. They take responsibility for their performance and know they can count on their co-workers and leadership to do the same.
A psychologically healthy workplace fosters employee health and well-being while enhancing organizational performance.

Although there is no “one-size-fits-all” approach to creating a psychologically healthy workplace, the practices that help create a healthy and productive work environment can be grouped into five categories:

- Employee Involvement
- Health and Safety
- Employee Growth and Development
- Work-Life Balance
- Employee Recognition

**Employee Involvement**

Efforts to increase employee involvement empower workers, involve them in decision making and give them increased job autonomy. Employee involvement programs can increase job satisfaction, employee morale and commitment to the organization as well as increase productivity, reduce turnover and absenteeism and enhance the quality of products and services.

**Health and Safety**

Health and safety initiatives improve the physical and mental health of employees through the prevention, assessment and treatment of potential health risks and problems and by encouraging and supporting healthy lifestyle and behavior choices. Health and safety efforts include a wide variety of workplace practices that can help employees improve their physical and mental health, reduce health risks and manage stress effectively. By investing in the health and safety of their employees, organizations may benefit from greater productivity and reductions in health care costs, absenteeism and accident/injury rates.

**Employee Growth and Development**

Opportunities for growth and development help employees expand their knowledge, skills and abilities and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. This can translate into positive gains for the organization by enhancing organizational effectiveness and improving work quality, as well as by helping the organization attract and retain outstanding employees. By providing opportunities for growth and development, organizations can improve the quality of their employees’ work experience and realize the benefits of developing workers to their full potential.

**Work-Life Balance**

Programs and policies that facilitate work-life balance generally fall into two categories: flexible work arrangements and resources to help employees manage their non-work demands. Conflict between work and other life responsibilities can diminish the quality of both work and home life for employees, which in turn can affect organizational outcomes. Efforts to help employees improve work-life balance can improve morale, increase job satisfaction and strengthen employees’ commitment to the organization. Additionally, the organization may reap benefits in terms of increased productivity and reduction in absenteeism and employee turnover.
Employee Recognition
Employee recognition efforts reward employees both individually and collectively for their contributions to the organization. Recognition can take various forms: formal and informal, monetary and non-monetary. By acknowledging employees for their efforts and making them feel valued and appreciated, organizations can increase employee satisfaction, morale and self-esteem. Additionally, the organization itself may benefit from greater employee engagement and productivity, lower turnover and the ability to attract and retain top-quality employees.

The Role of Communication
Communication plays a key role in the success of any workplace program or policy and serves as the foundation for all five types of psychologically healthy workplace practices. Communication about workplace practices helps achieve the desired outcomes for the employee and the organization in a variety of ways:

- Bottom-up communication (from employees to management) provides information about employee needs, values, perceptions and opinions. This helps organizations select and tailor their programs and policies to meet the specific needs of their employees.

- Top-down communication (from management to employees) can increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services and demonstrating that management supports and values the programs.

The Importance of Context
It is important to note that the success of any workplace effort is based in part on addressing the challenges unique to the particular organization and tailoring programs and policies to meet its specific needs. Workplace practices do not exist in isolation. Each functions in relation to other programs and policies the organization has in place as well as internal and external environmental factors. The complex nature of these relationships highlights the importance of taking a comprehensive approach to creating a workplace in which both employees and the organization can thrive.

For more information about the psychologically healthy workplace practices described above and examples from award-winning organizations, visit apaexcellence.org.
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