



Leaders Creating
a Culture at Its Best

TOOLKIT

Table of Contents

Introduction to U-M Health and Well-Being Services	2
Section 1 - Creating a Comfortable and Safe Work Environment	
Overview: Ergonomics	6
Appendix A - No-No Ergo Poster	7
Appendix B - 10 Tips for Computer Users	8
Appendix C - Ergo Hero Flyer	9
Appendix D - Tutorials and Videos on the Web Flyer	10
Appendix E - How to Get Help with Ergonomics	11
Appendix F - Hand Hygiene.....	12
Section 2 - Managing Employee Injury, Illness and Return to Work	
Overview: Occupational Health Services (OHS).....	15
Overview: Information for Michigan Medicine Employees	17
Overview: Work Connections	19
Appendix A - Injury or Illness Report Form	23
Section 3 - Mental Health and Stress in the Workplace	
Overview: Mental and Emotional Health Services.....	24
Appendix A - Guidelines for Managing Email Stress	29
Appendix B - Michigan Statement on Civility	31
Appendix C - Change in Ability to Work	32
Section 4 - Eating Well and Physical Activity	
Overview	33
Appendix A.....	34
Appendix B - Catering Tip Sheet.....	35
Section 5 - A Smoke-Free Environment: A Model for a Strong Future	
Overview	36
Appendix A - Talking Tips for Supervisors	37
Appendix B - Campus Smoke-Free Zone Map	38
Appendix C - Michigan Medicine Smoke-Free Zone Map	39
Section 6 - Alcohol and Substance Abuse	
Overview	40

Introduction to U-M Health and Well-Being Services

The University of Michigan is committed to creating a model community of health where both the individual and the organization thrive. MHealthy and its partners around the university support members of the U-M community to lead healthy and fulfilling lives. As a manager at one of the largest public universities and health systems in the United States, you have the power and the resources at your fingertips to make changes in your work culture that can have an enormous, long-lasting impact for you, your team, and the university as a whole.

This easy-to-follow guide was developed specifically for you as a leader to provide you with the information you need on the employee health and well-being topics that you are most likely to encounter. This guide also serves as a practical reference for low-cost, simple ways to make your work environment healthier and more enjoyable for you and your team. Promoting health and well-being must take the whole individual into account. Although many initially think of physical activity and nutrition when they consider health and well-being, the well-being of your team and the university as a whole go beyond those important activities. Wellness also includes many dimensions of health and well-being that cannot be measured by miles travelled but rather in intangibles such as gratitude, kindness, emotional intelligence, safety and more. As a U-M leader your role is not only to adopt healthy practices for yourself but also to impact the work culture for your team as well. This guide will help you do so in coordination with your Wellness Coordinator and MHealthy Champion.

MHealthy Services

- **Occupational Health Services**
 - » Work-related injury and illness care
 - » Annual assessments, surveillance, immunizations & vaccinations
 - » Medical Ergonomics/Disability Accommodation OT Work Services
 - » Key partner in disability management and RTW
- **Mental and Emotional Health Services**
 - » Michigan Medicine Office of Counseling and Workplace Resilience
 - › Free, confidential short-term counseling and support
 - » MHealthy Thrive! – stress and energy management programs & activities
- **Tobacco Consultation & Alcohol Management Services***

- **Nutrition and Weight Management**
 - » Ready to Lose
 - » Weight Watchers subsidy
 - » Cooking Classes*
- **Physical Activity**
 - » Exercise Classes*
 - » Personal Training*
- **Online health information, tools and resources, MHealthy.umich.edu**
- **MHealthy Rewards**
 - » Open to benefits-eligible faculty & staff, enrolled spouses and other qualified adults on a U-M health plan
 - » Free, voluntary, and confidential
 - » Annual incentive program
 - » Program includes a health risk assessment and periodic wellness screening, a personal health report, and health coaching for those with certain health risks
 - » Recognition of departments with highest participation rates

What we are doing to change our environment

- Large-scale, free, fun programs
 - » Active U
 - » Chef Demos
 - » Special Events
- Environmental Support
 - » Healthy catering, dining, & vending options
 - » Farmers Markets
 - » Ergo matching grants and grant programs to cost share for equipment changes
 - » Walking maps & fitness center discounts
 - » Smoke-free campuses and tobacco-free campus

*Also open to patients and community members

MHealthy Triad

This refers to the partnership between the MHealthy Champion, the MHealthy Champion's Manager and their MHealthy Wellness Coordinator. The purpose of this partnership is to create a strong relationship among the parties. This relationship is essential to making great things happen in your department with respect to employee health and wellness.

Signs of a strong relationship among this group are the Champion and Manager collaborating together to determine the Wellness goals for their department or work unit. The Champion then works to achieve these goals (preferably with others in their dept.) and the help of their Wellness Coordinator. Throughout the process the Manager offers support and direction when and where appropriate.

Who are MHealthy Champions?

MHealthy Champions are staff and faculty volunteers across all three U-M campuses including the hospital and health centers that work to create a positive culture of health within their work units.

Role of an MHealthy Champion

- Champion for your department to create a healthier workplace culture
- Promoter for MHealthy programs and services
- Liaison between your department and MHealthy to provide us with any feedback, thoughts or ideas to make our programs even better and useful for your area

Some benefits of having a departmental MHealthy Champion

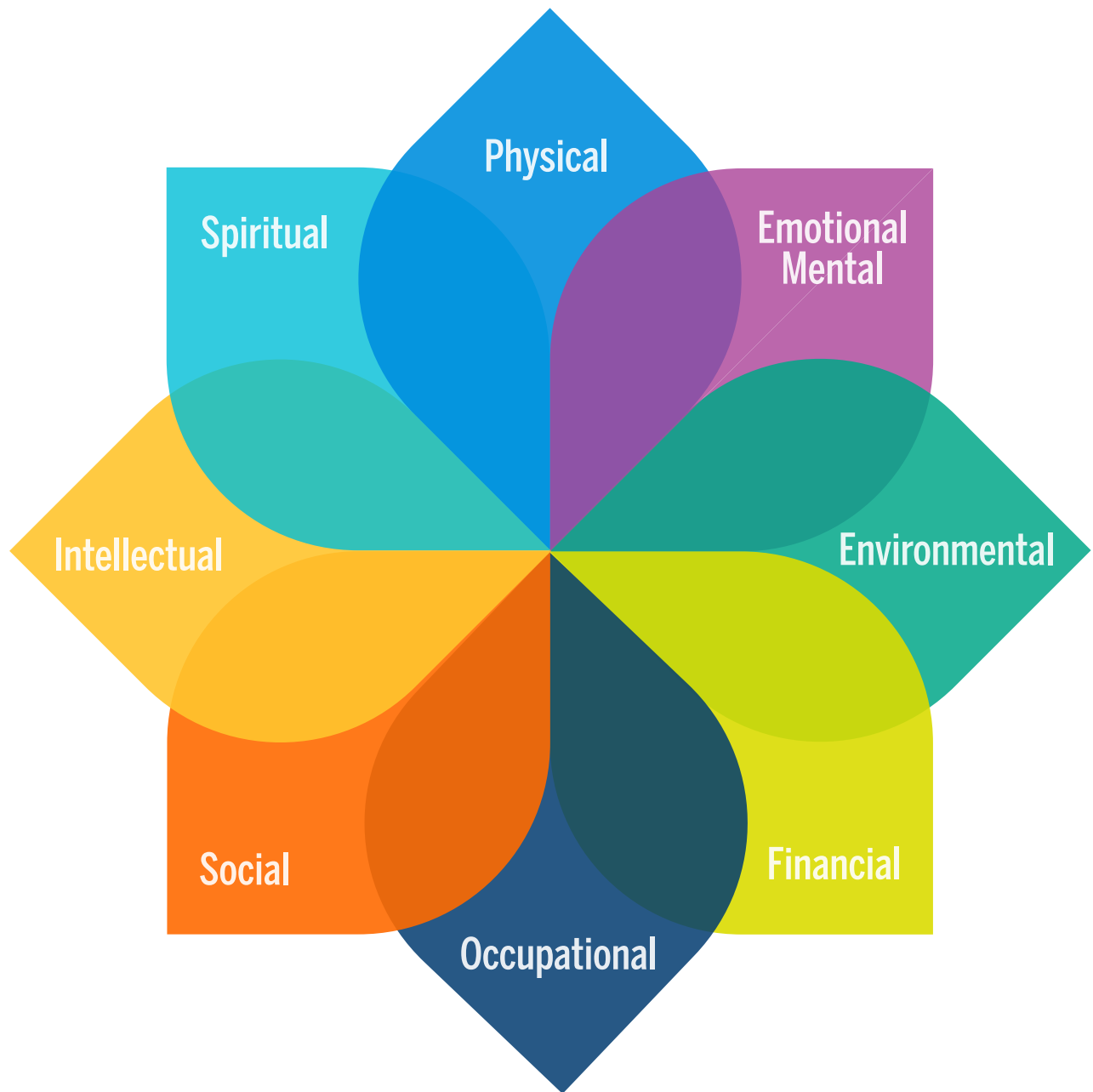
- They receive up-to-date information on employee wellness programs and services.
- They work with you and MHealthy Wellness Coordinators to achieve your department's well-being improvement goals
- Opportunity for Champions that successfully complete the program steps (A.C.E.S.) to apply for departmental Wellness Grants from MHealthy

How can you as a Supervisor/Manager help?

- Choose an MHealthy Champion for your work team.
 - » When deciding who to nominate, consider someone who is enthusiastic about health and well-being, has the time to commit to the role (Champions serve a two-year term and spend approximately two hours per month on their duties), has good interpersonal skills and likes to positively motivate others.
- Provide this person with adequate resources, time and permission to be successful in their role as MHealthy Champion.
- Allow them time during your team meetings to report out on any health and well-being efforts that MHealthy is communicating or that your work team wishes to work toward.
- For more information on the MHealthy Champion program or to identify your Champion, email mhealthy-champs@umich.edu



Model of Well-being, Staff & Faculty



Physical: Practicing healthy behaviors around physical activity, nutrition, sleep, substance use, preventive exams; managing chronic conditions

Emotional Mental: Pursuing a considerate and fulfilling life while coping effectively with life's challenges

Environmental: Living in, working in and contributing to safe, healthy, and sustainable environments

Financial: Developing knowledge and skills for managing financial decisions

Occupational: Sustaining personal satisfaction and enrichment from one's work

Social: Developing a sense of connection and belonging, having a well-developed support system, and contributing to a healthy inclusive community

Intellectual: Pursuing knowledge and skill development

Spiritual: Expanding our sense of purpose and meaning in life



Creating a Comfortable & Safe Work Environment

Overview: Ergonomics

As a supervisor, it is essential to provide a comfortable and safe physical environment for your employees. A successful workplace supports employee productivity, accuracy and job satisfaction, and can help fight off fatigue.

Examples:

- For seated work, a good chair, used correctly, can provide back and arm support.
- For standing work, anti-fatigue mats can cushion hard flooring to help feet, knees, hips and back.
- Organizing materials and tools to allow easy reach, relaxed postures and good visualization can ward off wrist, upper arm, back and neck strains.
- Enlisting mechanical devices to help with high force situations, such as manual or heavy lifting; pushing; pulling or transporting equipment, objects or patients can reduce the physical stress or discomfort a worker might experience over time.

Creating a Comfortable & Safe Work Environment - Appendix A

M
HEALTHY
ERGONOMICS
AWARENESS

No-No **ERGO**

Twist & Shout **Turn About**

Pull **Push**

No View **See Ahead**

Arm's Length **In Close**

Back Bend **Knee Bend**

High Reach **Step Up**

Too Low **Torso**

Material Handling

Did you know that there are many easy ways to make your work safer for your body? As a start, take a look at the examples above and give them a try!

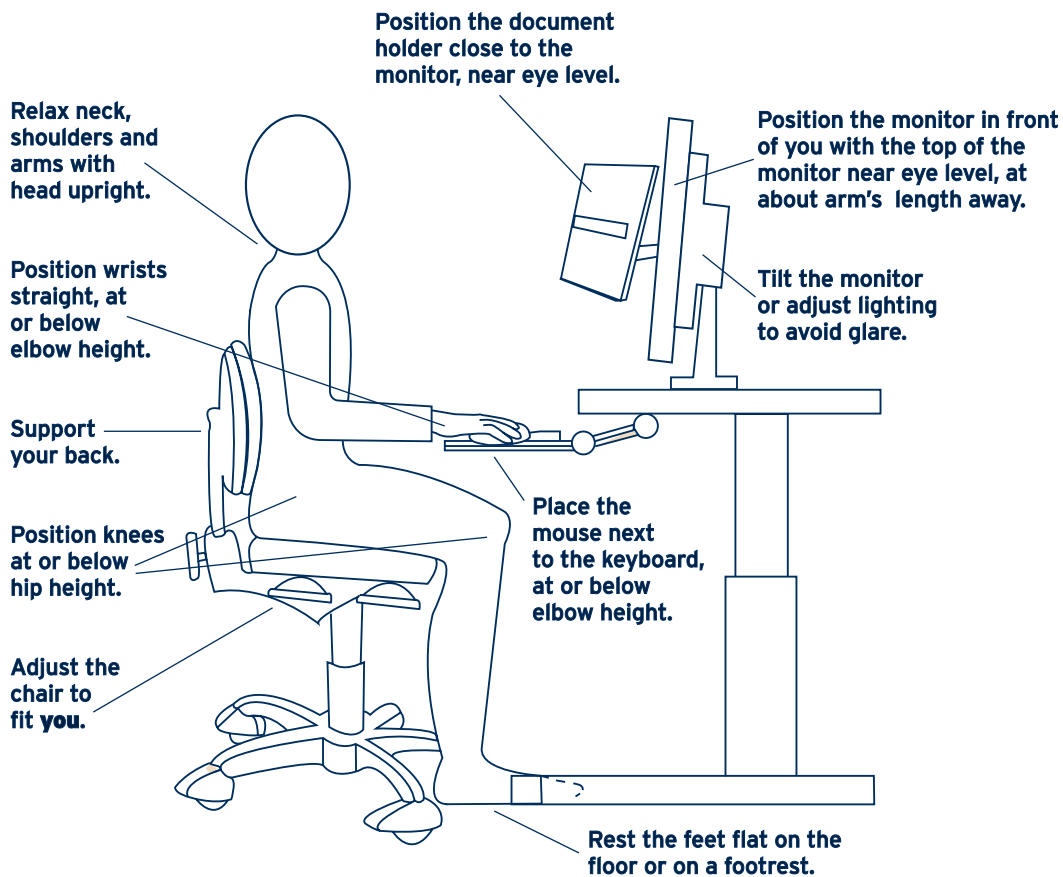
Enhance Your Awareness of Ergonomics

For more tips and easy, inexpensive ergonomic solutions, visit:
MHealthy.umich.edu/ergo

To download this document visit mhealthy.umich.edu/ergotips



TEN TIPS FOR COMPUTER USERS



MOST IMPORTANT!
Stretch or walk at least once per hour and keep moving throughout the day.

MHealthy.umich.edu

Adapted from 12 Golden Tips for Office Workers, 1996

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Ann Arbor, Michigan 48109

To download this document visit mhealthy.umich.edu/ergotips

We're looking for **ERGO HEROES!**

Nominate a co-worker for an
MHealthy Ergonomics Hero Award!



INDIVIDUAL HERO AWARDS

Nominate a co-worker who has reduced their risk of sprains and strains by using recommended postures, work strategies, or equipment. Or nominate a manager or supervisor who supports staff by applying ergonomic solutions in the workplace.

Nominations are accepted year-round and it only takes 5 minutes to submit the online form.

Winners will be recognized with an Ergo Hero lapel pin and a congratulatory certificate.



Find us on



Submit an ergonomics award nomination at

[MHealthy.umich.edu/ergoawards](https://mhealthy.umich.edu/ergoawards)

If you are not able to use a computer, you can submit a nomination by calling 734-763-0852.

To download this document visit mhealthy.umich.edu/ergotips

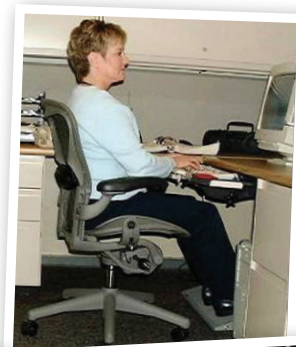


TUTORIALS & VIDEOS ON THE WEB

Office Ergonomics

Videos: How to Adjust Office Chairs and Keyboard Trays

- Adjust your equipment to support your body
- Position arms and hands to minimize stress
- Position laptops for long duration use
- Keyboard shortcuts



Introduction to Ergonomics and Material Handling

- Relieve back pain while standing
- Organize your work area to minimize tight muscles
- Avoid back injuries when lifting

Laboratory Ergonomics

- Handle pipettes
- Reduce neck pain during microscope viewing
- Increase legroom in biosafety cabinets
- Increase arm and hand comfort



Healthcare Ergonomics

- Ergonomic tips for most every job in the healthcare area

National Design Guidelines

- Repetitive hand and wrist tasks
- Hand tool use
- Lifting/lowering tasks
- Pushing/pulling tasks
- Carrying tasks



See more ergonomics tips at the Safety Management Services (med.umich.edu/safety) and Occupational Safety and Environmental Health (oseh.umich.edu) websites.

MHealthy.umich.edu/ergo

To download this document visit mhealthy.umich.edu/ergotips

Creating a Comfortable & Safe Work Environment - Appendix E

How To Get Help with Ergonomics

U-M Providers of Ergonomic Services and Who to Call with Questions and Concerns

The Ergonomics Awareness team combines the efforts of ergonomic consultants from the following U-M programs:

Campus Programs for Injury Prevention and Departmental Interventions

- **Ann Arbor:** Environmental Health and Safety - ehs.umich.edu/working-safely/ergonomics
- **Dearborn:** Public Safety and Environmental Health - umdearborn.edu/ergonomic_safety_services
- **Flint:** Environment, Health and Safety - umflint.edu/ehs

UMHHC Injury Prevention and Departmental Interventions (available to U-M hospitals and health centers only)

- Safety Management Services - med.umich.edu/i/safety/Ergonomics/index.shtml

For faculty and staff who are under a physician's care for musculoskeletal discomfort

- Medical Ergonomics Program - mhealthy.umich.edu/medergo
- Change in Ability to Work website - mhealthy.umich.edu/abilitytowork
- Medical Ergonomics Referral Form - hr.umich.edu/sites/default/files/medical-ergonomics-referral-form2015.pdf

Ergonomic Grants

If your U-M department/unit needs financial help to purchase equipment or redesign work processes to solve ergonomic issues, apply for an Ergo Grant. For more information, visit mhealthy.umich.edu/ergo-grant

Other resource links within the University of Michigan

- Center for Ergonomics, U-M College of Engineering - c4e.engin.umich.edu
- Occupational Health Service - mhealthy.umich.edu/ohs
- Knox Center Adaptive Computing Site - itcs.umich.edu/atcs
- Patient Education Websites - uofmhealth.org/pvg/patients/hercn
- Property Disposition - procurement.umich.edu/property-space-management
- Office of Institutional Equity - hr.umich.edu/working-u-m/workplace-improvement/office-institutional-equity
- Work~Connections - workconnections.umich.edu
- U-M Faculty and Staff Counseling and Consultation (FASCCO) - fascco.umich.edu
- Michigan Medicine Office of Counseling and Workplace Resilience - eap.med.umich.edu

For more resources on how to get help visit mhealthy.umich.edu/ergohelp

Creating a Comfortable & Safe Work Environment - Appendix F



Hand Hygiene
Clean, Remind, Thank

Please consider the environment before printing this PowerPoint

Hand Hygiene Adherence

Recent observations on Hand Hygiene compliance suggest that we perform hand hygiene about 40 – 60% of the time when it is indicated. This is consistent across all role types.



Our Patients and Families Notice

- “...every time (my husband) is admitted there are nurses and other care providers that repeatedly do not use proper contact precautions. They do not gown up, they do not wear gloves, they do not wash their hands.”
- “...a laxness throughout the system. Very few staff washed hands before and after visiting our son. The result of this lax attention was that he contracted hospital-based infections. Perhaps this might not have happened had everyone followed established rules for hand washing.”



Indications for Hand Hygiene

- When hands are visibly dirty, contaminated, or after exiting a **Contact Precautions-D** (e.g. *C. difficile*) room - wash with soap and water.
- If hands are not visibly soiled, use an alcohol-based handrub (Purell) for routinely decontaminating hands.



Guideline for Hand Hygiene in Health-care Settings. MMWR 2002; vol. 51, no. RR-16.

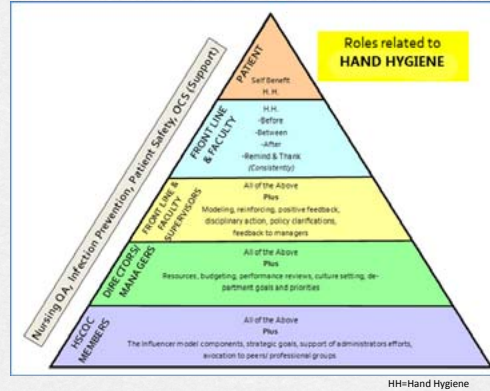


Creating a Comfortable & Safe Work Environment - Appendix F, continued

Hand Hygiene – Vital Behaviors

- Based on the indications for Hand Hygiene, we have established vital behaviors for Hand Hygiene success.
- These easy-to-remember vital behaviors will ensure we keep our patients, ourselves, and our workforce safe and healthy.
- Our vital behaviors are Clean, Remind, and Thank
 - Clean In and Out of Patient Care Areas and Between Dirty and Clean Tasks
 - Remind someone if they forget
 - Say “Thanks” if someone reminds you

To impact change everyone needs to know their role:



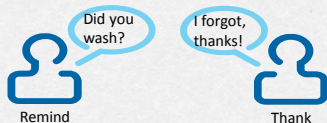
Your Role: Hand Hygiene – Vital Behaviors

CLEAN
REMIN
THANK

Clean In and Out of the Patient Room/Patient Area



Clean Between Dirty and Clean Tasks



Remind

Thank

Practice Reminding and Thanking Today!

Creating a Comfortable & Safe Work Environment - Appendix F, continued

Questions to Ask When You are Not Getting the Desired HH Results

Question for Leaders	Assessment (Yes/No)	Next Steps/Action Plan Resources available at: http://www.med.umich.edu/iice/resources/hand_hygiene.html
Are staff aware of the Vital Behaviors for Hand Hygiene: Clean, Remind, Thank (Clean In and Out of patient rooms and between clean and dirty tasks, remind someone when they forget, say "thanks" if someone reminds you)? Ask 6-10 people right now if you are not sure.		
Have you over-communicated the WHY for the expected behaviors?		
Is the behavior being role modeled by Leadership (e.g. you remind and thank people)? Have you given permission for others to remind you?		
Have you helped staff who may be uncomfortable reminding those in other roles/professions by practicing with them or giving them permission?		
Are hand hygiene results visible to the people in your department or role type?		
Are leaders visibly championing improvement? Rounding and coaching for hand hygiene success. Coaching staff on improvement efforts (allow staff to come up with projects to improve and support their work).		
Are leaders giving positive feedback immediately when excellent performance is observed?		
Are leaders consistently correcting poor performance immediately?		
Are leaders learning about what gets in the way of success and working with staff to improve? <u>Key opportunity</u> : cleaning hands before putting on gloves (If your unit or role type needs help or guidance contact your IPE partner or Lisa Sturm/Nicole Templeton)		
Has leadership made it clear that the behavior is not optional? Are there consequences for continued noncompliance?		

2

Managing Employee Injury, Illness and Return to Work

Overview: Occupational Health Services (OHS)

Attention to safety is vital and can prevent employee injuries, but even in the best of circumstances, employees may experience a job-related injury or illness.

OHS Mission

The mission of U-M Occupational Health Services is to promote, protect and secure the well-being of University of Michigan employees through high-quality and cost-effective occupational health services. We believe that a healthy, productive workforce and safe working environment are critical to the University of Michigan's mission of excellence.

OHS Services

- New employee screening
- Vaccinations and Immunizations (e.g. flu shots, measles, etc.)
- Annual TB testing
- Vaccination compliance
- Work injuries (diagnosis, treatment and rehabilitation)
- Annual exams and medical surveillance (DOT exams, hearing tests, etc.)
- Drug/Alcohol testing
- Respirator fit testing
- Body substance exposure reporting

Contact OHS

Michigan Medicine and Ann Arbor Campus

C380 Med Inn Building
1500 E. Medical Center Drive
Ann Arbor, MI 48109-5838

Hours: 7 a.m. - 4:30 p.m., Monday - Friday

Clinic line: 734-764-8021

Medical Director: Dan Chapman, MD, 936-2141

Manager: Jo Dekmak, 763-6972

UM-Dearborn Campus

Office of Business Affairs (313) 593-5110, or Campus Safety & Security (313) 593-4914.

Dearborn employees receive work-related health care at Oakwood Healthcare.

UM-Flint Campus

Department of Public Safety (810) 762-3335 (911 from any campus phone) or call Mike Lane in Environment Health & Safety at (810) 766-6763.

Work-related injury or illness:

In the event of a work-related injury or illness, employees and supervisors should complete the Injury and Illness Report Form and forward it as soon as possible to Safety Management Services who will forward the necessary information to Work Connections. The form can be found on the SMS website, med.umich.edu/safety. Completing the form is essential to starting a workers' compensation claim and gives the supervisor and employee an opportunity to go over what occurred and discuss strategies for avoiding similar incidents in the future. Employees requiring evaluation and treatment should be directed to the designated medical providers for workers' compensation claims in the U-M Health System. Employees in the Hospitals and Health Centers (HHC) should go to the Occupational Health Services (OHS) clinic.

Non-work related or personal injuries and illnesses:

In general, non-work related or personal injuries and illnesses should be treated and managed by the employee's personal care provider. However, Hospitals and Health Centers (HHC) employees with minor, acute illness such as strep throat and conjunctivitis, may go to OHS for initial evaluation and may receive acute treatment, if appropriate, to help them stay at work. OHS will advise all employees to seek follow-up care from their personal health care providers.

Overview: Information for Michigan Medicine Supervisors

New Employee Health Screenings

UM Occupational Health Services (OHS) provides health screenings for employees hired into Michigan Medicine or who transfer from another department. This is a mandatory part of the hiring process to be completed prior to the first day of “Michigan Tradition and Values” training. Once a new employee has been hired:

Steps for New Employees:

1. Obtain a medical record number (MRN) by calling Registration at (734) 936-4990 (long distance callers should call toll-free at (866) 452-9896). Let the registrar know you are a new hire and need to register or update your registration. You will be given your Medical Record Number (MRN). Please keep this handy when scheduling your New Employee Health Screening.
2. Come to Occupational Health Services between the hours of 7:30 am – 4:00 pm, Monday – Friday* for a New Employee Health Assessment. If you work for the Medical School, please call 764-8021 to see if you need to complete a New Employee Health Assessment. Please make sure to have the following information with you:
 - Job Title
 - Department name
 - UM ID# (if known)
 - Start date
 - MRN (medical record number)
 - Regular or Temporary status
3. Obtain a copy of your immunization records from your primary care office, your current employer, or your college health office. You will need to bring proof of the following vaccinations (if available) to your appointment:
 - Tdap (tetanus, diphtheria and pertussis)
 - Varicella (chickenpox): proof of two vaccines, lab confirmed immunity or physician documentation of history of disease.
 - MMR (measles, mumps and rubella): proof of two vaccines or lab confirmed immunity
 - Hepatitis B: proof of 3 vaccines or lab confirmed immunity
 - Influenza vaccine is an annual requirement
 - TB test: if available
4. The visit will take approximately 30 minutes depending upon the requirement for your position. During the OHS screening appointment, your immunization status will be reviewed, you will be given valuable information about OHS services; you may be fitted for a respirator and have a vision test depending on your job category.

How do I get to Occupational Health Services?

Occupational Health Services
C301 Med Inn Building
University of Michigan Hospitals
1500 E. Medical Center Drive
Ann Arbor, MI 48109-0838

You will park in Visitor Parking structure P2/P3 – NOTE: You must enter at P2 Entrance only

Map to UMHS: hr.umich.edu/sites/default/files/ohs_driving_directions.pdf

Map from parking structure to Med Inn: hr.umich.edu/sites/default/files/medinn_directions.pdf

Please call the OHS Clinic at 734-764-8021 with any questions.

*OHS will be closed the 3rd Wednesday of every month from 12:00 – 1:00 pm and all hospital observed holidays.

The Hiring Supervisor Must:

1. Use the “How do I know if my new employee needs to process through OHS” tool to determine if your new employee needs to process through OHS. This form is also located in the blue box on this page and on the OHS website (blue ‘Short Cuts’ box)
2. If health screening is required, supervisor must complete and submit the New Employee Routing Form to UM Occupational Health Services. This form is also located in the blue box on this page and on the OHS website (blue ‘Short Cuts’ box) and contains employee information regarding their new position, department ID code and contact information.

Overview: Work Connections

Managers should report all non-occupational disability events resulting in 10 or more days away from work to Work Connections (workconnections.umich.edu) in order to facilitate medical review and claims management.

What is Work Connections?

Work Connections is an integrated disability management program developed by the University of Michigan to provide assistance when an employee experiences an illness or injury that prevents him/her from working. The program will provide assistance through the employee's recovery and help facilitate a safe return to work.

How does Work Connections work?

Work Connections acts as a liaison with other programs and services at the university to ensure that you, and your employee, have convenient and centralized access to a wide variety of resources. These resources include everything from coordinating the services of nurses, vocational rehabilitation counselors, therapists, physicians, and other professionals interested in your employee's recovery to providing you with return-to-work support such as job analysis and ergonomic consultations.

Is there a cost to use Work Connections?

There is no cost to your employee or your department to use the services offered by Work Connections.

What happens during the employee's time off for recovery?

Work Connections staff will assist and support you and your employee in the following ways during the recovery period:

- Contact the employee and you on a regular basis and act as a central clearinghouse for information
- Communicate with treating physicians and define options for treatment and what we can do to assist your employee during recovery
- Respond to your questions about your employee's absence, benefits, and expected duration of disability
- Act as a liaison between you, your employee, and other departments to respond to questions about benefits, employment status, salary, and other issues that may arise
- Explore options for assistance from other University resources
- Provide appropriate updates to you and the physician as needed
- Answer questions and provide health resources information to you, if needed

What about my employee's paycheck or other benefits?

Work Connections is responsible for administration of Workers' Compensation benefits and can answer any questions you or your employee may have about these benefits. Your claims representative will also act as a liaison to help you understand other benefits or responsibilities you or your employee may have and coordinate communication with the appropriate offices.

What is Workers' Compensation?

Workers' Compensation provides for benefits conforming to state law, which may include wage

replacement, medical, and rehabilitation benefits to employees who are injured or become ill as a result of a job-related injury (including death), or disease related to work.

What about confidentiality of health information? Could Work Connections ever share medical information with me against the employee's wishes?

Health information belongs to your employee and Work Connections guards it appropriately. This means that medical information is kept secure, private, and out of public view. Medical information cannot be sent to the home department, but updates regarding the employee's status, projected duration of absence and medical restrictions are provided regularly. Maintaining appropriate confidentiality is a fundamental principle of the program. Health information will be released only in the following circumstances:

- With written authorization from the employee
- When a strict need to know is established (e.g., for health/safety reasons or to make employment status decisions)
- To comply with the requirements of the Workers' Disability Compensation Act

Why does Work Connections request an Authorization for the Release of Patient Information?

Work Connections services are designed to provide assistance to employees in managing their disability and safe return to work. Authorizing Work Connections to obtain your employees' medical information enables us to meet certain University requirements in order to expedite payment of their sick time or other disability benefits. In addition, developing a relationship with their treatment team and obtaining complete medical information is critical to coordinating an effective plan to help them.

Who is responsible for providing necessary medical documentation to justify an employee's absence?

The **employee** is responsible for providing sufficient medical documentation to justify an absence. Work Connections provides assistance by identifying what medical documentation is needed and, with authorization from the employee, will request it from providers on your employee's behalf.

What is the Health Insurance Portability and Accountability Act (HIPAA) of 1996?

HIPAA is a federal law developed to improve the portability of health care coverage for people who lose or change employment, promote administrative simplification through the use of electronic transactions, and ensure the security and privacy of personal health information.

Under HIPAA regulations, can a doctor or treating facility send medical documentation without written authorization?

- For work-related illness and injuries, medical documentation can be provided pursuant to the Workers' Disability Compensation Act. It's best, however, for employees to sign the Authorization to Release Patient Information Form since medical conditions may overlap and the absence of complete medical information could result in a delay of services.
- For non-work-related illnesses and injuries, the Authorization to Release Patient Information Form is required.

Can an employee divulge confidential health information?

An employee may voluntarily choose at any time to discuss a medical situation with anyone. This is a personal choice and is not required but, in many cases, sharing this information may lead to a great deal of support and encouragement.

Can the Authorization for Release of Patient Information be revoked?

Yes. Authorization may be revoked in writing at any time.

What if I do not agree with the plan or actions of Work Connections?

Our primary objective is to provide assistance and support to facilitate a safe return to work. If there is a disagreement, discuss your concerns with your employee's claims representative or the Work Connections supervisor. We will work with you to understand your concerns and find a solution.

What happens when my employee is ready to return to work?

Work Connections' objective is to facilitate a safe and lasting return to work. Our staff will work with you, your employee, and your physician to:

- Help evaluate essential functions of the job and anticipate needs for accommodations, if required
- Discuss and develop a return-to-work plan
- Maintain regular contact with you and your employee to coordinate the return-to-work plan
- Follow up on medical progress and assist with any medical issues after your employee has returned to work

What is a return-to-work plan?

A return-to-work plan is developed—with assistance from Work Connections—by you, your employee, and his or her treatment team. Among other things, it includes information about any physical restrictions such as lifting or sitting for protracted periods of time along with a target date on which your employee will be fully recovered and able to assume his or her regular duties.

Family Medical Leave Act (FMLA)

FMLA entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to:

- Twelve workweeks of leave in a 12-month period for:
 - » the birth of a child and to care for the newborn child within one year of birth;
 - » the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
 - » to care for the employee's spouse, child, or parent who has a serious health condition;
 - » a serious health condition that makes the employee unable to perform the essential functions of his or her job;
 - » any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or
- Twenty-six workweeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness if the eligible employee is the service member's spouse, son, daughter, parent, or next of kin (military caregiver leave).
- Contact your HR consultant to apply for FMLA leave.

The Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) was signed into law on July 26, 1990, by President George H.W. Bush. The ADA is one of America's most comprehensive pieces of civil rights legislation that prohibits discrimination and guarantees that people with disabilities have the same opportunities as everyone else to participate in the mainstream of American life -- to enjoy employment opportunities, to purchase goods and services, and to participate in State and local government programs and services. Modeled after the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, religion, sex, or national origin – and Section 504 of the Rehabilitation Act of 1973 -- the ADA is an "equal opportunity" law for people with disabilities.

To be protected by the ADA, one must have a disability, which is defined by the ADA as a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all of the impairments that are covered.



Managing Employee Injury, Illness and Return to Work - Appendix A

		Argus II Building 400 South Fourth Street Ann Arbor, MI 48103-4816
 Illness and Injury Assistance		Phone: (734) 615-0643 Toll-free: (877) 869-5266 Fax: (734) 936-1913 E-mail: Work.Connections@umich.edu Website: workconnections.umich.edu
Illness or Injury Report Form <input type="checkbox"/> Non-Work Related Illness or Injury <input type="checkbox"/> Contract Worker (non U-M payroll) <input type="checkbox"/> Work Related Illness or Injury Work-related illness/injury <input type="checkbox"/> Certification of Medical Condition Only (for MIOSHA reporting purposes only)		
Please type or print with black ink. Fax form immediately to: (734) 936-1913 State law requires the employer to provide medical care at a designated medical facility. Within the first 10 days the employee is required to treat at the employer's dedicated medical facility. If you need the name of a designated medical facility, call Work Connections. For serious incidents, please call Work Connections immediately. Complete and submit this form within 24 hours of notification of injury.		
Faculty or Staff Member Information. Complete this section for ALL illnesses or injuries. Please print or type in black ink		
Faculty or Staff Member Name (Last, First, Middle Initial)		Today's Date
Home Street Address		Employee I.D. Number (U-M I.D.#)
City	State	ZIP + 4 digits
Social Security Number (mandatory for work-related incidents)	Date of Birth	<input type="checkbox"/> Female <input type="checkbox"/> Male
Home Phone Number (include area code)	Work Phone Number	Date of Hire
Department Name and Department Code	Occupation	Employment <input type="checkbox"/> Regular <input type="checkbox"/> Temporary
Supervisor's Name (please print)	Supervisor's Phone Number	Supervisor's Pager Number
Was this person out of work due to the illness or injury? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, give dates:	Has this person returned to work? <input type="checkbox"/> Yes <input type="checkbox"/> No Were there restrictions on the work he or she could do? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, describe _____	
Last Date Worked _____ Date Returned to Work _____	Have those restrictions been accomodated? <input type="checkbox"/> Yes <input type="checkbox"/> No	
What happened to cause injury or illness?		Scheduled Workdays (Circle) M T W TH F SA SU Shift: Day Afternoon Midnight (circle)
Injury/Incident Information. Complete this section only for work-related illness or injury. Please print or type in black ink		
When did the incident occur or the illness begin? Date _____ Time _____ AM PM	Name of Witness _____ Phone Number _____	
When did the employee first report the incident or illness to the department? Date _____ Time _____ AM PM	Who was it reported to? _____ Title _____ Phone Number _____	
Location of incident (be specific)	Did incident involve a motor vehicle? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Nature of injury or illness (for example: contusion, burn, strain)	Part of body directly affected by the injury or illness (for example: hand, arm, circulatory system)	
Describe the events which caused the injury or illness (for example: fall, puncture, chemical exposure)	Name of object or substance which directly injured the employee (for example: knife, needle, patient)	
Treating Facility	Was treatment declined? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Briefly Describe Treatment	Describe actions taken by supervisor to prevent recurrence of this incident	
Supervisor's Signature _____ Date _____		
Fax form immediately to (734) 936-1913		<small>© 2014 The Regents of the University of Michigan 041414 1.5M</small>

To download this form and others, visit
workconnections.umich.edu/forms.html

3

Mental Health and Stress in the Workplace

Overview: Mental and Emotional Health Services

Faculty & Staff Counseling and Consultation Service (FASCCO) - for campus faculty & staff

Michigan Medicine Office of Counseling and Workplace Resilience - for Michigan Medicine employees

hr.umich.edu/benefits-wellness/health-well-being/mhealthy/faculty-staff-well-being/mentalemotional-health/mental-health-counseling-consultation-services

The University of Michigan's Counseling & Consultation Services work to positively impact health and well-being, employee engagement, morale, job satisfaction, work environment, lost work days/ absenteeism, disability, and performance. We are here to help you.

Issues that are addressed include stress, grief and loss, depression, anxiety, substance use disorders, personal/professional relationships, cultural and employee change/conflict, and life and work transitions. Assistance is given to individuals, couples, teams, and the work units to enhance staff and faculty strengths, develop new coping strategies, resolve conflict and retain emotional balance.

There are four main categories of services: (1) Assessment, Referral and Short-term counseling, (2) Consultation/Coaching, (3) Critical incident stress debriefing, and (4) Outreach (prevention and education). We also offer a wide range of educational programs and interventions to improve the emotional health of all faculty and staff while enhancing workplace communication and collaboration.

Assessment, Referral, and Short Term Counseling Services

Sometimes faculty and staff benefit from the support and guidance of a counselor with the things that matter most; our health, partnerships, work, and family. The University of Michigan's mental health counseling and consultation services are dedicated to providing evidence based, compassionate, short-term counseling and referral for the big issues of life and the demands of everyday. These services assist in maintaining and/or returning faculty and staff back to optimal health; increase engagement; decrease the need to access more costly care through benefit plan providers; and improve the overall happiness, effectiveness, and productivity of faculty and staff.

Group Interventions

Working in a healthcare environment can be stressful because the stakes are high and the work is complex and ever-changing. In such an environment, relationships can become tenuous. This is why the Michigan Medicine Office of Counseling & Workplace Resilience provides group, intergroup, and organization-wide intervention services by request. These interventions strengthen psychological, healthy principles in the workplace and aspire to reduce employee, group, and institutional exposure to stressors; enhance resources to strengthen overall wellbeing; contribute to a healthy and productive workforce; and improve quality and productivity. For example, counselors work with teams to address acute and chronic stress, improve effectiveness of communication and collaboration among caregivers and enhance resilience in times of change.

Critical Incident Debriefing (CISD) and Crisis Management

The counselors at our offices are well equipped to help faculty and staff navigate the challenges of crisis, or the loss of a coworker, family member or a patient who touched their lives. In addition, we prepare workgroup leaders to effectively and compassionately respond to crisis and traumatic events. We are available 24/7 to provide immediate support and consultation, and to develop a course of action while delivering crisis management services as needed.

Consultation Services

In addition to clinical services, we also provide assistance to supervisors, directors, managers, Work-Connections consultants, human resource consultants and others in addressing behavioral health situations or faculty and/or staff concerns.

Outreach Prevention and Education Services

University of Michigan Mental Health Counseling & Consultation Services provide a variety of outreach services including educational presentations, workshops/retreats, and health fairs. Often formatted as “Brown Bags,” these training sessions are an efficient way to develop the essential skills to thrive in one’s personal and work life. Here are a few of our current offerings: Mindfulness for Self and Others, The 8 Habits of Happiness, Introduction to Stress Management, Quick Tips for Self-Care. For a complete list, please visit our website or contact us directly. mhealthy.umich.edu/stressmgmt

Emergency Hardship Program

We also provide coordination and administration of the University’s Emergency Hardship Program. This program provides resource information and recommendations to staff and faculty experiencing a severe or traumatic financial emergency. In some cases, funds may be available and granted for those affected by a one-time emergency financial crisis. The Hardship Program is supported totally by donated funds and received 269 inquiries from employees in CY17. The EHP is supported by a volunteer EHP Application Review Panel composed of university staff and a Finance Committee that assists with fundraising efforts. The awards and connections to community and university resources have helped our valued staff and faculty prevent home evictions, utility shutoffs, and maintain transportation to be able to get to work.

Mental Health Matters!

Mental and emotional health is an important part of overall wellness, and deserves the same ongoing attention and care as physical health. Without it, workplace relationships suffer, presenteeism and productivity slips, and personal and organizational resiliency declines. Mental health is a state of wellbeing in which we are able to realize our abilities, cope with the normal stresses of life, and work well and fruitfully at work and at home.

As a supervisor, you want to do what you can to insure that employees can operate from a state of optimal mental health. In order to cultivate mental health in the workplace, it is critical to know and support those aspects of work and work processes that promote mental health. The World Health Organization suggests incorporating the eight actions listed below for optimal mental health in the workplace:

1. Informed manager awareness of mental health issues.
2. Identification of common goals and positive aspects of work processes.
3. The creation of a balance between job demands and occupational skills.
4. Training in social skills throughout the organization.
5. Development of workplace environments that support the social and psychological health of employees.
6. Provisions of counseling.
7. Enhancement of employees' working capacity.
8. Utilization of early rehabilitation strategies by supervisory staff.

Stress is Part of Life

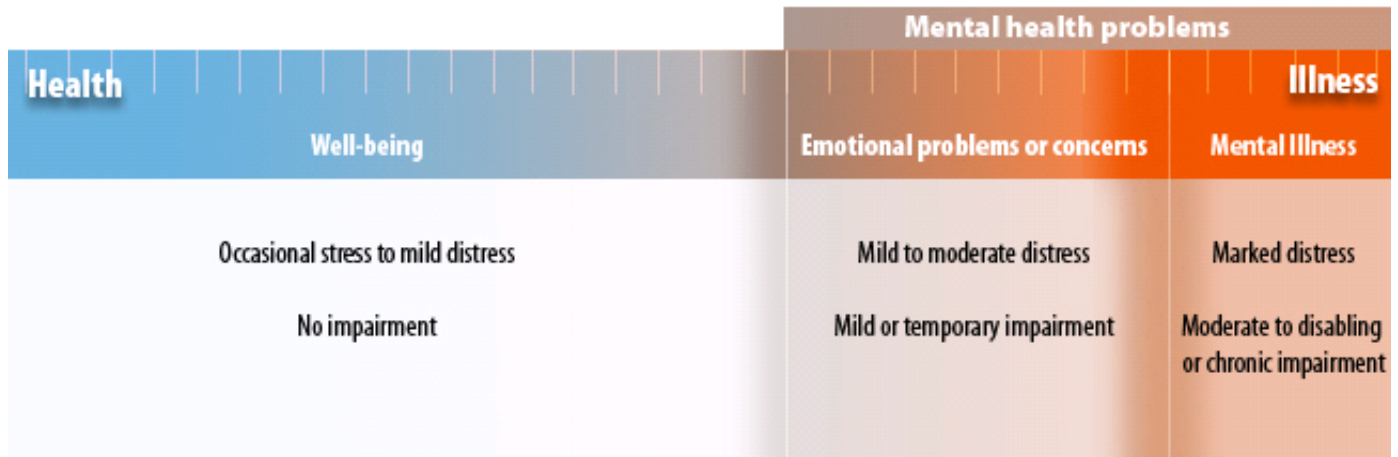
Stress, when channeled thoughtfully, can give the individual the edge they need to meet a challenging situation. Stress, ignored, can undermine an individual's best efforts and intentions. Stress, in itself, is neither good nor bad. The way in which we interpret stress will determine if it gives you a rush of excitement or a shot of fear.

When employees feel overwhelmed by their daily work demands they may experience distress. What do the following signs of distress with employees mean within your work unit?

- Loss of energy, spark or joy
- Disengagement from people and activities
- Doubt about self and others' abilities
- A tendency to be critical of others
- Fatigue/feeling run down
- Unpredictable mood
- Reduced productivity
- Absences
- Increase in physical complaints
- Feelings of helplessness
- A sense of being besieged by demands

You can make a positive difference for the individual and the workplace by asking the "dis-stressed" individual to sit down with you and tell you what is going on from their perspective. Use an inquiry approach to understand their concerns and to find out what the individual values and goals are. When the individual leaves your presence feeling stronger you know you have successfully employed the inquiry method. Resist giving advice initially. Ask the individual what they have tried in the past and what they think they need to succeed now.

Mental Health - Mental Illness Continuum



Inquiry start-ups:

- Could you fill me in on what happened?
- How did you reach that conclusion?
- How do you see the problem?
- Tell me more.
- That's quite a dilemma.
- Why is it a problem now?
- Have you ever been in a similar situation? What did you do to make it more manageable?
- What about the situation is troubling to you?
- How can I assist you?
- What would be the advantages or disadvantages of approaching it this way?

Mental Health Hallmarks

One in five individuals is afflicted by a mental health condition. In the United States and worldwide, depression is the second leading cause of disability. The good news is that depression and anxiety are very treatable illnesses.

Employees experiencing depression, anxiety or other behavioral health conditions may exhibit the following symptoms at work:

- Lower productivity than normal
- Decrease in morale
- Accidents
- Excessive absences
- Seemingly unable to cooperate with others
- Reduced problem-solving ability and creativity
- Low energy
- Frequent complaints about various aches and pains
- A sense of helplessness and hopelessness
- Trouble concentrating, remembering, or making decisions
- Loss of pleasure at work

As a supervisor you can make a positive difference in the life of an employee who is experiencing a personal, family or mental health condition. In most cases, the best approach is to meet with the employee privately to talk about your concerns about their work-related performance.

It is important that you:

- Approach your concern as a workplace performance issue. Even if you suspect a personal or mental health condition with an employee, focus on how the employee's behavior is concerning and make note of the resources that are available to them through the University. Provide access to the Michigan Medicine Office of Counseling & Workplace Resilience 734-763-5409 or the Faculty & Staff Counseling & Consultation Office (FASCCO) 734- 936-8660 (Flint and Ann Arbor campuses) or 313-593-5430 (Dearborn campus).
- Assure the employee that the meeting with the Michigan Medicine Office of Counseling and Workplace Resilience or FASCCO counselor is confidential.
- Set a time to meet again to review the employee's performance.
- If the employee requires a medical leave, develop a re-entry plan with the employee and their counseling & consultation office to ensure a smooth transition back to work. See Return to Work Guidelines online.

Guidelines for Managing Email Stress: Organization, Etiquette, & Expectations

Based on the work of the 2013 Business & Finance Leadership Academy

ORGANIZATION: Develop efficient systems to organize and process the flow of email.

- **Keep your inbox tidy.**
 - » Use your email system tools to create folders to organize messages by category.
 - » Use your email system tools to create labels to prioritize messages.
 - » Use your email system tools to set up filters that will automatically route messages into folders and/or label them according to your criteria.
- **Reduce your email volume (both sent and received).**
 - » Unsubscribe from unnecessary bulk email. You may be able to use other methods to get the same information, such as social media.
 - » Limit the use of “okay” or “thank you” messages. As an alternative, use the phrase “Thank you in advance” when sending a request.
 - » Use the reply all option with discretion, and only when all truly need to be included.
 - » Instead of using email to collaborate on group tasks, try using other collaboration tools such as Google docs, M+Box, and Google hangout.
 - » Keep track of how many emails you receive and send by using your email system tools (e.g., Gmail Meter or Outlook search folders). This will raise your email self-awareness and allow you to see the effect of any changes you make to your email habits.

ETIQUETTE: Practice good email etiquette which includes manners, courtesy, and respect.

- **Tone**
 - » Be polite. Include a courteous greeting and closing. Remember to use good manners. A few additions of the words “please” and “thank you” go a long way.
 - » Read your email out loud to ensure the tone is what you intend. Don’t rely on formatting for emphasis, rather choose words that reflect your meaning. If you find you are feeling emotionally charged when writing an email, take a break and calm down first.
 - » Email unto others as you would have them email unto you.
- **Content**
 - » Write clear informative subject lines and stick to one email per topic so messages can be easily organized and retrieved.
 - » Use the “to” and “cc” lines wisely. Those in the “to” field are usually expected to respond, while those in the “cc” field are simply being informed.
 - » Be brief, no more than two paragraphs.

3

Mental Health and Stress in the Workplace - Appendix A, continued

- » Clearly state the type of response you'd like to receive to your email, by using phrases such as No response needed (NRN), No need to reply (NNTR), Please do not reply all, Please respond by Friday.
- » Always include your contact information (at least phone and fax numbers) in your signature block so people can easily follow up with you as needed.

EXPECTATIONS: Manage your own expectations and the expectations of others.

- Clarify expectations regarding email response time and after hours/weekend responses through discussions with your supervisor/manager and colleagues.
- Communicate with others about when you are generally available to read and respond to email. For example, you could include a message in your standard signature block that states, "I check email Mon–Fri between the hours of 8am – 4pm."
- Decide when you will read and respond to email during your workday. Remember that you run your email; don't let your email run you.
 - » Limit multi-tasking. Plan two to three times a day to read and respond to email. Turn off email alerts so your work is not interrupted at other times.
 - » Take email vacations. Consider disconnecting for a half-day (or longer) "email vacation" to allow you to focus deeply on a project.
- Thoughtfully choose the appropriate medium for your communications.
 - » Avoid using email to resolve relationship conflicts.
 - » Besides e-mail, other appropriate choices are face-to-face, phone, online chat/instant messenger, and text.
 - » Some clues that it's time to switch to another means of communication are:
 - When the number of emails has been excessive (more than three),
 - When the email would be too long (more than two paragraphs), or
 - When you need an immediate response.
- Advocate for better communication. Encourage each other to send less and talk more

MHealthy Thrive! Statement on Kindness and Collegiality

The University of Michigan is a leader in education, research, and patient care. To sustain that leadership, we promote a healthy social and emotional work culture. We value all members of our community, and we know that a civil and considerate environment is integral to the health and well-being of faculty and staff.

We aspire to treat each other well, by adopting the following attitudes and behaviors:

- **Choose kindness.** Always treat each other with consideration and respect, whether in person, on the phone, over email, or on social media.
- **Think the best.** Assume we are all trying to do the right thing. Put yourself in the other person's shoes, and be flexible and patient with others.
- **Act in a supportive way.** Encourage each other. Acknowledge each other's contributions, and lend a hand when others need help. Be inclusive and welcoming.

The purpose of this statement is to foster good relationships throughout the University community.



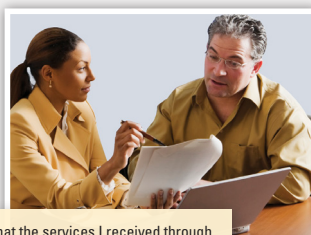
CHANGE IN ABILITY TO WORK

Confidential assistance is available to faculty and staff who may be experiencing a change in their ability to perform effectively at work. This could be a change related to a personal medical condition such as cancer or arthritis, a physical disability such as a change in vision, hearing or other sensory issue, or a cognitive, mental or emotional change such as a brain injury, depression, or a learning disability. Changes can be temporary or permanent. For more information on the University's obligations under the Americans with Disabilities Act, including information about the interactive process and requesting reasonable accommodations, please contact the Office for Institutional Equity at 734-763-0235 or institutional.equity@umich.edu.

Cognitive, Mental or Emotional Change

A change in your ability to perform your job that may be due to a recent cognitive, mental or emotional change. Examples include changes in:

- ability to organize
- ability to read or write
- memory
- interpersonal skills or ability to get along with co-workers



"I am convinced that the services I received through this program... are the reason I am able to write this letter as a current rather than former member of the University faculty."

Who to contact:

The university offers at no charge confidential, supportive assessment and short-term counseling for personal or work-related concerns, coaching services, critical incident debriefing, educational programs on grief and loss, stress, renewal, compassion, fatigue, and cultivating positive emotions.
hr.umich.edu/employee-counseling-services

- **Faculty and Staff Counseling and Consultation Office (FASCCO)**
fascco.umich.edu

Ann Arbor Campus Employees:
(734) 936-8660, TTY (734) 647-1388

Flint Campus Employees:
(734) 936-8660, TTY (734) 647-1388

Dearborn Campus Employees:
(313) 593-5430

- **Michigan Medicine Office of Counseling and Workplace Resilience**
eap.med.umich.edu
(734) 763-5409

MHealthy Medical Ergonomics and Occupational Therapy Services

Provides guidance and assistance to facilitate a successful match between the employee's abilities and job site needs, identifies strategies and accommodations to optimize work capacities, and works with the employee's department to implement a trial of worksite solutions.

Phone: (734) 647-7888

Physicians: Please fax referrals to (734) 615-1570
mhealthy.umich.edu/ergo



CHANGE IN ABILITY TO WORK

Physical Change

A change in your ability to perform your job that may be due to a recent physical change. May be due to a personal medical condition such as arthritis or cancer, back/neck/arm/hand pain, or a neurological diagnosis such as a stroke, multiple sclerosis, ALS or Parkinson's disease. Examples include changes in:

- vision
- hearing
- other sensory issues
- strength
- endurance
- coordination

Who to contact:

MHealthy Medical Ergonomics and Occupational Therapy Services

Provides guidance and assistance to facilitate a successful match between the employee's abilities and job site needs, identifies strategies and accommodations to optimize work capacities, and works with the employee's department to implements a trial of worksite solutions.

Phone: (734) 647-7888 • mhealthy.umich.edu/ergo

Physicians: Please fax referrals to (734) 615-1570

Illness/ Injury & Return to Work

Assistance and support is available to you if there has been a change (permanent or temporary) in your ability to perform your job due to a work-related injury or illness. Additionally, if you have experienced an illness or injury (personal or work-related) that results in an absence from work, Human Resources, WorkConnections and medical providers will work together with you to facilitate returning to work.

Who to contact:

U-M Occupational Health Services

Focuses on preventing and managing work-related injuries and illnesses for Ann Arbor and Health System faculty and staff, helps identify the causes of work-related health issues and advises on prevention strategies.

Phone: (734) 764-8021 • mhealthy.umich.edu/ohs

WorkConnections

Disability management program to assist faculty, staff and their supervisor when there is an illness or injury (personal or work-related) that results in an absence from work.

Phone: 734-615-0643 • workconnections.umich.edu

Michigan Medicine Office of Counseling and Workplace Resilience and FASCCO

Available to help faculty and staff achieve the following: (a) plan a strategy for talking to co-workers about an absence; (b) prepare a discussion with a supervisor; (c) identify referrals to relevant programs and services; (d) enhance coping skills; and (e) establish goals.

Faculty and Staff Counseling and Consultation Office (FASCCO)
fascco.umich.edu

Ann Arbor Campus Employees: (734) 936-8660, TTY (734) 647-1388

Flint Campus Employees: (734) 936-8660, TTY (734) 647-1388

Dearborn Campus Employees: (313) 593-5430

Michigan Medicine Office of Counseling and Workplace Resilience
eap.med.umich.edu • (734) 763-5409

To download this handout, visit mhealthy.umich.edu/abilitytowork

4

Eating Well and Physical Activity

As a supervisor, there are many things you can do in your work unit to promote healthy eating and physical activity. Try some of these:

- Encourage employees to take the time to eat lunch or dinner. Encourage them to get up from their work areas and eat with their colleagues. This not only gives them a much needed break from their work but also an opportunity to further their social connectedness with their colleagues.
- Support a flexible work schedule to allow employees to fit physical activity into their work life.
- Provide information to employees about where they can obtain a healthy lunch or snack.
- When events or celebrations are held for your work team, ensure there are several healthier food items available. (See the MHealthy Catering Tip Sheet on page 34 for help selecting these items.)
- Provide a healthy snack basket for your work team, either at no cost or a low cost.
- Choose an MHealthy Champion for your work team. This person receives up-to-date information on employee wellness programs and services.



4

Eating Well and Physical Activity - Appendix A

Time to Move

Time to Move is a physical activity campaign meant to challenge people with sedentary jobs to move more. Research has shown that sitting for extended periods of time negatively affects health. If people get up and move for 3 (or more) minutes periodically throughout their work day, they would break up their sitting time and improve their health. mhealthy.umich.edu/timetomove

Exercise and Relaxation Classes

MHealthy holds three sessions of Exercise and Relaxation Classes at 26 different locations across campus (the length of the class session is in line with the academic calendar). Classes range from Zumba, Strength Training, Boot Camp and High Intensity Interval Training to Yoga, Meditation, Tai Chi and everything in between. Employees can also request exercise and relaxation classes for their building. These classes can be open to just the department/building or everyone. mhealthy.umich.edu/exercise

Active U

Active U is a 12-week physical activity challenge that begins each January. Participants can join as individuals, create a team, or join an existing team. Each participant sets a weekly personal exercise goal and tracks their exercise minutes online. Those who successfully complete the program, earn an Active U T-shirt. mhealthy.umich.edu/activeu

Active U Autumn

Active U Autumn is the eight-week fall version of Active U (T-shirts are not awarded for this program). mhealthy.umich.edu/autumn

Seminars and Demos

MHealthy has a variety of seminars and demos for University of Michigan departments and units, most free of charge. Some are as short as 15 minutes, while others may last for an hour—it's your choice! Supervisors and MHealthy Champions can choose among a variety of seminars and demos topics and select which work best for their department. MHealthy can also work with you to customize a seminar or demo for your area. mhealthy.umich.edu/seminars

Walking Maps

MHealthy has walking/ running maps for numerous routes all over campus! If there is a route we don't have listed that you want to see, just let us know. mhealthy.umich.edu/walk

Ready, Set, Goal

Many people want to participate in walks, runs, triathlons, etc., but don't know where to begin. Ready, Set, Goal is a prescribed program suggesting some cardiovascular activities, muscular fitness, and flexibility exercises to help you train safely and get the most out of your event! mhealthy.umich.edu/training

Ready to Lose

Ready to Lose is a 14-week weight loss program. Each participant is given a personal Ready to Lose coach. Our experts work with participants to create a tailored program to meet individual goals. We offer weekly webinars and an online community to offer support in a non-judgmental environment. mhealthy.umich.edu/readytolose

CATERING TIP SHEET

WHEN PLANNING YOUR EVENT, MAKE SURE TO HAVE:

- Options for those with special dietary needs (vegetarian, kosher, allergies)
- Fruits and vegetables at each meal
- A variety of low fat options
- A variety of food items over the course of the day
- Enough breaks throughout the event
- Plenty of water

SUGGESTIONS FOR BEATING MEETING FATIGUE:

- Provide co-workers with information about nearby walking trails, fitness centers, sports complexes or provide a day pass to a nearby fitness center
- Organize a group walk during lunch or break
- Encourage others to take the stairs if possible
- Provide water and/or water bottles for meeting participants
- Organize a stretch break

THINGS TO DISCUSS WITH YOUR CATERER:

- Timing of meals and breaks and variety of food options
- The possibility of smaller portions or mini items (muffins, assorted desserts, beverages etc.)
- MHealthy options for each meal/break served
- Seasonal options that make your event affordable (Fruit, vegetables, etc.)
- Your focus on healthier choices for you and your co-workers

RECOMMENDED CHOICES

BEVERAGES

- Bottled water or sparkling water—regular or flavored w/no sugar
- 100% fruit or vegetable juices (in small sizes)
- Skim or 1% milk
- Coffees, regular and decaf (w/nonfat creamer)
- Regular and herbal teas—hot or cold (nonsweetened)
- If soda is a must, make diet and caffeine-free available

BREAKFAST

- Whole or fresh cut fruit
- Yogurt—flavored nonfat or fat-free

- Small bagels (peanut butter, light cream cheese, low sugar jelly)
- Lower fat fruit bread or muffins (mini)
- Granola bars
- Whole grain cereals
- Single serving cottage cheese
- Hard-boiled eggs

MEETING BREAKS

- Granola bars
- Trail mix (low fat)
- Whole or fresh cut fruit
- Light popcorn
- Baked chips or tortilla chips w/salsa
- Raw vegetables w/low-fat dressing
- Whole grain crackers w/string cheese
- Pita w/hummus or baba ghanoush

LUNCH

- At least one fruit and one vegetable
- Salads w/dressings on the side (have low-fat options available)
- Whole grain breads, lean meats, and assortment of vegetable toppings (lettuce, tomato, sprouts, onions, etc.), light mayo or mustard for make your own sandwich stations
- Baked chips, pretzels or raw vegetables for the crunch factor

DINNER

- Vegetable or broth-based soups
- Salads served w/dressings on the side
- Lean protein (poultry, salmon or other seafood, tofu)
- A variety of vegetables (at least 2 options)
- Whole grains (brown rice, whole wheat pasta, whole wheat bread)

DESSERT

- Sorbet, sherbet, low-fat frozen yogurt w/fruit toppings
- Assorted mini desserts
- Fresh cut fruit
- Smaller portion of cookies or brownies

mhealthy.umich.edu/catering





A Tobacco-Free Environment: A Model for a Healthier Future

In order to promote a healthier campus the University of Michigan went smoke-free July 1, 2011. The policy, established after consultation with the campus and surrounding community, includes all buildings, facilities and university-owned vehicles on all three U-M campuses in Ann Arbor, Dearborn and Flint. The medical campus updated the policy in 2016 to include a ban on all tobacco products and e-cigarettes.

The policy is one that seeks the cooperation of all who work and study on campus, and those who visit the university. It relies on peer support, supervisory oversight and voluntary compliance. An online form is available at smokefree.umich.edu/report-a-violation for faculty, staff, and students to report non-compliance.

When interviewing prospective employees, explain the purpose of the smoke-free policy and answer questions. During new employee orientation, employees hear additional information about the policy from safety and security perspectives, as well as from the MHealthy program representatives.

As part of MHealthy, a campus-wide program to encourage wellness within the community, U-M is committed to helping those who wish to quit.

Resources to Help U-M Employees Quit Tobacco Use

If you or one of your employees wants to stop using tobacco, a broad range of tobacco treatment options are available. Qualifying benefits-eligible faculty, staff and spouses/other qualified adults may also be eligible for the following:

- Free individual, in-person or telephonic tobacco treatment programs
- A variety of prescription and over-the-counter smoking cessation medications covered at zero co-pay for U-M drug plan members
- Incentives for completing a tobacco treatment program coordinated through TCS

Additional Resources Available to Supervisors

- Boundaries maps found here: smokefree.umich.edu/maps
- Custom maps for your work area can be requested via email: smokefreeuniversity@umich.edu
- SPG link: spg.umich.edu/policy/601.04

If an employee is reported to you for non-compliance, here are some suggested actions to take as their supervisor:

1. Be respectful. Listen and have empathy for the employee's situation.

"I know it can be difficult to not use tobacco while you are at work. However, this is an important policy to the University and to the health and safety of our faculty, staff, students, patients, and visitors. We need your cooperation."

2. Be supportive. Make sure they are aware of the MHealthy Tobacco Consultation Service (TCS) and how it can assist the employee in quitting tobacco and obtaining free nicotine replacement therapy.

"I'd like to refer you to our Tobacco Consultation Service. They can be contacted at 734-998-6222. Also, if you are experiencing other issues that may make it difficult for you to manage your smoking while at work, you may consider the:

(For campus employees) Faculty and Staff Counseling and Consultation Office (FASCCO). They can be reached at 734-936-8660.

(For Michigan Medicine employees) Office of Counseling and Workplace Resilience. They can be reached at (734) 763-5409."

3. Discuss potential action steps with the employee that prevent future non-compliance.

"Now that we've discussed the importance of complying with the policy, how will you manage to follow these guidelines in the future? Let's talk specifically about what you will do the next time you feel the need to smoke during working hours. How will you manage the situation?"

Talking Tips for Approaching Smokers on Campus:

1. If you find people smoking on campus grounds respectfully ask whether they are aware of our smoke-free environment policy.

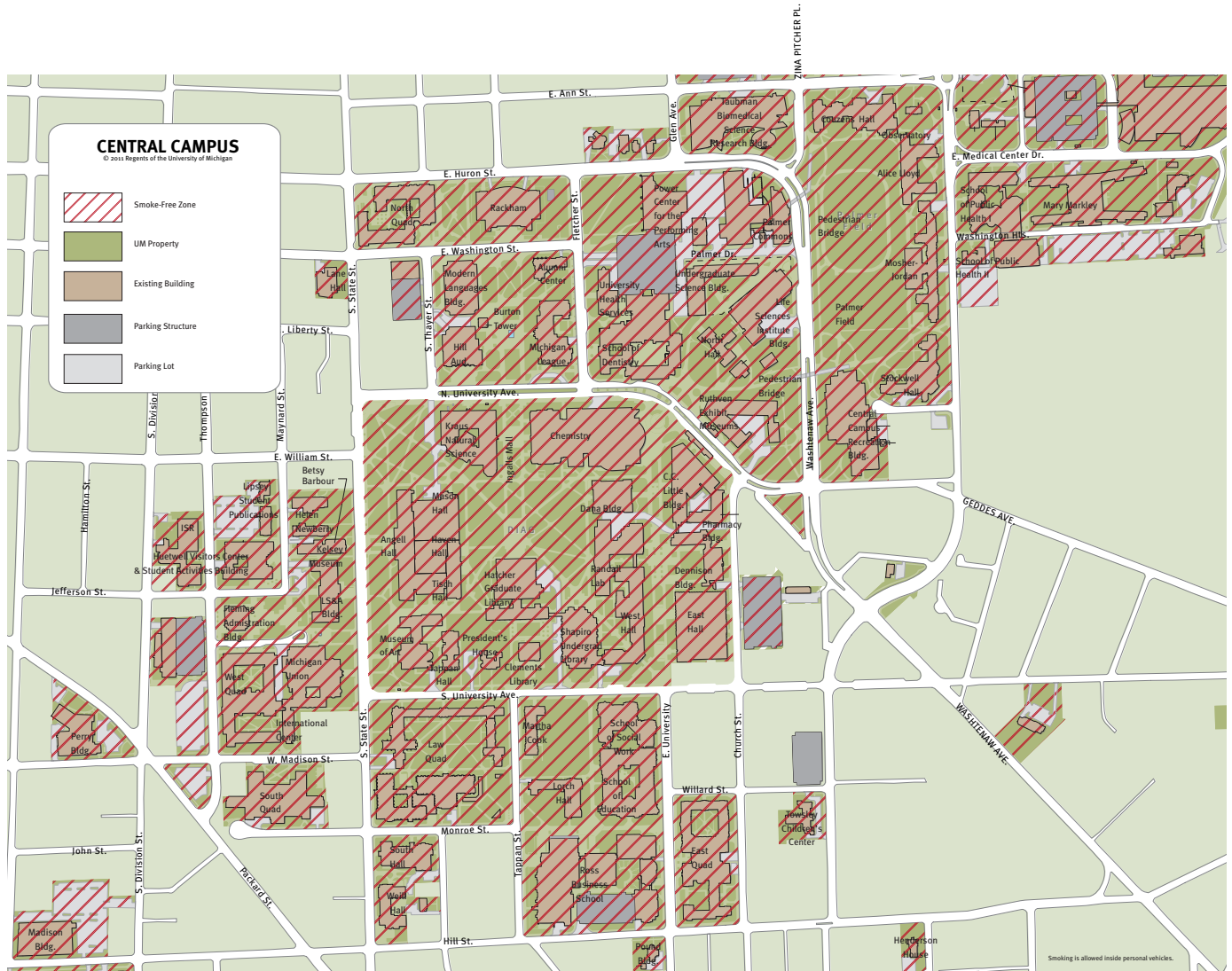
This policy means there is no smoking except on sidewalks along major thoroughfares and in personal vehicles. This policy is important to the health and well-being of all our employees, visitors and students.

2. The person may ask where he or she can smoke:

Please direct him to the nearest sidewalk along a major street and explain that smoking is allowed on sidewalks that border major streets. Smoking inside a personal vehicle is not prohibited per the policy.

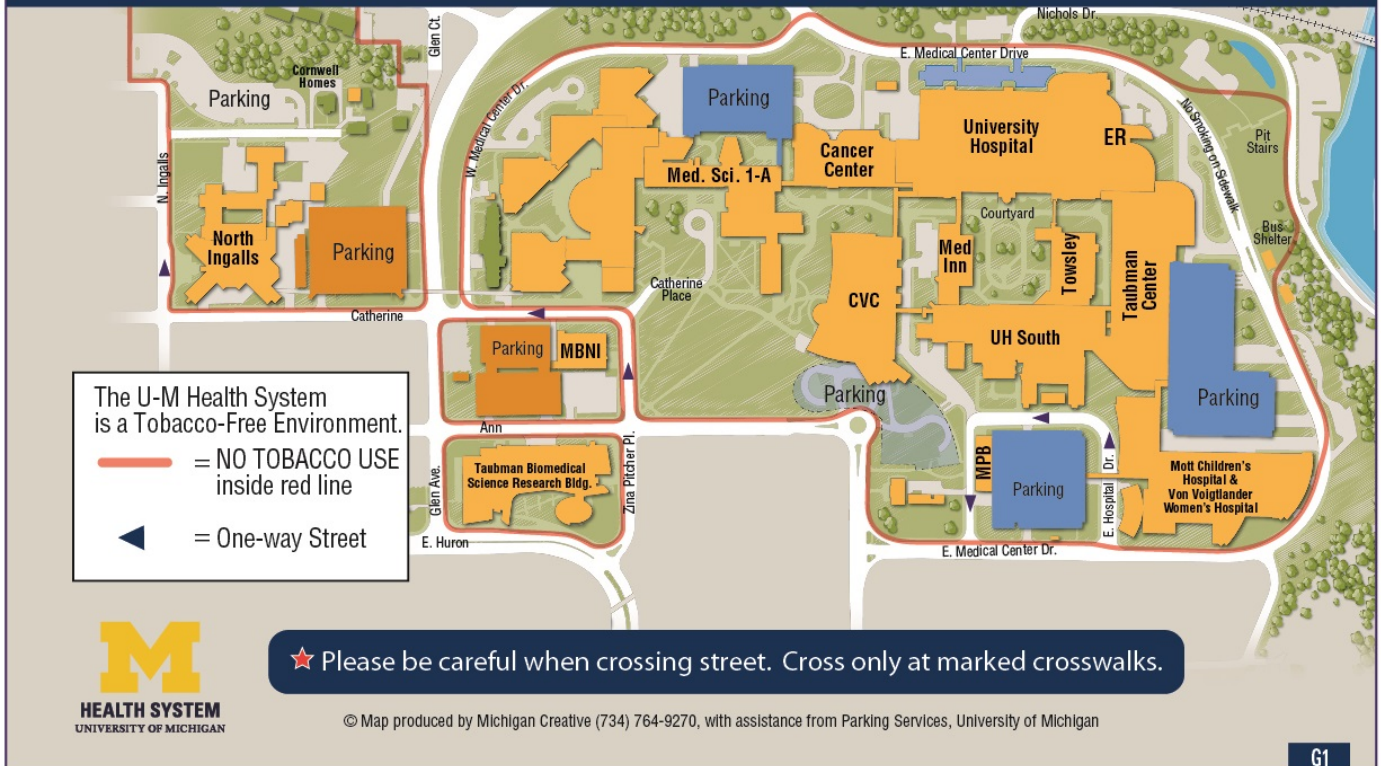
3. Offer assistance/support. Make sure people are aware of the MHealthy Tobacco Consultation Service (TCS) and how it can assist.

If appropriate, offer them information about campus resources available to help them quit. The Tobacco Consultation Service (TCS) offers free tobacco cessation counseling. TCS can be reached at 734-998-6222 or quitsmoking@med.umich.edu.



For more Campus Smoke-Free Zone maps, visit smokefree.umich.edu/supervisorstoolkit/maps.html

No Tobacco Use Within the **RED** Line



To download this map, visit
med.umich.edu/i/policies/umh/05-03-001%20Exhibit%20A%202016.pdf

6

Alcohol and Substance Abuse

The issue of alcohol and substance abuse in the work environment is a complex one. As leaders, we have a vital interest in promoting and maintaining a safe and healthy environment for all who work, seek services, or learn at the university and Health System. As a supervisor, you can be proactive in creating a safe and supportive environment for staff to bring forth concerns about co-workers or self-impairment.

It is important to note that reporting the suspected substance abuse of a co-worker is painful and difficult for both the person who does the reporting and the impaired co-worker. The reporter knows that the consequences for the impaired person could be serious and the impaired worker may feel a sense of betrayal and anger. Your ability to create an environment of open communication and support is critical. An atmosphere where workers have reason to believe that recovery is possible and does not necessarily mean the loss of a job will enhance the chances of early detection and reporting.

When a manager receives concerns of impairment, he or she must be prepared to act quickly and decisively. Below is a brief systematic summary of what you should do:

- Gather information, such as reports from staff
- Observe the employee
- Ask a second person to observe; i.e. another supervisor
- Meet with the employee privately
- Address your concerns and observations
- Listen to the employee's explanation
- Assess fitness
- Relieve employee from duty, if impaired
- Assure safe transportation
- Link employee to FASCCO or the Michigan Medicine Office of Counseling and Workplace Resilience for fitness for duty evaluation
- Record your observations
- Consult with your HR representative

Know Your Policies

U-M has developed a set of policies to provide guidance for leaders when they suspect that one of their employees is impaired. The key policies are:

- Drug-Free Workplace Policy
- Fitness for Duty Policy
- Employee Assistance Policy

The Fitness for Duty Policy (SPG 201.15) provides supervisors with a comprehensive set of guidelines and procedures to follow when dealing with impaired employees, including recommendations related to the severity of the impairment. SPG 201.15 can be found at spg.umich.edu/policy/201.15-01. Severe impairment, such as intoxication, medical emergency or aggressive behavior, calls for prompt action and coordination with security. Here steps such as investigation and interviewing the employee may be impossible. Instead, the supervisor should handle the immediate emergency first.

Investigation is a vital component whenever acute impairment occurs and the level of impairment is not severe. The impairment may be a one-time incident resulting from poor judgment, i.e. taking too much medication. In some cases, even prescribed medication can render an employee impaired. For example, the employee begins new treatment and has not yet adjusted to the medication. Thus, an employee may be impaired yet may not have a substance abuse or dependence problem. True abuse or dependence is generally a progressive condition that worsens over time. Even when the condition is this serious, the user may succeed at keeping their problem hidden in the workplace. They may work very hard to hide their dependence to protect their job. The problem may show up first at home with marital/family or even legal problems. However well hidden, performance problems such as attendance, on the job absence, presenteeism, poor concentration and/or conflicts with co-workers or supervisors, may suggest that a substance use or abuse problem exists. We are not asking you to diagnose impairment, but rather to respond whenever it arises at work. Your thoughtful investigation may provide an employee with the opportunity to explain that they are taking prescribed medication or to acknowledge that they do indeed have a problem with alcohol or other drugs, which is a positive step toward obtaining help.

Tips for Supervisors

Talking with individuals about their alcohol use can seem challenging and you may not know where to begin. Focusing on an overall healthy workplace environment and providing supportive statements to employees are two small things that can mean a great deal.

Talking Tips

1. Encourage and support treatment. Recovery from alcohol deserves the same level of care and support as someone managing diabetes or another physical condition. Simply asking, "How are you doing?" lets them know you care.
2. Support time off for appointments that help individuals make a positive healthy behavior change, such as appointments with the Alcohol Management Program, University of Michigan Addiction Services, AA or other recovery groups.

3. Offer stress management resources and encourage employees to use them. Stress is a major trigger for alcohol use. Providing and suggesting other ways to manage and reduce stress can help.
4. Promote a sense of health and wellness, while reducing stigma. In addition to information on nutrition, physical fitness and mental health, discuss and provide information and resources on alcohol and other drugs.
5. Assess your workplace culture around alcohol. Promote and offer healthy, low-risk environments. Hold holiday parties and work events at locations that do not serve alcohol or where alcohol is not a focal point. This supports individuals in recovery, as well as individuals working on drinking less.
6. Provide Alcohol Management Program brochures and other materials in staff break rooms.
7. Know the signs for early intervention.
 - Unexplained absences
 - Frequently showing up late
 - Missed deadlines
 - Incomplete work
 - Mood or personality changes

Any of the above signs does not necessarily mean that an employee has a problem with alcohol. However, it does deserve a caring discussion with the employee and a referral to the Michigan Medicine Office of Counseling and Workplace Resilience or FASCCO if needed.

8. Contact the Alcohol Management Program for more information, MHealthy.umich.edu/alcohol
The Alcohol Management Program is available to talk with employees, do a presentation at a meeting, or provide educational materials for your areas.

Treatment

U-M recognizes that alcohol and/or other drug abuse is a genuine struggle for many. However, U-M also recognizes that treatment can be successful. The Michigan Medicine Office of Counseling and Workplace Resilience and Faculty and Staff Counseling and Consultation Office (FASCCO) provide helpful resources to U-M and Michigan Medicine employees and their families. Resources include a confidential assessment, appropriate referral and the development of a return to work plan for employees who are wrestling with alcohol and/or drug abuse. All of the U-M medical plans have provisions for both outpatient and inpatient alcohol and substance abuse treatment. The Michigan Medicine Office of Counseling and Workplace Resilience and FASCCO can assist supervisors by walking them through impaired employee situations and by facilitating the fitness for duty evaluation process whenever necessary.