



University College Dublin

Health Promotion

Strategic Plan

2016 - 2021

Healthy UCD

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MESSAGE FROM THE DEPUTY PRESIDENT

“Healthy Ireland” is a national framework (2013-2025) for action set out by the Department of Health to improve the health and wellbeing of the people of Ireland. The vision is one where everyone can enjoy physical and mental health and wellbeing to their full potential, where wellbeing is supported at every level of society and is everyone’s responsibility.

The primary focus of Healthy Ireland is on prevention and keeping people healthier for longer. Part of the Healthy Ireland vision is to work in partnership with Higher Education Institutes in developing a Health Promoting campus model of health promotion. At UCD, we understand that we impact the health and wellbeing of not only the staff, faculty and students who spend a significant amount of time in our care, but also their families and the wider community in which the university is located. As the largest university in Ireland, we have the ability and indeed a duty to influence decision makers, act as catalysts for change and to encourage dialogue on health promotion. As a research-intensive university we contribute to the creation of knowledge on public health and health promotion in a globalized world.

This is a far-reaching and progressive vision that mirrors UCD’s aspirations both as a large community of students, faculty and staff, and a world-leading research community. In order to take a leadership position and deliver on our strategic objectives, the University has endorsed the Healthy Ireland initiative and developed this strategy for a Health Promoting University at UCD. This is our opportunity to deliver a roadmap for the environment we want to create on campus, impacting the wellbeing of our students, faculty, staff and local community, and an opportunity for an integrated framework for our research activities in this space.

While currently active in parts we need to do more to engage the whole community and especially our students to develop healthy lifestyles while with us, which will last a lifetime. This strategy is designed to deliver a lasting and transformative impact.

As a university we have already taken decisions to promote health. The ban on the sale of tobacco and cigarette products on campus implemented in September 2014, the updating of the smoke-free workplace policy to prohibit the use of vaping/e-smoking in buildings and the ultimate commitment to have a smoke-free campus where all community members can go about their business in an environment unencumbered by smoke or vapour by 2017; all decisions not without impact for some but made in the spirit of the greater good. Similarly, our commuting strategy promotes sustainable transport modes, with a focus on health promoting options, walking and cycling.

Through this strategy we are now making similar decisions to address other aspects of a healthy university and collectively map the way ahead for current and future members of the UCD community.

I would like to acknowledge the work of many faculty and staff across UCD for their actions in developing a healthy UCD. In particular I would like to acknowledge the UCD Health Promoting University Group, chaired by Brian Mullins, for driving this initiative and facilitating the development of this strategy.

Professor Mark Rogers,

UCD Deputy President

MESSAGE FROM THE CHAIR

The UCD Health Promotion initiative aims to contribute to the flourishing of the UCD community as set out in the UCD Strategy 2015 – 2020. Our 'Healthy UCD' Strategic Plan outlines an ambitious programme for Health Promotion at UCD over the next 5 years and beyond. Successful implementation of this plan will be contingent on building on the positive momentum and engagement established so far during the short development process that we have undergone, in addition to ensuring that the appropriate systems, resources and supports are developed and put in place.

In aspiring to provide an educational experience that defines international best practice, while tackling global challenges, it is an imperative that UCD develops and secures a cultural buy-in to the Health Promoting Universities initiative. This initiative gives new impetus and meaning to our efforts to show leadership through defining research and practical programmes of best practice in healthy lifestyle.

The Health Promoting Okanagan Charter defines values of people, place and planet and UCD's vision coincides with this, providing a roadmap for our ambitions to be a leading light and a transformative host to a sustainable healthy community and an enriched global society.

We need to merge and coordinate, in a project management approach, our efforts in association with key external stakeholders such as other HEI colleagues and the HSE, to bring about further health promoting change to our culture that continue to develop campus wide behavioural/lifestyle practices and habits.

For this initiative to be a success at UCD the following are essential:

- Senior Management endorsement
- Adequate resourcing
- Effective Leadership and Governance
- Academic, Personal, Social and Professional Development
- Facilities and Environment
- Communication, Information and Marketing

Over the period of this strategy 2016 – 2021 our objective is ambitious. It is to change the mind-set, culture and attitude of our community towards positive and beneficial health promoting structures, practices and policies across the full spectrum of physical, mental, spiritual and emotional wellbeing.

Sustaining and communicating the health promoting agenda will require passion, energy and honest endeavour to infuse health into everyday operations, business practices and academic mandates. By doing so, UCD as a health promoting university will enhance the success of our institution, create a campus culture of compassion, wellbeing, equity and social justice. It will also improve the health of the people who live, work, study and play on our campus, as well as strengthen the ecological, social and economic sustainability of our communities and the wider society.

Brian Mullins

Chair of Healthy UCD Working Group

Healthy UCD - Executive Summary

Healthy Ireland, a government initiative, focuses on prevention and keeping people healthier for longer. This national framework aims to work in partnership with Higher Education Institutes to developing a health promoting campus model of health promotion. As a university we impact the health and wellbeing of not only the faculty, staff and students who spend a significant amount of time in our care, but also their families and the wider community in which UCD is located.

The **UCD Health Promotion Strategic Plan – ‘Healthy UCD’**, is our response to this government initiative and was developed with a ground swell of support as demonstrated by the large attendance of faculty, staff and students at the Healthy UCD workshop held in October 2015. Recent years has shown increased numbers of students engaging with sport and fitness activities; however this engagement needs to be increased further across the full community and across a broader spectrum of health promoting activity.

As stated in the *UCD Strategic Plan 2015-2020*, our mission is to “contribute to the flourishing of Dublin, Ireland, Europe and the world... providing a supportive community in which every member of the University is enabled to achieve their full potential.” *Healthy UCD* outlines an ambitious programme for health promotion within the university community over the next 5 years and beyond that will facilitate the delivery of the key objectives that form the basis of our university strategic plan and direction for the next period.

Successful implementation of *Healthy UCD* will help create an organisation that has faculty and staff who are engaged, committed and productive, and students who graduate with a holistic education that places emphasis on health and wellbeing for themselves and the global community they inhabit. As a health promoting university, UCD will be seen as a positive and supportive environment in which to study and work, ensuring we attract and retain the brightest students and most inspiring and creative faculty and staff. Ultimately a healthy community is seen as a key enabler to help UCD deliver its strategic objectives in the medium to long-term.

Our vision is to be “recognised as a global health promoting university where its students, faculty and staff, and the local community work together to ensure the holistic health and wellbeing of every member of the UCD community.”

Healthy UCD will address physical, mental, sexual, social and spiritual health. The following definition is used in our strategy:

Health is defined as “a resource for everyday life, not the objective of living. Health is a positive concept emphasising social and personal resources, as well as physical capacities”(Ottawa Charter for Health Promotion WHO, 1986).

The Ottawa Charter, revised at the 2015 International Conference on Health Promoting Universities and Colleges, Okanagan, Canada, emphasises the role for universities: “Higher education has a unique opportunity and responsibility to provide transformative education, engage the student voice, develop new knowledge and understanding, lead by example and advocate to decision-makers for the benefit of society. In the emergent knowledge society, higher education institutions are positioned to generate, share and implement knowledge and research findings to enhance health of citizens and communities both now and in the future.”

As a **research-intensive university** we contribute to the creation of knowledge on public health and health promotion in a globalized world through our health strategic research theme. UCD researchers partner with others internationally to develop solutions to the challenges of disease, wellbeing and health systems.

Healthy UCD offers a new opportunity to further strengthen this research theme by creating a **‘living lab’** within the university community. This strategy puts research front and centre by monitoring, recording and assessing all we do on the journey to a healthy UCD. We will research the process as well as what works in

helping to promote a healthier community. This strand of the strategy will involve expertise from across the University including; UCD School of Public Health, Physiotherapy and Sports Science; UCD Institute of Food and Health; UCD Institute for Sport and Health; UCD Geary Institute; UCD Earth Institute; Applied Centre for Connected Health; and UCD Humanities Institute.

As demonstrated by the Audit of Health Promoting Activities conducted in April 2015, a large number of disparate activities take place across academic programmes, student clubs and societies, support services and facilities such as UCD Sport and Fitness. However, there is no central coordination, recording of outcomes or assessment of what is working and represents value for money. The *Healthy UCD* strategy will coordinate and streamline activity under a clear vision that is properly branded and communicated to the community.

This strategy is based upon four key levers to achieve our vision:

1. Coordination – through the provision of a central coordinating resource, the strategy will be implemented to ensure a systematic approach is taken across the University.
2. Awareness and endorsement – through developing a brand for *Healthy UCD*, raise awareness and engagement among the community on the value and benefit of health promotion and engagement with the strategy.
3. Health proofing – through examination and adaption, health proof existing and future UCD policies to ensure they do not hinder but instead facilitate health promotion across all aspects of university operation.
4. Evidence base – through establishing a baseline, progress towards a *Healthy UCD* will be monitored, evaluated and the results used to engage the local community as well as establish UCD's health promoting criteria on a global level.

The **3-5 year outcome** for the University following successful implementation of the *Healthy UCD* strategy will be a community of motivated, engaged **faculty and staff** who view the organisation as a great place to work and are actively striving to achieve the University's aims and objectives. Measurable key performance indicators for faculty and staff may include reduced sick leave, improved retention and a positive outcome in staff climate surveys.

Students will view UCD as a health affirming place to study, socialise and live with a positive impact on student recruitment. They will engage fully with the holistic student experience and leave UCD demonstrably healthier than when they arrived. Our students will choose healthy lifestyles, have strong emotional resilience and developed awareness of the benefits of good physical health, making them role models for future generations. KPIs may include retention, access to appropriate student support services and usage of sports and fitness facilities

The **local community** will view UCD as a benefit to have in their community and a resource in their own quest to lead a healthier lifestyle.

Internationally UCD will be viewed as a global health promotion exemplar which is actively sought out by students, faculty and staff, with a cutting-edge health and health promotion research agenda grounded in the demonstrable results achieved on campus.

CHAPTER 1 BACKGROUND, PROCESS & CONTEXT

1.1 BACKGROUND

In 2013, the Irish Government launched 'Healthy Ireland – a Framework for Improved Health and Wellbeing 2013 – 2025'. The framework underlines a new commitment to public health with a focus on prevention, and takes a 'whole of government' and 'whole of society' approach to improving health and wellbeing. As part of the framework, individuals and organisations are encouraged to set examples in different settings to create a culture supportive of healthy choices. This includes healthcare facilities, health care workers, and educational institutions. A specific HSE initiative within the broader Healthy Ireland framework looks to develop a national model for Health Campuses in Ireland. UCD will play a key role in this sectoral development.

Universities are no longer simply places to study for degrees: they are concerned with the development of the whole person and with providing opportunities to establish lifelong habits and attitudes for learning, welfare, community awareness, health and wellbeing. UCD is particularly well placed to foster health and wellbeing amongst staff and students, with a long tradition of public health promotion, the top ranked Clinical, Pre-Clinical and Health Sciences subject areas in the country and world class facilities for sport and recreation. UCD is an environment that not only encourages learning but is also welcoming, gender-sensitive, healthy and safe for students and staff and can be characterised as a university that is constantly strengthening its capacity as a healthy setting for living, learning and working.

Health and Wellbeing

Health is defined as "a resource for everyday life, not the objective of living. "Health is a positive concept emphasizing social and personal resources, as well as physical capacities" (Ottawa Charter for Health Promotion WHO, 1986).

Mental health and wellbeing is a central principle in UCD's vision for health promotion. Mental health is defined as a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community (WHO, 2005).

At a campus level a comprehensive health promotion strategy will need to address physical, mental, sexual, social and spiritual health.

UCD has already developed a Student Mental Health and Wellbeing Policy and Procedures that seek to ensure that the promotion of positive mental health and wellbeing is integral to the UCD student experience. UCD will encourage its students to choose healthy life options, strengthen emotional resilience and develop an increased awareness of the benefits of good physical health.

Health Promoting Universities

The concept of health promoting universities and institutes of higher education was developed following the experience of the health promoting schools, workplaces and cities networks in the 1980s. Guided by the health promoting principles of the Ottawa Charter (1986), the first Charter for Health Promotion in a third level setting was drafted in the University of Alberta, Edmonton, Canada in 2005. The Charter was revised at the 2015 International Conference on Health Promoting Universities and Colleges in Okanagan, Canada, emphasising the role for Universities:

Higher education has a unique opportunity and responsibility to provide transformative education, engage the student voice, develop new knowledge and understanding, lead by example and advocate to decision-makers for the benefit of society. In the emergent knowledge society, higher education institutions are positioned to generate, share and implement knowledge and research findings to enhance health of citizens and communities both now and in the future.

The Okanagan Charter prioritised two calls for action for higher education institutions:

1. To embed health into all aspects of campus culture, across the administration, operations and academic mandates.
2. Lead health promotion action and collaboration locally and globally.

Healthy UCD

The Deputy President established a new Health Promotion Working Group in 2015 (see Appendix for membership) with a view to developing UCD as a Health Promoting University. This fitted well with the fact that UCD was already actively involved in the wider Healthy Ireland initiative from a research perspective and playing a major role in this space.

A healthier faculty, staff and student body is seen as a key enabler to help UCD deliver on its objectives as outlined in the UCD Strategic Plan 2015-2020. The key aims of the Health Promotion Working Group are to:

- Integrate within the University's structures, processes and culture a commitment to health and to developing its health promoting potential
- To identify areas and change conditions that will promote positive health and wellbeing for students, staff and the wider community

Within these overall aims, the following objectives have been identified to:

- 1) Integrate a commitment to and vision of health within the University's plans and policies
- 2) Establish leadership, oversight and governance at the most senior levels of the University for the Healthy UCD initiative
- 3) Develop the University as a supportive and healthy workplace
- 4) Provide appropriate and responsive student health services and supports, e.g. medical care and counselling

- 5) Support the healthy social and personal development of students
- 6) Create health-promoting and sustainable physical environments
- 7) Increase understanding, knowledge and commitment to multidisciplinary health promotion across the University, including making it an integral part of the curriculum
- 8) Collaborate with key agencies externally, particularly the HSE
- 9) Support the promotion of sustainable health within the wider community, informed by and based on evidence of 'what works'
- 10) Put in place appropriate systems for monitoring and evaluation of the Healthy UCD initiative

These aims very much mirror those outlined in the recent report published by the HSE Health and Wellbeing division, entitled, *"Towards the development of a National Model for Healthy Campuses in Ireland"*.

Whilst the remit and subsequent work of the UCD Health Promotion Working Group was defined and carried out ahead of the publication of this report, we have fortunately found that our approach maps very well to the recommendations provided within the HSE's report. For example, one of the "internal strengths" supporting quality health promotion identified in the HSE report was the following:

"A thorough analysis of the current practice across the Campus pertaining to health, capturing a true picture of the assets and of who is involved in which kinds of activities (Societies, Student Unions, Medical Centres, Chaplaincy and Academic Departments etc.) is an important initial step. Equally, identifying the priority health issues/needs, as defined by the student and staff cohorts is important and strengthens subsequent engagement and relevance".

Correspondingly, one of the first tasks undertaken by the UCD Health Promotion Working Group was to identify the number and type of health promoting activities being delivered across campus via an audit of current health promoting activities. A key driver was the need to ensure that health promotion activities already underway in the University were extended and unified within a coherent framework. The audit highlighted an array of endeavours aimed at improving the health of both student and staff members, yet there appeared to be little 'joined up' collaboration or communication of these efforts. As a result of this audit the Working Group decided to engage with the student and staff members in UCD to gauge the needs and priorities of the community and to raise awareness of UCD's development as a Health Promoting University. A positive response was received from the community through their attendance at a workshop on the 7th October 2015. The outputs from this workshop were numerous and varied, but three broad themes emerged from the deliberations of the participants who expressed the need for:

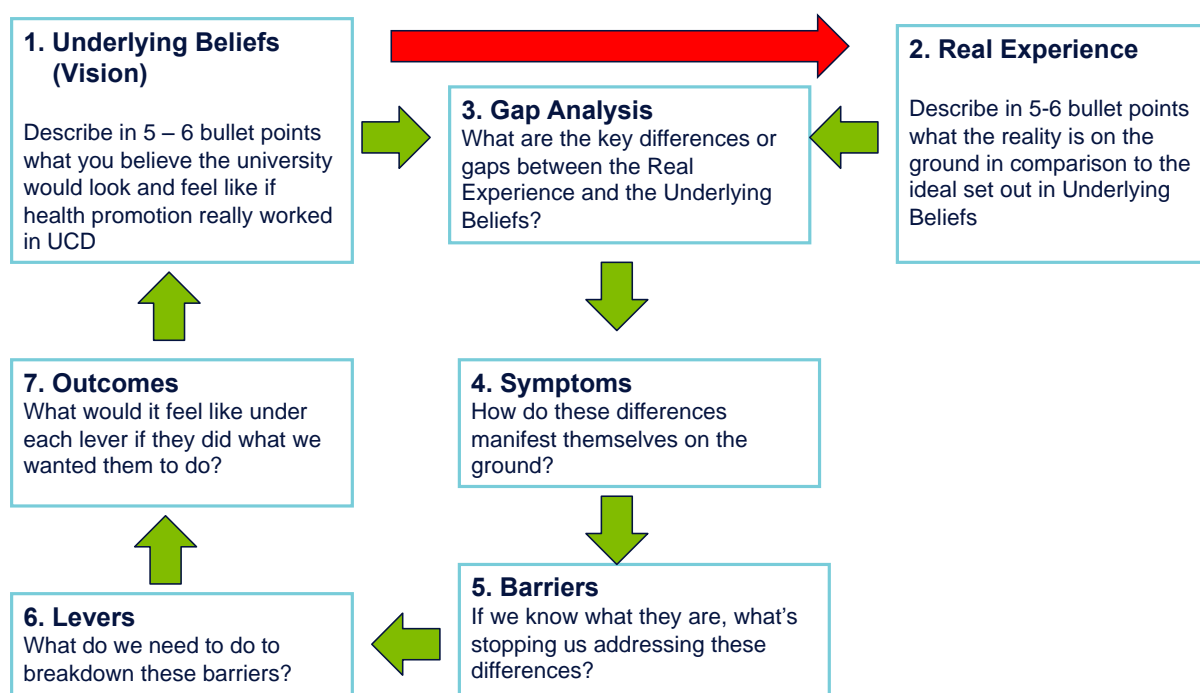
1. An improved culture of health, shared responsibility and social consciousness building on existing health promotion programmes and services on campus
2. Improvements in the physical environment and resources on campus
3. A better sense of integration and community across the campus

An initial draft of the strategy was developed with due consideration of the needs expressed by the 7 October 2015 workshop participants and other community members. It aimed to consolidate and amplify existing health promoting efforts on campus, advancing the health status of the University to a level recognised nationally and internationally. A second draft of the strategy was then prepared to ensure that UCD’s strategy aligned to the recommendations proposed by the HSE for a national model for Healthy Campuses in Ireland.

The strategy will be pan-university, implemented on a systemised approach and utilise the expertise within the university as much as possible (e.g. UCD Geary Institute, UCD School of Public Health, Physiotherapy and Sports Science).

1.2 STRATEGY PROCESS

The diagram below provides a high level overview of the step-by-step process followed together with short explanatory notes for each of the elements in the process.



Our findings under Steps 2 – 5 are set out below as part of our contextual analysis. Steps 1, 6 and 7 are addressed in Chapter 2 where we define our strategic intent for the next five years.

1.3 CONTEXT

In line with the model outlined above we have defined the current position (Real Experience) and the difference that exists between our Underlying Beliefs (Vision) and what needs to be done to bridge the gap (Gap Analysis). As part of this process we have identified what it feels like in the

University on a day-to-day basis (Symptoms) and what's currently stopping us (Barriers) addressing some of the problematic symptoms and in turn the implementation of a proactive, coherent health promotion strategy.

1.3.1 Real Experience

The "Real Experiences" identified through our process of consultation with UCD student, faculty and staff members share similarities to those identified by the HSE in their consultation process with selected Higher Education Institutes (Mary Immaculate College, Athlone Institute of Technology and University College Cork). Amongst the key findings from the *Healthy UCD* workshop held on 7th October 2015 with over 150 staff and student participants, and other issues identified under this heading were:

- UCD's current University strategy instances many opportunities for health promoting activities across a number of its objectives; however, the concept of "Health Promotion" is not mentioned explicitly. A higher profile of health promotion in this regard would be beneficial in future strategies.
- As demonstrated by the audit of current health promoting activities there is a huge range of activities taking place at local level across the University. There is, however, a lack of awareness concerning health promotion in a university context amongst many in UCD (i.e. that UCD is not just a place of work but a place where faculty and staff in particular but also students spend a significant portion of their lives).
- As no one individual is responsible within the University for driving the health promotion agenda, it is left to individuals who often work locally without any pan-university mandate, thus limiting impact and exposure and with a limited communication network for health promotion.
- While UCD has many of the basic elements required for a successful health promotion strategy, many of these need further support and development. The operational environment in UCD does not actively support health promotion e.g. healthy eating, work/life balance, communication of health-promoting initiatives etc.
- At present, there is a limited evidence base relating to the current status of health related behaviours in staff and students on campus. This gap needs to be filled to create a baseline from which progress can be judged, and to establish priorities for action. From a student, faculty and staff recruitment perspective, while the University is well regarded as to the provision of sport and recreation facilities, it is not as well known nationally or internationally as a healthy place to study or work.

1.3.2 Symptoms and Barriers

Having described the overall experience above, a summary of how these issues manifest themselves on a day-to-day basis is set out below. The combination of these symptoms and experiential findings combine to give a clear sense of what we need to do in the coming years if UCD is to establish itself as global leader in health promotion.

1.3.2.1 Symptoms

The key manifestations of the above issues identified were:

- The pressures of study and working can, in some instances, hinder active and routine engagement with health promoting activities, leading to the risk of emotional and physical burnout among students, faculty and staff
- The structure of the working day may not facilitate all faculty, staff and students to participate in health promoting activities, resulting in potentially reduced productivity levels. (It is important, for instance, that staff avail of the work breaks to which they are entitled.)
- Potential poor diet choice due to a lack of affordable healthy food options on campus.
- There is a perception of a limited awareness of their personal responsibility for health and wellbeing among students, faculty and staff.
- Despite a modal shift towards sustainable commuting options, there is still a high reliance on car transport by faculty and staff (47%), and students (24%), reducing the potential for physical exercise involved in the daily commute to the university.

1.3.2.2 Barriers

In order for the symptoms and issues identified above to be addressed in a long-term sustainable manner it is necessary to establish what the main inhibitors or “barriers” are to progressing health promotion in UCD. Some of the key barriers that currently exist are:

- The **lack of awareness** amongst many stakeholders, but in particular key decision-makers, about the value and benefits to the University of health promotion.
- Current **work practices** for faculty and staff and workload challenges for students.
- Lack of co-ordinated **communication** and promotion of healthy lifestyle options on campus e.g. eating, exercise, drinking etc.
- The need to strike a balance that the October workshop participants felt did not yet exist between **commercial considerations** and affordable healthy food options on campus.
- **Competitive benchmarks** that the University uses to assess itself need to be realistic and achievable, as unrealistic expectations could impact on staff’s sense of fulfilment and wellbeing.

Internal factors influencing the development and implementation of UCD’s health promotion strategy over the next five years:

- Senior management endorsement, including provision of a central coordinating resource.
- Integrating a commitment to health and to developing health promoting potential within UCD’s structures, processes and culture.
- Greater recognition of the benefits of improving staff retention through establishing UCD as a great place to work.

- Change in catering policy towards varied healthy food options.
- Review of module assessment practices at a programmatic level.

External factors influencing the development and implementation of UCD's health promotion strategy over the next five years:

- Government policy requiring employers to promote healthy lifestyles among their staff.
- Research funding requirements including health promoting aspects.
- Increased focus on moving towards sustainable commuting options.
- Students becoming more interested in the health promoting aspects of their chosen university and programme.

2 FUTURE STRATEGIC FOCUS

2.1 THE STRUCTURE OF OUR STRATEGY

The diagram below provides an overview of the stages involved in delivering on our strategy.

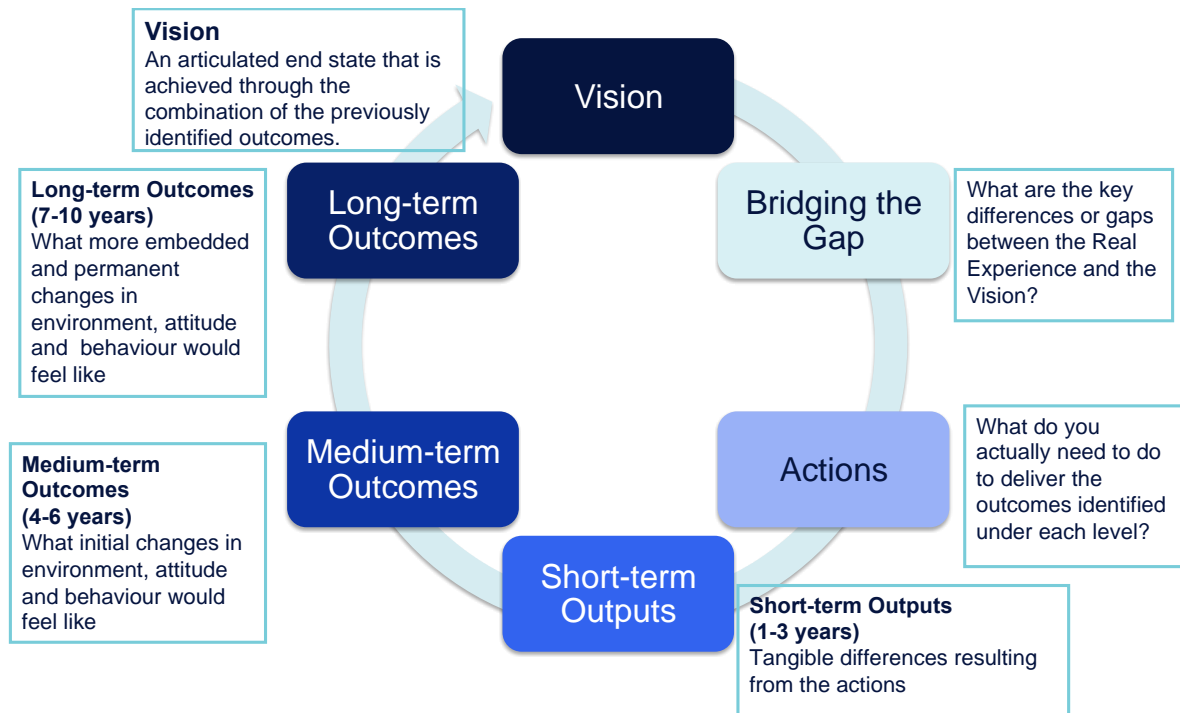


Figure 3: Strategy Implementation Steps

2.2 VISION

UCD's vision for health promotion is that:

UCD is recognised as a global health promoting university where its students, faculty and staff, and the local community work together to ensure the holistic health and wellbeing of every member of the UCD community.

Our vision explained:

UCD is regarded as an inclusive community both internally and externally, where all members have the opportunity to participate in health promoting activities and the University is seen as a healthy place to study, work and visit.

Responsibility for health promotion is accepted as an integral part of the University's culture and everyday life. Facilities, expertise, services and curricula are in place to ensure the holistic health and wellbeing needs of students, faculty and staff are being met on a consistent and coordinated basis. Holistic health and wellbeing spans all dimensions of health, i.e. physical, mental, social, sexual, emotional, spiritual, placed in the social, societal and environmental contexts.

As a research-intensive university we contribute to the creation of knowledge on public health and health promoting universities for the benefit of local and global communities. A rigorous research programme is in place to evaluate the development, impact and outcomes of health promotion activities across the University community. The international dissemination of our experience results in UCD being recognised as a global health promotion exemplar which is actively sought out by students, faculty and staff.

2.3 SUPPORTING THE UCD STRATEGY 2015-2020

A healthier faculty, staff and student body is a key enabler to help UCD deliver on its objectives as outlined in the UCD Strategic Plan 2015-2020.

“Our mission is to contribute to the flourishing of Dublin, Ireland, Europe and the world through the excellence and impact of our research and scholarship, the quality of our graduates and our global engagement; providing a supportive community in which every member of the University is enabled to achieve their full potential.”

Specifically a Healthy UCD can support the following objectives and major strategic initiatives as set out in the UCD Strategy 2015-2020:

Strategic Objective 2: Provide an educational experience that defines international best practice **and Strategic Initiative 2:** Defining educational excellence

“We will build on the work we have already done to establish an approach to education that supports all our students to achieve academic excellence and to equip them with the social, intercultural and generic skills to succeed in a diverse society..... This will be underpinned by a broader educational environment leveraging intellectual, cultural, social and sporting opportunities which will allow students to develop important new national and global perspectives.”

The UCD Health Promotion Strategic plan aligns with the above by:

- Encouraging active participation in intellectual, social and sporting pursuits.
- Supporting the achievement of personal excellence, individual potential and academic excellence through better health and wellbeing.
- Enhancing the educational experience of students through embedding the health promotion strategy within the student experience.

- Developing health aware citizens who can impact positively on global health through their careers.
- Formal inclusion of 'Healthy Living' type modules into curricula will equip students with crucial, holistic life skills that will support their efforts to reach their full potential in all areas of their lives.

Objective 4: Conduct strong interdisciplinary research and education in important areas of national and global need **and Strategic Initiative 1:** Tackling Global Challenges

“We will further develop research themes aligning with UCD's strengths and global needs, and align our Institutes and Centres to these research themes, paying particular attention to the themes highlighted in the EU Horizon 2020 programme. We will ensure the structure and policies of our Institutes and Centres incorporate sufficient flexibility and adaptability to cope with changing priorities.”

Health is one of UCD’s strategic research themes. Our researchers partner with others internationally to develop solutions to the challenges of disease, wellbeing and health system. Through the Research and Evidence Group of UCD’s Healthy UCD initiative, we will ensure that these research findings have impact locally, for Irish citizens through active engagement with the Department of Health, and for staff and students at UCD by informing policy and practice change.

Ensuring UCD takes a leadership role in health promotion in the higher education sector in Ireland by:

- Promoting healthy lifestyle patterns for faculty, staff, the student body and the wider community now and into the future.
- Exerting a positive societal influence through education, research and empowering people to make better choices for their long-term health.
- Targeting our student population we are shaping the future parents, business leaders, politicians, educators and researchers.

Objective 5: Attract and retain an excellent and diverse cohort of students, faculty and staff **and Objective 7:** Develop and strengthen our University community

“Central to our mission and vision is the building up of a supportive and inclusive community of students, faculty and staff, alumni and diaspora.

UCD values excellence and understands that excellent performance requires excellent people working in a supportive environment.”

The UCD Health Promotion Strategic plan aligns with the above by:

- Developing and strengthening the fabric and culture of the whole campus community by ensuring the holistic understanding of health and wellbeing is a central part of life at UCD
- Ensuring UCD is seen as a great place to study and work due to its campus-wide focus on personal health and wellbeing

Strategic Initiative 5: Building Partnerships

“UCD’s world extends beyond our campus, beyond our city and our borders.”

The UCD Health Promotion Strategic plan aligns with the above by:

- Developing strong partnerships, both within the Higher Education sector, as well as externally with relevant key agencies at statutory and voluntary level, identified as a key pillar in the WHO’s definition of the Health Promoting Universities framework and the HSE’s recommendations on a National Model for Healthy Campus in Ireland. This also emerged as an important aspiration in our consultation process. The UCD community enjoys a spirit of reciprocity with the wider community, and this will be leveraged to ensure that the benefits of a Health Promoting Campus will be felt beyond the physical boundaries of the university.

Objective 8: Further develop world-class facilities to support our vision and Strategic Initiative 2: Reimagining our campus

“Recent developments of the campus buildings and surroundings have demonstrated the potential for creating an environment that matches best international comparisons and supports the needs of our community. We will refine, enhance and execute a campus development plan which supports the vision, engages our staff and our students and opens our University to the wider community. The campus will be a vibrant and active place seven days a week.”

“We are determined to put in place facilities which contribute significantly to the building of the University community, and which promote engagement with our wider community.”

The UCD Health Promotion Strategic plan aligns with the above by:

- Engaging the community of faculty, staff and students on how the UCD campus can be improved to become a healthier, happier place to work, study, live and visit.
- Encouraging the UCD community to utilise and benefit from the world-class facilities available.

2.4 BRIDGING THE GAP – LEVERS AND ACTIONS

In order to break down the barriers outlined earlier (see 1.3.2.2.) a number of levers and associated actions have been identified. By focusing on these levers it is thought many of the issues previously outlined will be addressed over time. Amongst the levers identified, in no particular order, were:

2.4.1 Resourcing

Through increasing the understanding and awareness of the benefits of health promotion and wellbeing secure greater levels of resourcing (human, financial and infrastructure) to support the implementation of short, medium and long-term objectives.

- Establish resources, governance and management lines to ensure the Healthy UCD initiative is supported in a coordinated and systematic way across all areas of the university.

2.4.2 Raise Awareness and Buy-in

Look to develop a greater level of understanding amongst stakeholders around what health promotion is and the value and benefits it can provide. Use the established evidence base to communicate key messages to generate interest and buy-in to the value of health promotion.

- Establish a brand for Healthy UCD (within UCD brand guidelines) and consistently apply to all health promoting activities across the university.
- Engage senior management on the benefits of health promotion in delivery of university strategy.
- Actively promote Healthy UCD to all members of the community.
- Facilitate increased communication and liaison between services to support student development and information for students.

2.4.3 Health Proofing

Examine the health and wellbeing implications of current and future decision-making processes, including all work practices and assessment procedures, to ensure they are necessary and productive.

- Review university policies and procedures to ensure they do not hinder health promotion.
- Examine the student life cycle from application to graduation to assess the impact on health promotion and where improvements could be made.
- Assess work practices for impact on engagement with health promotion activities.

2.4.4 Evidence Base

- Establish a research team to develop an evidence-based approach to the development, execution and evaluation of the health promotion activities across the UCD community.
- Develop a systematic approach to monitoring the impact and outcomes of health promotion activities.
- Publish and engage with the wider health promoting university community to establish UCD's position as a leading health promoting university.
- Identify best-practice in other leading health promoting universities.

2.5 SHORT-TERM OUTPUTS

The following outputs are to be delivered over the next 1-3 years. By the end of year three:

- A review of all existing policies and procedures to assess their level of health promotion compliance will be completed.
- A targeted awareness/advocacy campaign to improve staff, student and the wider community's understanding and appreciation of the value of health promotion and wellbeing will be delivered.
- A number of high profile health promotion events led by local health promotion champions/ambassadors will have been held.
- Training and/or incentives for students /staff willing to engage in and lead health promotion initiatives will have been provided.
- An assessment of the amount and type of resources required to progress health promotion in the University will be completed and key resources secured.
- A review of international practice to identify the benchmarks and evidence base for health promotion in university settings will be completed.
- A number of "quick wins" will have been identified and achieved, aimed at addressing some of the barriers to health promotion, as well as building the credibility and value of progressing health promotion in UCD.
- Project groups will be established to raise awareness and drive specific initiatives, with expertise in particular health promoting areas e.g. mental health, sexual health, nutrition.
- The existing peer mentoring programme will be utilised to support the Healthy UCD strategy.
- Conduct a pilot of a health and personal development module as core learning at entry level, to determine whether such a module should and could be taken by all incoming students.

2.6 MEDIUM-TERM OUTCOMES

If the above outputs are delivered and there is a continued focus on health promotion it is envisaged the following “outcomes” will be achieved over the next 6 years:

- UCD’s staff and students are demonstrably healthier across a number of headings including nutrition, mental health and physical activity as a result of active participation in health promotion activities.
- Health promotion is an integral part of UCD’s strategy and is embedded in the University’s policy development process.
- International best practice benchmarks and measures are driving health promotion activity and establishing UCD as a global leader in university health promotion.
- Appropriate resourcing and organisational structures are in place in UCD to proactively support health promotion across the University.
- Prospective staff and students identify UCD as a healthy and positive place to work or study and UCD is regarded as a leader in health and wellbeing promotion.
- UCD services and processes reflect the needs of faculty, staff and students.
- Indicators of change in attitudes and values of student towards certain health damaging and health promoting behaviours.
- Establish baseline measures of success (see KPIs in Chapter 3).

2.7 LONG-TERM OUTCOMES

If the medium-term outcomes are realised in the next 6 years and they continue to be built upon it is hoped the following longer-term outcomes will be achieved:

- UCD is regarded as an inclusive community both internally and externally.
- Staff and students’ holistic health and wellbeing needs are being met in a continuous and integrated fashion.
- Responsibility for health promotion is accepted as an integral part of the University’s culture.
- Health promotion activities and outcomes are evidenced based.
- UCD is viewed as a global health promotion exemplar.

CHAPTER 3 ACTIVITIES & KEY PERFORMANCE INDICATORS

This chapter describes the key activities identified to deliver on the levers and in turn short-term outputs set out above (section 2.5).

3.1 ACTIVITIES

These activities are the key actions identified to deliver on the levers and short-term outputs.

3.1.1 Resourcing

Output 1: An initial assessment by the Health Promotion Working Group of the amount and type of resources required to progress health promotion in the University and thereafter the development of a longer term resource plan.

Activities required to deliver this output:

- Develop governance and management lines for Healthy UCD resources and secure approval to recruit.
- Develop program budget.
- Develop job description(s).
- Initiate recruitment process.

3.1.2 Raising Awareness and Buy-in

Output 2: A targeted awareness/ advocacy campaign to improve staff, student and the wider community's understanding and appreciation of the value of health promotion and wellbeing has been delivered.

Output 3: A number of high profile health promotion events led by a number of local health promotion champions/ambassadors have been held.

Output 4: A number of "quick wins" have been identified and achieved aimed at building the credibility and value of progressing health promotion in UCD.

Activities required to deliver these outputs:

- Develop Healthy UCD brand and apply consistently across all health promoting activities to raise awareness.
- Develop coordinated communications campaign to raise awareness among the UCD community.

- Promote results of Healthy UCD baseline study and objectives.
- Identify Healthy UCD Champions.
- Develop calendar of health promotion events that over time all members of the community will become familiar with and be in a position to engage.

3.1.3 Health Proofing

Output 5: A review of all existing policies and procedures to assess their level of health promotion compliance has been completed.

Activities required to deliver this output:

- Identify relevant policies and review for potential negative impact on health promotion, where necessary revise policy with owners input.
- Establish a Healthy UCD policy checklist to aid health proofing of future proposed policies.

3.1.4 Evidence Base

Output 6: A review of international practice to identify the benchmarks and evidence base for health promotion in university settings has been completed.

Activities required to deliver this output:

- Establish an integrated research framework that enhances the health promoting university knowledge base and that runs concurrently to the short-, medium-, and long-term strategic vision.
- Recruit research leader and develop research infrastructure within the University.

3.2 KEY PERFORMANCE INDICATORS

The development of key performance indicators is seen as a critically important part of this strategic plan, as indicators define how we measure performance against our strategic goals. The indicators identified in this section will enable the University to measure its success within the period of the strategic plan.

These Performance Measures, or KPIs, are designed to do more than simply provide a “results dashboard”. Used strategically they will drive organisation development in a number of ways:

- They will create a performance and accountability culture that will help progress the implementation of health promotion within UCD.
- They will provide a basis for forward planning and review.

- They will require the establishment of benchmarking metrics necessary to drive activity.
- They will necessitate the formalisation or introduction of new processes or systems to monitor progress.

Healthy UCD KPIs

The establishment of baseline data will be important in developing KPIs. It is intended that KPIs will be drawn up for each of the outputs identified, by the sub-group responsible for the output, and approved by the Health Promotion Group and UMT Student Experience Group. The following will ambitions will provide the framework for such KPIs:

- Following successful implementation of the *Healthy UCD* strategy, UCD will be a community of motivated, engaged **faculty and staff** who view the organisation as a great place to work and are actively striving to achieve the University's aims and objectives. Measurable key performance indicators for faculty and staff may include reduced sick leave, improved retention and a positive outcome in staff climate surveys.
- **Students** will view UCD as a health affirming place to study, socialise and live with a positive impact on student recruitment. They will engage fully with the holistic student experience and leave UCD demonstrably healthier than when they arrived. Our students will choose healthy lifestyles, have strong emotional resilience and developed awareness of the benefits of good physical health, making them role models for future generations. KPIs may include retention, access to appropriate student support services and usage of sports and fitness facilities.
- The **local community** will view UCD as a benefit to have in their community and a resource in their own quest to lead a healthier lifestyle.
- **Internationally** UCD will be viewed as a global health promotion exemplar which is actively sought out by students, faculty and staff, with a cutting-edge health and health promotion research agenda grounded in the demonstrable results achieved on campus.

The Self Review Tool produced by UK Health Universities will also be utilised. This is an online questionnaire structured under five headings that reflect the key areas that a university should be addressing when working towards their goal of becoming a Healthy University:

- **Leadership and Governance:** This section of the tool focuses on the corporate commitment of the university in working towards becoming a Healthy University.
- **Service Provision:** This section of the tool identifies the level of service provision on and off site to support the health and wellbeing needs of staff and students.
- **Facilities and Environment:** This section of the tool supports the university in reviewing the facilities it provides and the environment it creates to support the health and wellbeing of staff and students and the wider community.

- **Communication, Information and Marketing:** This section of the tool reviews the processes involved in communicating health and wellbeing information and messages to staff and students and how the university markets health and wellbeing in its promotional materials.
- **Academic, Personal, Social and Professional Development:** This section of the tool deals with how the university uses the opportunities presented by curricula, research, knowledge transfer and professional development to improve health and wellbeing and respond to the needs of its staff and students.

Under each sub-heading, there are statements giving an opportunity to reflect and review current progress by choosing one of four qualitative responses:

- **No, not at all** i.e. the university has not yet engaged with this area of work.
- **Thinking about it** i.e. the area of work has been raised as an issue for consideration or there are pockets of isolated activity.
- **Working on this currently** i.e. the university as a whole has made a strategic-level commitment.
- **Yes we are there** i.e. the university as a whole has acted on this strategic-level commitment.

Once a university has completed the online tool and submitted its responses, a graphic representation (red, amber, green) of levels of progress under each key heading will be generated. This will highlight those areas where the university is achieving and those areas where additional input is needed.

Appendix : Health Promotion Working Group

Membership

Brian Mullins, Director of UCD Sport (Chair)

Mary Barrett, External Advisor and member of Governing Authority

Prof Colin Boreham, Director of Institute for Sport & Health

Prof Joe Carthy, Deputy Chair Athletic Union Council (AUC)

Darren Doherty, UMT Student Experience Group

Kevin Griffin, UMT Student Experience Group

Carmel Keane, UCD Sport

Aishling Kennedy Dalton, Buildings & Services

Triona McCormack, UCD Research

Geraldine McDermott, UCD Student Health

Dr Denise McGrath, School of Public Health, Physiotherapy & Sports Science

Dr Celine Murrin, Institute for Food & Health

Claire O'Connor*, Students' Union Welfare & Equality Officer

Aisling O'Grady, Student Advisor

Sharyn Rowat, UCD Human Resources

Mark Simpson, University Relations

Group Administrator: Fran Rooney, UCD Student Centre

*Students' Union Sabbatical Officer so membership changes each year