Our Approach to

HEALTH & WELL=BEING

In 2011, one year prior to being launched, Chancellor Block tapped Fielding School of Public Health Professor and Medical Sociologist, Dr. Michael Goldstein, to strategize how to create the healthiest campus in the country, inspired and supported by Jane and Terry Semel's vision. Goldstein (whose academic career spans over fifty years at UCLA) recognized social change is driven by grievances that spur community organizing activities and build into social movements. Building a collective identity around a common goal, Goldstein spent the next two years meeting with campus leaders to share the goals and vision for the Healthy Campus Initiative and presenting to departments, divisions, groups, and individuals in the UCLA community who were interested in learning about the mission to create the healthiest campus in the country. His community organizing skills, social movement knowledge, and experience accelerating social change helped build the foundation for the Healthy Campus Initiative at UCLA.

Harnessing the power of asset mapping and mobilization, Semel HCI's approach to generating a culture of health at UCLA evolved to embrace a collective impact model for social change. Put simply, collective impact is achieved when a group of diverse stakeholders come together around a common objective, leaving their personal agendas at the door.[1] The Food Summit hosted by Semel HCI in 2014 provides an excellent example of the collective impact approach[2] and the outcomes it can generate; learn more by reading the Food Summit Case Study on the Reports, Briefs, & Policies page of the Semel HCI website (healthy.ucla.edu).

Our collective impact approach has built trust among our many partners. Indeed, one measure of the success of our social organizing efforts and collective impact approach is the expansion of our network over time, including individuals from both health and non-health oriented sectors and departments. This expanding network signals significant progress towards a culture of health and well-being at UCLA, with both health and non-health oriented individuals recognizing the importance of health to so many aspects of work and life at the university.

1. SHARE A COMMON AGENDA
Semel HCI unites the campus community around "making the healthy choice the easier choice", with a mission centered on the mission and core values of the university.

Semel HCI Mission
Semel HCI aims to build a culture of health as the foundation for a resilient, equitable, and thriving community for over 85,000 students, faculty, staff and visitors at UCLA.

2. PROVIDE A COORDINATING STRUCTURE
Semel HCI has a defined multi-level coordinating structure with leadership and coordination out of the Chancellor's Office and 7 thematic work groups called "pods" with cross-campus membership and content experts. Each pod is co-led by a faculty lead and senior management operational lead.

FIVE CONDITIONS FOR COLLECTIVE IMPACT

3. ENGAGE IN MUTUALLY REINFORCING ACTIVITIES
Semel HCI incubates innovative ideas by bringing stakeholders together around opportunities which offer co-benefits to all parties involved. Pods are encouraged to collaborate, recognizing the overlapping nature of their content areas.

5. UTILIZE SHARED MEASUREMENT SYSTEMS
Agreeing on measurement systems allows Semel HCI to determine campus priorities and evaluate the impact of its efforts. For example, the ResearchWell pod has been working to adapt the Robert Wood Johnson Foundation's Framework for a Culture of Health by identifying and/or developing key indicators for measuring a culture of health in a university setting.[9] These standardized measures will be shared across the UC to allow for comparison across sites and time to track progress towards a culture of health across the UC.

4. PARTICIPATE IN CONTINUOUS COMMUNICATION
Semel HCI encourages the continued work and collaboration of partners through regular convenings such as monthly pod and Steering Committee meetings as well as special convenings like summits.

[1] Kania J, Kramer M. Collective Impact. Stanford Soc Innov Rev. 2011.
[2] Slusser WM, et al. Collective Impact for Health and Wellbeing. Stanford Soc Innov Rev. 2018.