

Total Organizational Health (TOH@UTC) Updates – Fall 2025

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Agenda

- TOH@UTC?
 - Recent campus data related to the TOH@UTC
 - Mclean (Fall 2024)
 - COACHE (Feb-Mar 2025)
 - UTC TOH progress check (Apr 2025)
 - Current and near future TOH priorities and objectives
-

What is *Total Organizational Health (TOH)*?



- **Worker health** = health, safety, and well-being (WHSWB) of individuals and groups

- Physical, psychological, social
- Not limited to work-domain experiences

Expanded focus and impact beyond employee engagement to broader quality of worklife, and beyond *Total Worker Health*® to work for more diverse stakeholders (especially leaders)

- **Organizational health** = resilience and adaptability of the organization

- Low dysfunctional turnover (adequate functional turnover)
- Generally positive employee attitudes (satisfaction, commitment, employee experience)
- Higher levels of perceived support, trust, and fairness
- Consistent motivation, engagement, and performance
- “Ownership mentality” and identification with one’s work
- Knowledge of how one’s own efforts contribute to the mission of the organization

TOH Guiding Frameworks

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

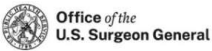
Matter at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility



<https://tinyurl.com/USSGworkerwellbeing> (USSG, 2022)

(Nielsen et al., 2017; 2018)

<https://www.utc.edu/total-organizational-health>



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Total Organizational Health

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What is TOH?

Beginning in January 2023, the Total Organizational Health initiative at UTC (TOH@UTC) is a data-driven and evidence-based effort to **build** and **sustain** a culture within this institution that protects and promotes health, safety, and well-being for all employees. Through this initiative, UTC employees are working together to enhance engagement, build a supportive workplace culture, strengthen the overall resilience of the institution, and generally help UTC to become an "employer of choice" locally, regionally, in the University of Tennessee system, and beyond.

[Learn More](#)

The TOH@UTC framework and approach is based on work from the [US Surgeon General](#) (2022) and Nielsen et al. (2017; 2018).

The Building Blocks of TOH@UTC



https://blog.utc.edu/toh/

TOH@UTC

Welcome to the TOH@UTC blog!

Christopher Cunningham
May 17, 2024

Posts to this blog address a variety of TOH topics that are important to our campus and working in a university setting more broadly. These resources were created in response to needs identified through the ongoing TOH@UTC initiative, which you can learn more about by visiting <https://www.utc.edu/total-organizational-health>.

[Continue Reading](#)



Stay Interviews as a Tool for Building Trust, Amplifying Employee Voice, and Fostering Professional Growth

Lydia Rominger, Christopher Cunningham, and Laure Pou
September 23, 2024

There are many questions when an employee quits or otherwise leaves their position in an organization. Traditionally, organizations conduct "exit interviews" or "exit surveys" to address these concerns. However, this reactive approach often falls short by itself, being "too little, too late" to truly address underlying issues that might have contributed to an employee's decision.

[Continue Reading →](#)



Managing Gossip at Work

Christopher Cunningham and Sally Hoffman
September 10, 2024

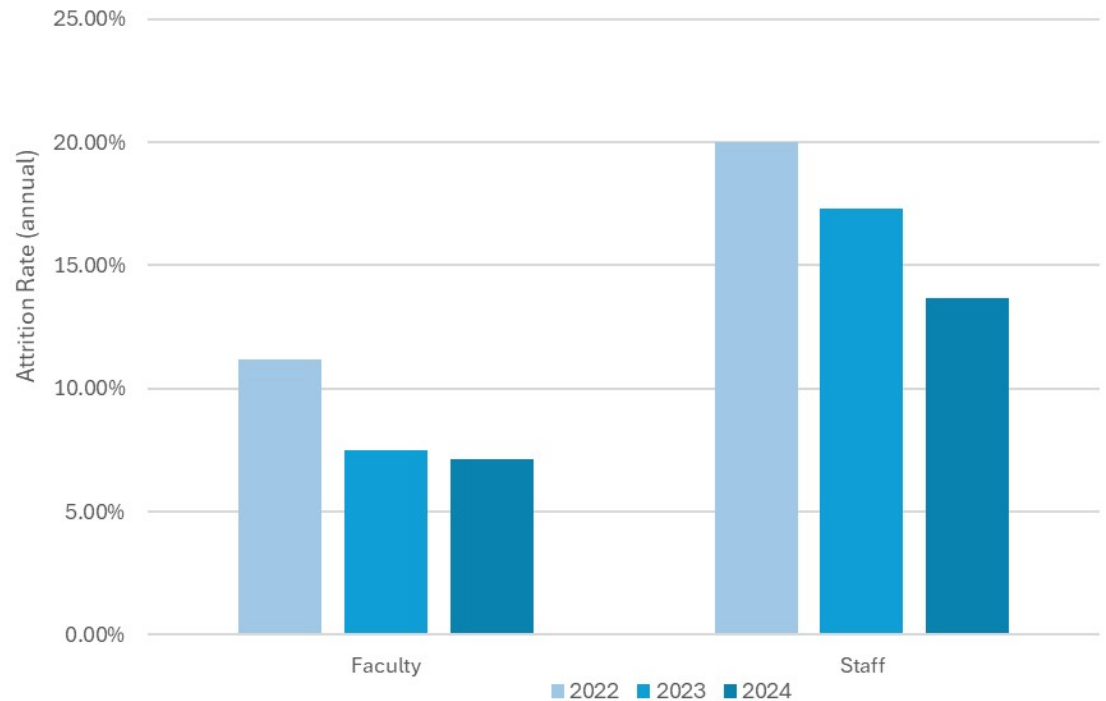
Gossip within workplaces is very common – By some estimates, almost 90% of employees share, hear, or are the target of workplace gossip. [Read the full article here.](#)

Ongoing TOH@UTC Evaluation Plan

- Informal/qualitative information gathered through ongoing discussions
- Institutional metrics pertaining to talent (e.g., attrition, time to fill)
- Recurring annual UT system surveys + semi-annual internal progress check surveys + monitoring of internal metrics
 - *Mid-Sep to Oct: McLean staff survey* (all staff)
 - Open to all staff employees, 9/23 through 10/21
 - *Mid-Nov: TOH@UTC progress check* (all employees)
 - Planning to focus the open portion in Nov 2025 on career development needs
 - *Late Feb: COACHE faculty satisfaction survey* (all faculty)
 - Next round expected Spring 2028
 - *Mid-Apr: TOH@UTC progress check* (all employees)

Additional Signs: Attrition Patterns (voluntary + involuntary)

- Very promising trends
- Need to focus in more on voluntary vs. involuntary
- Need to compare for different types of faculty and staff



Evidence of Impact: McLean Staff Engagement

Fall 2024

McLean Survey Response Rates:

Evidence of increased sense of voice + trust

- **2024:**

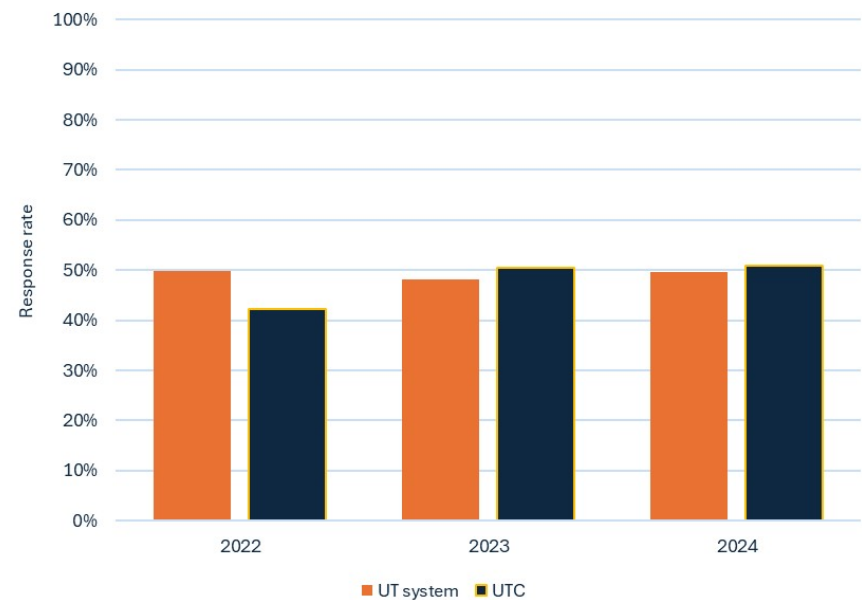
- UT system – 4877 of 9828 employees (49.6%)
- UTC – 457 of 897 employees (50.9%)

- **2023:**

- UT system – 4293 of 8898 employees (48.2%)
- UTC – 399 of 790 employees (50.5%)

- **2022:**

- UT system – 4193 of 8429 employees (49.7%)
- UTC – 343 of 810 employees (42.3%)



McLean 2024 Highlights

- Exceeded McLean benchmark for all engagement driver dimensions
- Exceeded McLean benchmark on multiple key engagement indicators:
 - Pride in work (89% vs. 88%)
 - Perceived importance of contributions to department success (87% vs. 84%)
 - Perception of team membership and shared goal (77% vs. 71%)
 - Positive sharing about job with family and friends (66% vs. 62%)
- Exceeded McLean benchmark on both “taking action” indicators:
 - Department takes actions to improve engagement (61% vs. 54%)
 - UT takes actions to improve engagement (49% vs. 37%)

McLean 2024 Highlights, continued

- Continued gain in McLean employee experience score:

How likely would you be to recommend UT to a qualified friend or family member...

- **2024: 13.4 (benchmark = -1.0)**
- 2023: 10.1 (benchmark = 3.2)
- 2022: -0.3 (benchmark = 11.3)

McLean Engagement: *Progress Continues*

“Engaged” + “Almost Engaged” vs. benchmark

- **2024:**

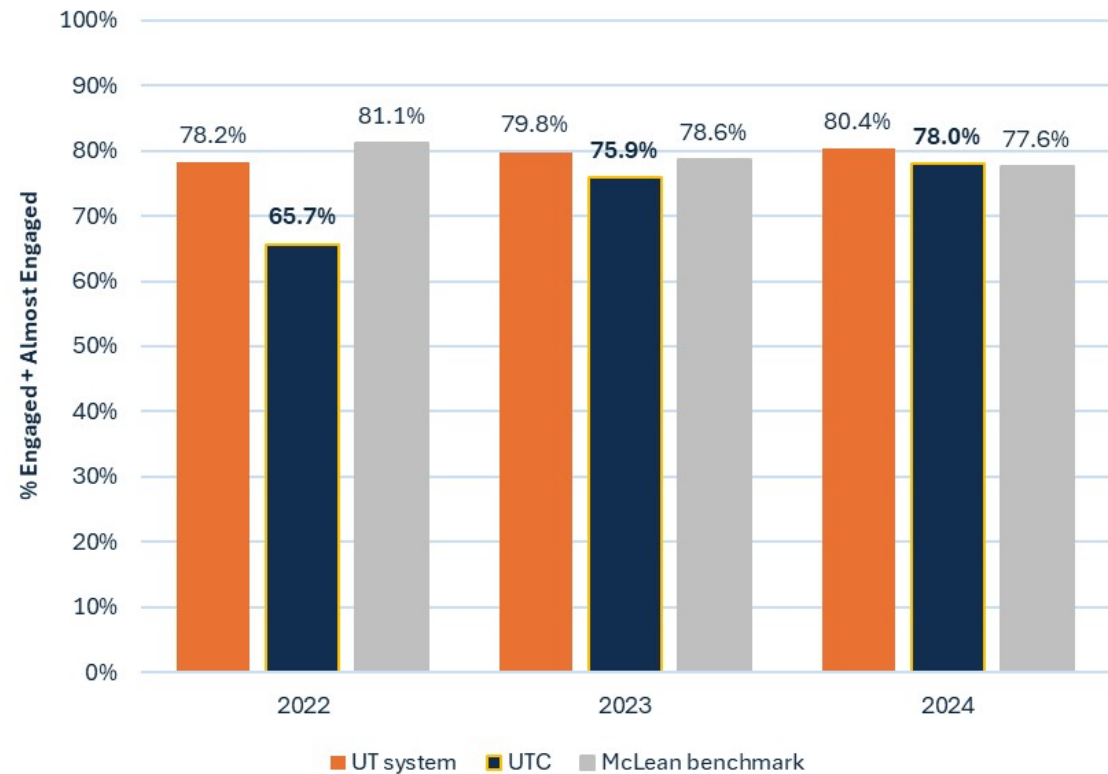
- Benchmark = 77.6% (57.3% + 20.3%)
- UT system = 80.4% (60.5% + 19.9%)
- UTC = 78% (59.6% + 18.4%)

- **2023:**

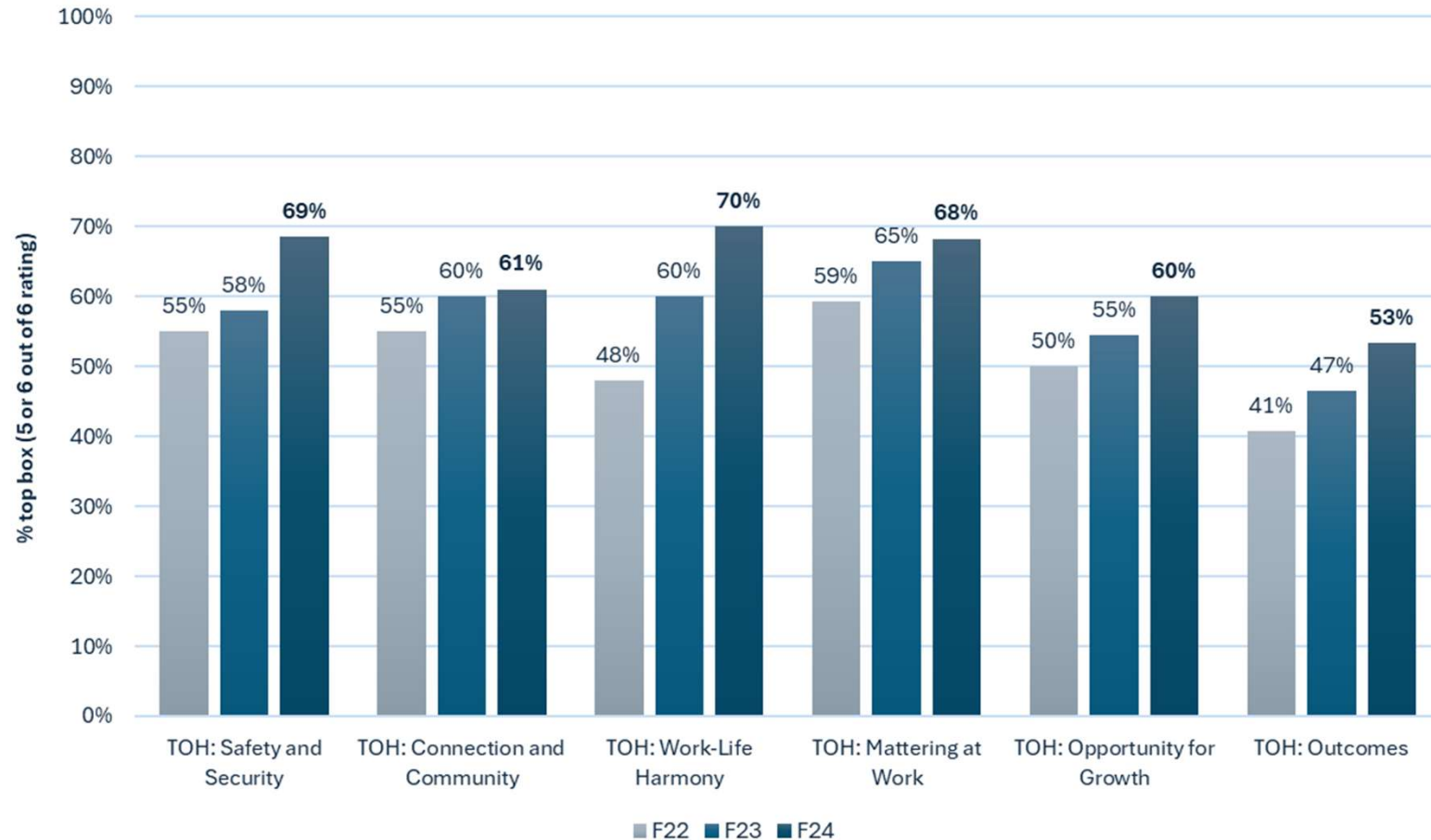
- Benchmark = 78.6% (59.4% + 19.2%)
- UT system = 79.8% (58.9% + 20.9%)
- UTC = 75.9% (52.5% + 23.4%)

- **2022:**

- Benchmark = 81.1% (61.4% + 19.7%)
- UT system = 78.2% (57.7% + 20.5%)
- UTC = 65.7% (48.2% + 17.5%)



McLean Evidence of TOH@UTC Impact

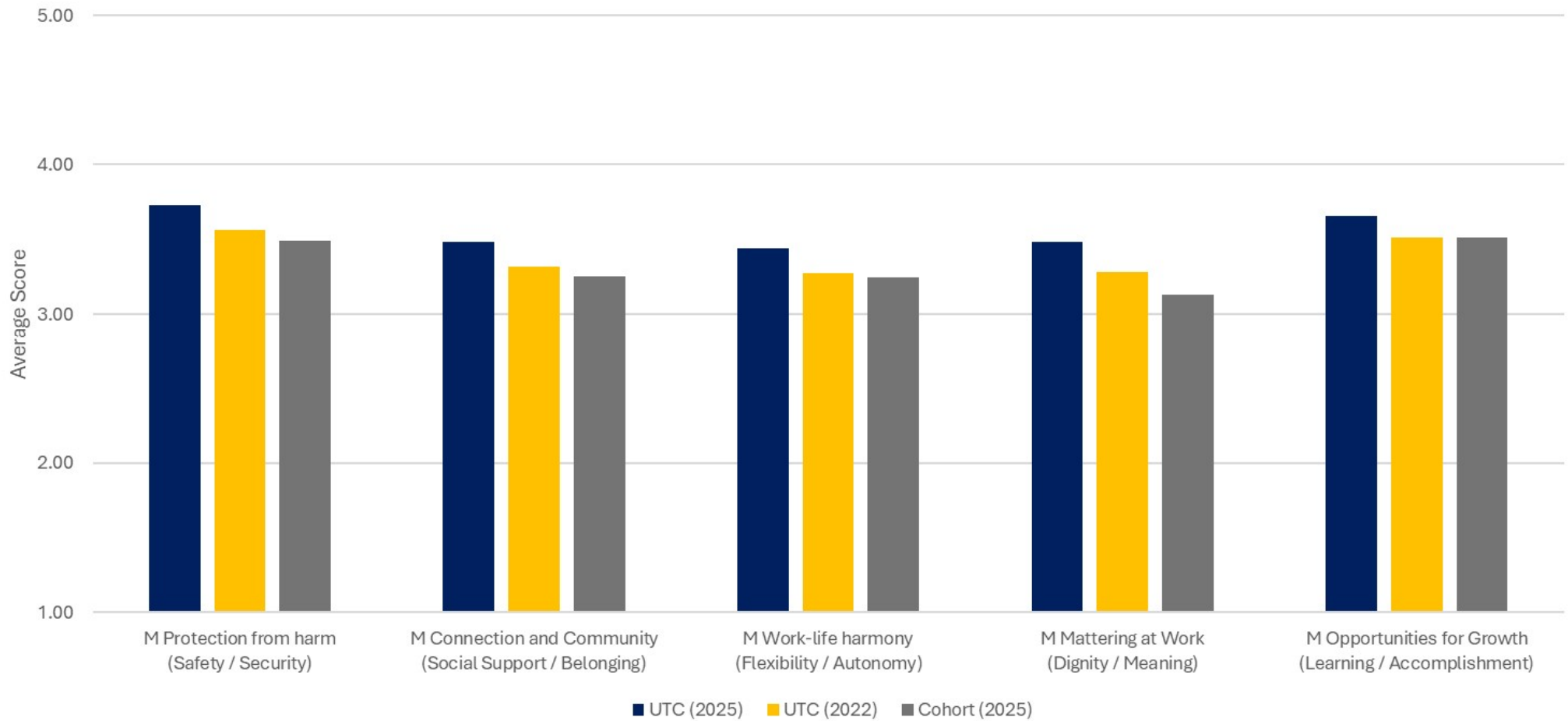


Evidence of Impact: COACHE Faculty Satisfaction

Spring 2025

NOTE: Department-level reports are still being generated; the following data are university-level only

Overall Mean (M) COACHE Indicators of TOH@UTC Dimensions



Most recent TOH@UTC Progress Check Data

April 2025

TOH@UTC Progress Check Main Indicators

517

Sample size (S24)

379

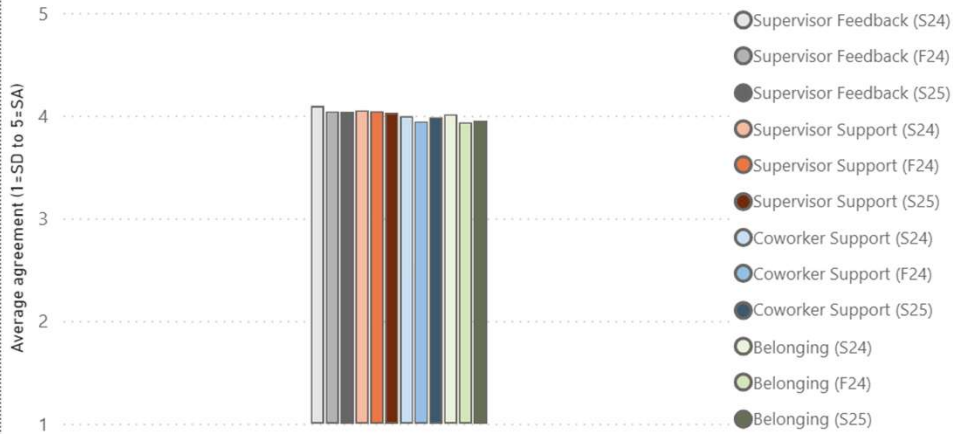
Sample size (F24)

429

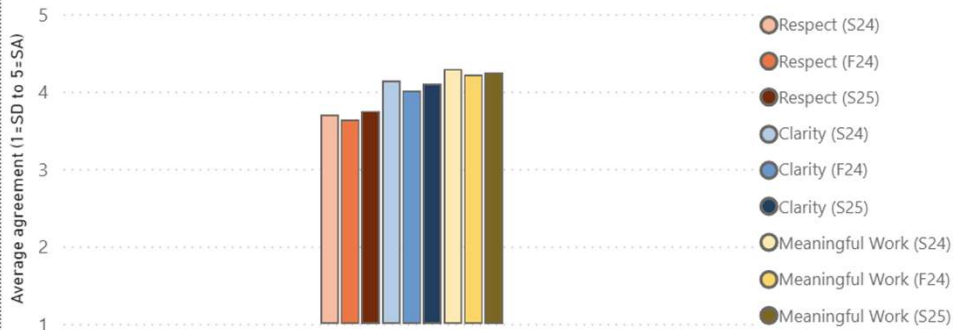
Sample size (S25)

These figures summarize trends in the core TOH@UTC factors over the past three rounds of progress check surveys. Higher scores reflect more positive employee perceptions and experiences with these key dimensions. Different bars within each figure reflect elements contributing to these core dimensions. Note: Bar coloring is set per figure; the same colors may be repeated to represent different variables in other figures here and throughout this report.

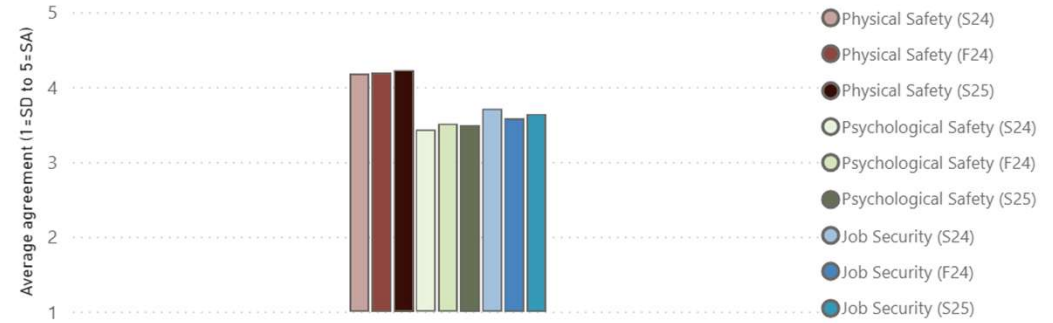
Connection and community



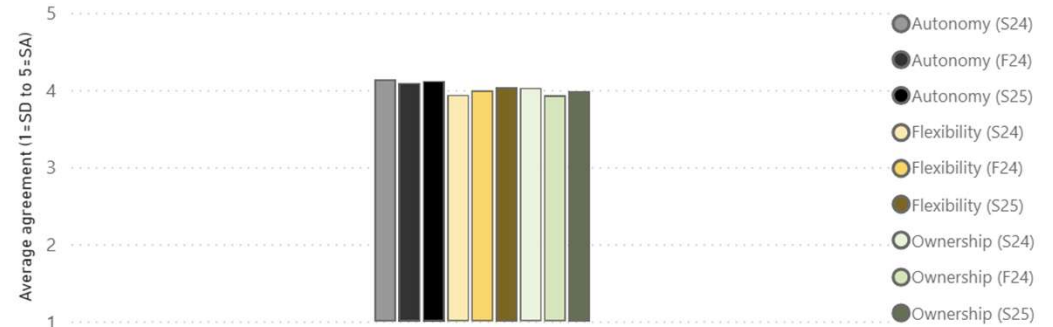
Mattering at work



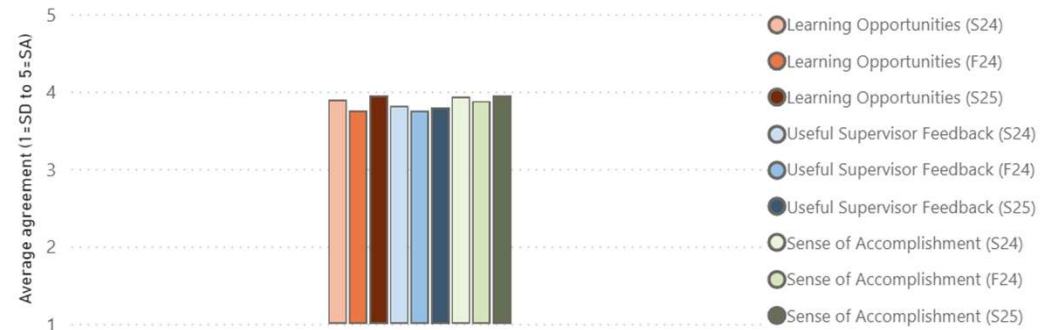
Protection from harm



Work-life harmony



Opportunity for growth



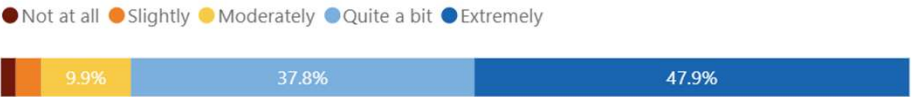
TOH@UTC-related employee outcomes

NOTE: If any portion of a figure/table on this page is missing or blank, it is because data are not available to report on that dimension.

517 Sample size (S24) 379 Sample size (F24) 429 Sample size (S25)

These figures show the breakdown of employee responses to specific items from the TOH@UTC progress check that reflect outcomes linked to the core TOH@UTC dimensions. Please carefully review the legends and axis labels for each set of figures to guide accurate interpretation.

Level of commitment to UTC work (% of S25 respondents)



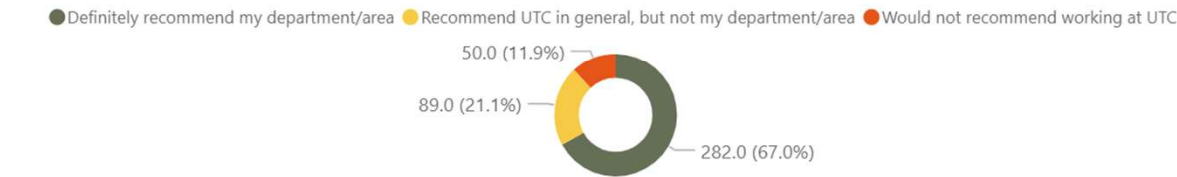
Level of commitment to UTC work (% of S24 respondents)



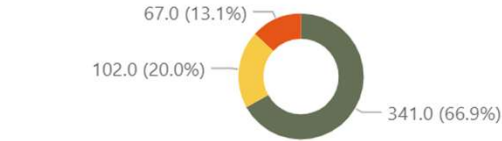
Level of commitment to UTC work (% of F24 respondents)



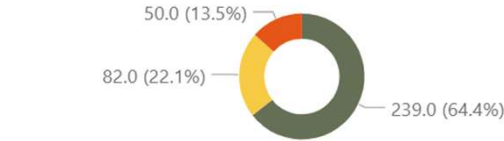
Would recommend department/area of UTC? (S25)



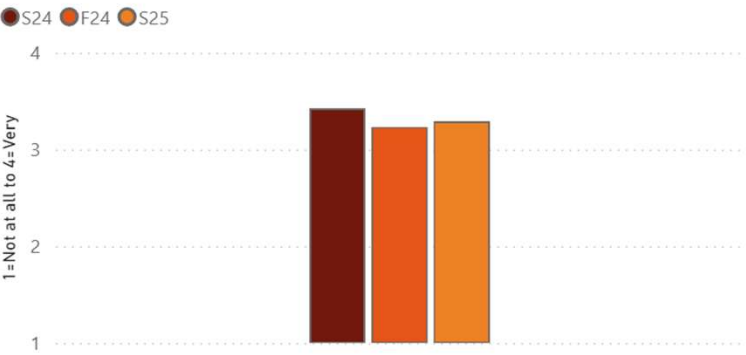
Would recommend department/area of UTC? (S24)



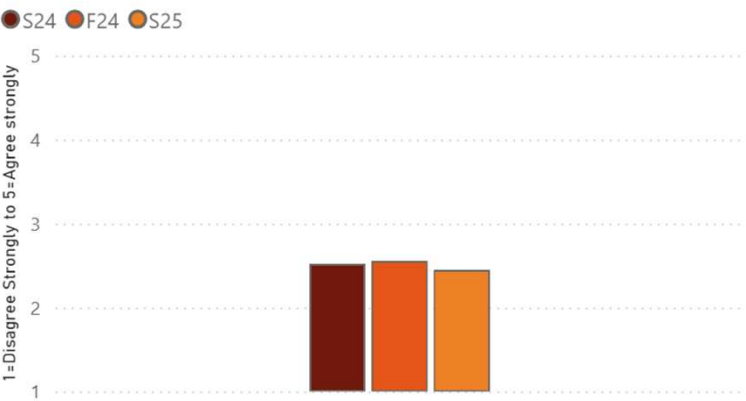
Would recommend department/area of UTC? (F24)



Overall I am ___ satisfied with my work at UTC.



I am seriously thinking of leaving UTC for a different job sometime soon.



Current Priorities and Next Steps

General TOH@UTC priorities, 2025-2026

As outlined in a recent TOH@UTC blog post (8/28/25):

- Increase the number of campus work units/departments who consistently participate in TOH-related data gathering and data-based action planning
- Continue to monitor and respond to evidence of progress and change in the overall employee experience at UTC.
- More fully formalize and integrate TOH principles into ongoing initiatives and strategic efforts that will influence employees' experiences at UTC in the future
 - In particular: FRA, leadership development,
- Strengthen the shared ownership over and general practice of TOH so this initiative can benefit all employees across campus