

# Occupational Health/Wellness

Fund 10 • Directorate 04 • Division 47 • Department 470

## Program Description

Effective July 1, 2014, the former EMS/Occupational Health/Wellness department was reorganized into two programs and two program budgets were allocated to three departments within the Fire Chief's Office, EMS, and this department. The Occupational Health Services (OHS) portion of this program was established to provide OSHA blood and airborne pathogen compliance, vaccination and testing services, and other health monitoring for District personnel, as well as other contract agencies. OHS services include pre-physical examinations, lead and cholesterol testing, and respiratory protection compliance for outside clients. Contract revenues offset a portion of expenditures for this program.

The Wellness portion provides uniformed personnel an annual physical and fitness assessment as outlined in the District's Joint Wellness Fitness Initiative. The Wellness Program coordinates the new hire process for all District employees and works with Human Resources to facilitate the return-to-work and fit-for-duty processes. The program provides a variety of wellness and fitness resources for all District personnel.

Occupational Health/Wellness was moved to the Business Operations Directorate, effective July 1, 2014.

## Budget Summary

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget
Revenues				
Charges for Services				\$ 113,280
Total Revenues				\$ 113,280

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget
Expenditures				
Personnel Services				\$ 629,348
Materials and Services				297,585
Total Expenditures				\$ 926,933

## Personnel Summary <sup>1</sup>

Position	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget
Program Manager	1.00	1.00	1.00	1.00
Wellness Coordinator	1.00	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00	1.00
Nurse	1.00	1.00	1.00	1.25
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.25

<sup>1</sup> As restated to reflect the 2014-15 reorganization separation of the former EMS/OHS/Wellness program into two separate programs effective July 1, 2014. Prior years reflect the program for the Occupational Health program with the former combined department, formerly accounted for in department 421.

# Occupational Health/Wellness, continued

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## 2014-15 Significant Changes

Budgeted revenues for this cost center are \$113,280 and come primarily from contracts and fees from area agencies served.

Prior to 2014-15, the Occupational Health/Wellness program was combined with EMS in the Integrated Operations Directorate. Effective this proposed budget, the combined department was separated, whereby the EMS department remained in the Integrated Operations Directorate and the Occupational Health/Wellness program was moved to report to the Business Operations Directorate and costs and personnel associated with the Behavioral Health Program are being budgeted within the Fire Chief's Office.

Personnel assigned to this program have remained constant. The proposed 2014-15 budget includes estimated payments of accumulated time off at the retirement of two employees.

Materials and Services expenses include EMS Supplies (5320) for the vaccines and immunizations provided by OHS personnel. Medical supervision of the program is provided for in account 5413, and temporary services for nursing staff of \$30,000 and other temporary assistance for the EMS program are included in account 5417. Account 5414 includes \$96,725 for physician services for employee physicals and occupational health services, \$63,000 for estimated lab services, \$12,000 for chest x-rays, and \$15,000 for rehabilitative care for injured employees, among other services.

## Status of 2013-14 Service Measures

- Ensure compliance for mandatory OSHA, Center for Disease Control (CDC), National Fire Protection Association (NFPA), and public health mandates per industry best practices.

Goal(s)/Call(s) for Action: IV/B and 6; VI/A, B and 5; VII/A  
Service Type: Mandatory  
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.  
Status or Outcome: Met 99% of mandatory compliance requirements. Blood and airborne pathogens, hearing conservation, and applicable components of the Respiratory Protection Standard were reviewed and are current.

- Provide appropriate testing and pre-physical services to support Department of Transportation/Commercial Driver (DOT/CDL) License, NFPA, and IAFF/IAFC Initiative (expand applicable components to non-line employees).

Goal(s)/Call(s) for Action: IV/B, 2, and 8; VII/E, 1, 3, and 4  
Service Type: Mandatory (DOT/CDL), Essential  
Measured By: Percentage of examinations completed.  
Status or Outcome: Pre-physical services were provided to 97% of uniformed personnel, with over 85% occurring in a 12-day period in September/October 2013. Due to unanticipated vacancies, challenges associated with limited staffing have been identified, including scheduling, access, and available appointments. Solutions to address these challenges in advance of the 2014 pre-physicals have been proposed. Limited progress was made in expanding applicable components to non-line employees.

## Occupational Health/Wellness, continued

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### Status of 2013-14 Service Measures, continued

- Provide ongoing health education and fitness screening as outlined in the IAFF/IAFC Wellness/Fitness Initiative (expand applicable components to non-line employees).

Goal(s)/Call(s) for Action: IV/2  
Service Type(s): Essential  
Measured By: The annual Wellness survey outlines staff participation as well as customer satisfaction. Fitness assessment data outlines year-to-year changes among individuals as well as aggregate District data.

Status or Outcome: During this reporting period, there was a protracted vacancy in the Wellness Program Coordinator position, which was filled in February 2014. The Program Manager and the Wellness Committee will work with the newly hired Wellness Program Coordinator to identify any gaps in current practices, propose a timeline to complete the mandatory fitness assessments, and gather meaningful individual and aggregate data. As time allows, the new Wellness Program Coordinator will provide health and fitness education to non-line personnel prior to the end of the budget year.

- Partner with HR, Training, Integrated Operations, the District physician, occupational health providers, and SAIF to provide a comprehensive return-to-work process.

Goal(s)/Call(s) for Action: IV/1 and 7; VII  
Service Type(s): Essential  
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process that manages employee leave due to injury and illness.

Status or Outcome: Individual case management continues to return employees to work in a timely manner. Training and relationships with SAIF have shortened time to accept claims. Battalion Chiefs now conduct return-to-work evaluations without need of Training Officer attendance.

# Occupational Health/Wellness, continued

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## Status of 2013-14 Change Strategies

- Complete an updated operational plan for Occupational Health and Wellness Services. Validate a manageable and strategically-defined program model for both internal and contracted services. Outline necessary changes in program structure, service delivery, resources, staffing, expertise, and infrastructure to support the model.

Goal(s)/Call(s) for Action: IV/5; VII  
Budget Impact: Increase required  
Duration: 1 of 1  
Budget Description: Budget increase proposed to engage a contractor to inform the operational planning process with expertise in best practices for administrative and business systems, technology and infrastructure, and specialized billing and records management functions for medical practices. Another budget increase was proposed for additional staff resources to manage key high-level administrative, project, and business management functions; position specifics to be informed by the operational planning process  
Partner(s): Planning, Wellness Advisory Committee, Integrated Operations, Fire Chief's Office, Human Resources, Finance, the contracted occupational medical providers, the District's physician, contracted agencies.  
Status or Outcome: Established operational plan framework and are on target to finalize by the end of fiscal year 2013-14. Validated the program vision, mission, and guiding principles, and identified short, mid, and long-range priorities in nine focus areas. Process mapping to identify key program functions continues. Developed a restructured staffing model reflecting a re-tooled division of duties. Shifted responsibility for additional key high-level administrative, project, and business management functions to the Program Manager, rather than to the new position. Conversely, the new position was redefined as clinical (e.g., medical assistant or nurse), with responsibility for many of the routine clinical duties previously handled by the Program Manager. Additional temporary medical staff resources were secured to support internal and external functions. The Wellness Program Coordinator position description was revised in partnership with labor/management to increase focus on individual fitness assessments for line personnel. A revised enterprise business plan was developed to reflect key adjustments to external service provision in an effort to increase efficiencies and better leverage limited staff resources. Utilization of content area experts to properly vet out program needs was delayed and remains necessary.

- Enhance internal service and synchronize existing partnerships to provide cost-effective Occupational Health and Wellness Services to District staff and contract agencies.

Goal(s)/Call(s) for Action: IV/8; VII  
Budget Impact: Resource neutral  
Duration: Year 1 of 3  
Budget Description: Further expansion of services requires additional staffing; however, this is offset by contract revenues.  
Partner(s): The District physician, occupational health providers, and contract agencies, with a focus on expanding the District's relationship with strategically aligned outside public agencies.  
Status or Outcome: An in-depth evaluation of Occupational Health/Wellness services was conducted by the Planning Division. These findings will serve as a guide to develop a new operational plan for Occupational Health/Wellness during the coming year.

### Status of 2013-14 Change Strategies

- Update wellness initiative to reflect goals of prevention, early risk recognition, and inclusion of all members.

Goal(s)/Call(s) for Action: IV/5  
Budget Impact: Resource neutral  
Duration: Year 2 of 2  
Budget Description: Further develop Wellness Program with emphasis toward early recognition/prevention of all members.  
Partner(s): Division Managers, District physician, occupational health providers, Human Resources  
Status or Outcome: After review of the wellness initiative, it was decided to utilize the IAFF/IAFC Wellness Initiative as a reference document and maintain a current list of differences in TVF&R's local approach, in order to provide best practice delivery of services.

- Purchase an electronic medical records (EMR) system during fiscal year 2013-14.

Goal(s)/Call(s) for Action: IV/4; VIII  
Budget Impact: Increase required  
Duration: Year 1 of 1  
Budget Description: Purchase selected EMR system during 2013-14 fiscal year.  
Partner(s): Information Technology, Finance, District physician, occupational health providers  
Status or Outcome: An EMR system (4Medica) was selected and annual subscription purchased. Basic reports are being uploaded toward the goal of consolidating records and meeting Federal/State HITECH Act requirements. EMR needs will undergo reassessment as part of the overall operational plan being developed in 2013 for the Occupational Health/Wellness program.

- Develop metrics that improve the ability to measure effectiveness of injury management and return-to-work program.

Goal(s)/Call(s) for Action: IV/A and 1  
Budget Impact: Resource neutral  
Duration: Year 1 of 1  
Budget Description: Better metrics are required to improve management of on-the-job injuries, time loss, and return-to-work.  
Partner(s): Information Technology, Finance, Human Resources, external agencies  
Status or Outcome: Ratio of number of on-the-job-injury hours lost per hours worked was added to current metrics. Changes in records management system reporting of injuries are being made to capture additional data. SAIF was consulted to locate a standard of expected time loss/injury.

### Additional 2013-14 Accomplishments

- Awarded the "Top 10 Healthiest Businesses in Oregon" in the 100-499 employee category by the Portland Business Journal for the second consecutive year.



# Occupational Health/Wellness, continued

## 2014-15 Service Measures

Occupational Health & Wellness Program Status	2011-12 Actual	2012-13 Actual	2013-14 Estimated	2014-15 Projected
Mandatory compliance with OSHA requirements including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	99%	99%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	98%	99%	99%	99%
Workers' Compensation (calendar year)				
Total number of cases	49	58	60	60
Total number of days away from work	183	152	175	175
Total number of days working with restrictions	188	126	150	150

- Ensure compliance for mandatory OSHA, NFPA, CDC, and public health mandates per industry best practices.

Goal(s)/Call(s) for Action: IV/A, B, and C  
 Service Type: Mandatory  
 Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.

- Provide appropriate testing and pre-physical services to support Department of Transportation/Commercial Driver's License (DOT/CDL) requirements, NFPA standards, and the IAFF/IAFC Wellness Initiative; expand applicable components to non-line employees.

Goal(s)/Call(s) for Action: IV/A, B, 2; VI  
 Service Type: Mandatory (DOT/CDL), Essential  
 Measured By: Percentage of examinations completed.

- Provide ongoing health education and fitness screenings as outlined in the IAFF/IAFC Wellness/Fitness Initiative; expand applicable components to non-line employees.

Goal(s)/Call(s) for Action: IV/B and 2  
 Service Type(s): Essential  
 Measured By: Number of fitness screenings and description of health education efforts during the budget year.

- Partner with Human Resources, Training, Integrated Operations, the District physician, occupational health providers, and SAIF to provide a comprehensive return-to-work process.

Goal(s)/Call(s) for Action: IV/1; VI/ A, E and 1  
 Service Type(s): Essential  
 Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process, which manages employee leave due to injury and illness.

# Occupational Health/Wellness, continued

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## 2014-15 Service Measures, continued

- Develop program metrics and analysis to substantiate trends and for application in operational program planning.

Goal(s)/Call(s) for Action: IV; VI  
Service Type(s): Essential  
Measured By: Implementation of new metrics by December 31, 2014.

- Complete annual update of operational plan and external business plan, to reflect any service delivery changes.

Goal(s)/Call(s) for Action: IV/5; VI/A and E  
Service Type(s): Essential  
Measured By: Completion by the December 31, 2014.

## 2014-15 Change Strategies

- Refine the Occupational Health/Wellness program structure to ensure a sustainable delivery model and sufficient supporting resources.

Goal(s)/Call(s) for Action: IV/5; VI/A, E and 1

Budget Impact: Increase required

Duration: Year 1 of 1

Budget Description: Develop a succession plan/transition strategy in advance of key staff retirements to ensure program stability and business continuity. Memorialize and validate key functional requirements and processes in support of internal program elements and external business services. Establish stability and bench strength for clinical functions through temporary staffing resources. Focus on developing a strong, skilled, and synergistic team, to include conducting proper mentoring and onboarding for new employees. Strengthen connectivity and interaction with internal operating partners, including the Wellness Committee. Identify and implement necessary programmatic and administrative changes to streamline internal and external functions; access industry experts to inform this effort. Validate, and expand as necessary, contracts with appropriate occupational health medical service providers. Work with the Records Analyst to effect improvements to records retention/management practices and systems.

Partner(s): Planning, Wellness Committee, Integrated Operations, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, the contracted occupational medical providers, the District's physician, contracted agencies

# Occupational Health/Wellness, continued

	Actual Prior FY 2012	Actual Prior FY 2013	Budget Prior FY 2014	Budget Proposed FY 2015	Budget Approved FY 2015	Budget Adopted FY 2015
<b>10470 General Fund</b>						
5001 Salaries & Wages Union				\$ 2,947	\$ 2,947	\$ 2,947
5002 Salaries & Wages Nonunion				298,374	298,374	298,374
5004 Vacation Taken Nonunion				22,955	22,955	22,955
5006 Sick Taken Nonunion				4,594	4,594	4,594
5008 Personal Leave Taken Nonunion				1,970	1,970	1,970
5015 Vacation Sold				12,611	12,611	12,611
5016 Vacation Sold at Retirement				55,641	55,641	55,641
5021 Deferred Comp Match Nonunion				16,397	16,397	16,397
5120 Overtime Union				13,150	13,150	13,150
5121 Overtime Nonunion				2,000	2,000	2,000
5201 PERS Taxes				85,610	85,610	85,610
5203 FICA/MEDI				32,813	32,813	32,813
5206 Worker's Comp				7,720	7,720	7,720
5207 TriMet/Wilsonville Tax				3,149	3,149	3,149
5208 OR Worker's Benefit Fund Tax				192	192	192
5211 Medical Ins Nonunion				53,801	53,801	53,801
5221 Post Retire Ins Nonunion				3,600	3,600	3,600
5230 Dental Ins Nonunion				6,048	6,048	6,048
5240 Life/Disability Insurance				4,576	4,576	4,576
5295 Vehicle/Cell Allowance				1,200	1,200	1,200
<b>Total Personnel Services</b>				<b>629,348</b>	<b>629,348</b>	<b>629,348</b>
5300 Office Supplies				500	500	500
5301 Special Department Supplies				6,000	6,000	6,000
5302 Training Supplies				2,000	2,000	2,000
5303 Physical Fitness				12,700	12,700	12,700
5320 EMS Supplies				30,000	30,000	30,000
5366 M&R EMS Equip				800	800	800
5413 Consultant Fees				4,000	4,000	4,000
5414 Other Professional Services				198,725	198,725	198,725
5417 Temporary Services				30,000	30,000	30,000
5461 External Training				4,700	4,700	4,700
5462 Travel and Per Diem				5,500	5,500	5,500
5472 Employee Recog & Awards				500	500	500
5484 Postage UPS & Shipping				450	450	450
5500 Dues & Subscriptions				180	180	180
5502 Certifications & Licensing				430	430	430
5570 Misc Business Exp				500	500	500
5571 Planning Retreat Expense				400	400	400
5572 Advertis/Public Notice				200	200	200
<b>Total Materials &amp; Services</b>				<b>297,585</b>	<b>297,585</b>	<b>297,585</b>
<b>Total General Fund</b>				<b>\$ 926,933</b>	<b>\$ 926,933</b>	<b>\$ 926,933</b>