Occupational Health/Wellness

Fund 10 • Directorate 02 • 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

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services			$ 629,348	$ 650,701
Materials & Services			297,585	204,055
Total Expenditure			**$ 926,933**	**$ 854,756**

Personnel Summary [1]

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
OHS Program Manager	1.00	1.00	1.00	1.00
Wellness Program Coordinator	1.00	1.00	1.00	1.00
OHS Program Assistant	1.00	1.00	1.00	1.00
OHS Nurse	1.00	1.00	0.25	1.00
OHS Certified Medical Asst.	0.00	0.00	1.00	1.00
Athletic Trainer	0.00	0.00	0.00	0.50
Total Full-Time Equivalents (FTE)	**4.00**	**4.00**	**4.25**	**5.50**

[1] 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.

2015-16 Significant Changes

The proposed 2015-16 budget includes an increase to nursing staff and the addition of a part-time athletic trainer to assist firefighters in injury prevention and recovery.

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. Account 5414 includes $76,675 for physician services for employee physicals and occupational health services, $41,500 for estimated lab services, and $9,000 for chest x-rays. Small fitness items includes outfitting new Station 70 and Station 368 for $3,000, plus $11,000 for fitness equipment preventative maintenance services and parts, and $9,000 for small item replacements at all fire stations.

Status of 2014-15 Service Measures

- 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.
Status or Outcome:	With the implementation of Target Solutions, we are better able to track the percentage of those completing portions of mandatory compliance components. It is anticipated that we will achieve 99% compliance rate. All appropriate SOG's and internal protocols have been reviewed and updated to support this measure.

- 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.
Status or Outcome:	With the restructuring of the Occupational Health and Wellness (OHW) program, the addition of a Certified Medical Assistant, and newly hired Wellness Coordinator, the structure for pre-physical testing has been revised to encompass the calendar year. Due to delivery model changes, we are on track to have 96% of the pre-physical testing process completed; 100% compliance for CDL, and will have provided Fitness Assessment to greater than 80% of the line staff by June 30, 2015.

Status of 2014-15 Service Measures, continued

- 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.
Status or Outcome:	With the addition of new staff, it is our program's goal to make it a priority for occupationally-relevant service provision to non-line personnel. This includes health and wellness related topics, individual assessments, and provision of health related services. Target: 70% of District personnel, to be measured by contacts and services provided. Example: bloodborne pathogen training, audiometric testing, cholesterol screening, individual fitness assessments, and vaccinations as appropriate for non-line personnel.

- 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.
Status or Outcome:	Refined our data collection to support the Risk Management site, with the goal of assisting with injury and exposure data collection. While we increased the number of personnel employed by the District, the Worker's Comp claims and time loss days remained essentially neutral. A small number of claims accounted for the majority of the time loss days.

- 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.
Status or Outcome:	OHW developed Service Level Objectives to capture core/mandatory, essential and discretionary services. Additionally, OHW developed a process to better identify individuals requiring further evaluation and risk reduction strategies. For example, the IAFF/IAFC Fitness Assessment is now combined with the pre-physical testing to complete a Coronary Artery Risk Stratification analysis. This Service Measure will be retired and became part of a Change Strategy going forward.

Status of 2014-15 Service Measures, continued

- 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.
Status or Outcome: The first edition of the OHW Operational and External Business Plans were completed in August 2014 to reflect program restructuring and alterations in service provision, and has been made available on the OHW SharePoint site. The Operational Plan is a living document that will be updated continually to capture transition, service structure changes, and progress on short, mid and long-range program goals. This Service Measure will be retired.

Status of 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
Status or Outcome: OHW expanded Service Level Objectives from the Operational Plan and added links to each component. OHW compared Service Level Objectives to individual Work Plans and realigned accordingly. This will assist with validating key function requirements and continued review of the internal program. With the proposed revisions to the external business model, OHW is preparing service model changes that include an internal exposure service model. With the external business changes, OHW will require less temporary resources. OHW has worked as a team to develop and support each other in new and expanding roles. With the position revisions of the OHW Manager and OHW Program Assistant, OHW recommends moving this Change Strategy forward to assist with successful onboarding of new staff. OHW has developed a number of efficiencies in this area. This will continue as part of the Operational Plan on the OHW SharePoint site (Example: pre-physical tracking). OHW has worked with Records Analyst and has created a new medical release consent form for the District physician to release results to OHW and a medical release form for retirees.

Additional 2014-15 Accomplishments

- Third year to receive recognition as one of the Healthiest Businesses in Oregon.
- Successfully added a Certified Medical Assistant and Athletic Trainer positions.
- Established business and clinical operations at the North Operating Center.

Occupational Health/Wellness, continued

2015-16 Service Measures

Occupational Health & Wellness Program Status	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	99%	98%	98%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	98%	99%	99%	96%	97%

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

  Goal(s)/Call(s) for Action: IV/A, 1 and 3
  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 all District personnel.

  Goal(s)/Call(s) for Action: IV/A, 2 and 3
  Service Type: Mandatory (DOT/CDL, MOU), Essential
  Measured By: Percentage of examinations completed and description of components expanded to non-line personnel.

- Provide ongoing health education, occupationally relevant medical and fitness screenings as outlined in the IAFF/IAFC Wellness-Fitness Initiative to all District personnel.

  Goal(s)/Call(s) for Action: IV/A, 2 and 3
  Service Type(s): Essential
  Measured By: Percentage who participated in the District's health and fitness programs, and the total number of contacts and services provided to all District personnel.

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

  Goal(s)/Call(s) for Action: IV/A, 2 and 3, VI/A, E
  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.

2015-16 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/A, 2 and 3; VI/A, 1
Budget Impact:	Neutral
Duration:	Year 2 of 2
Budget Description:	Continue to establish stability and bench strength for program functions. Focus on developing a strong, skilled, and synergistic team, to include proper mentoring and onboarding for OHW staff. Identify and implement necessary programmatic and administrative changes to streamline internal and external functions. Validate, and expand as necessary, contracts with appropriate occupational health medical service providers. Continue to work with the Records Analyst to effect improvement to records retention/management practices and systems.
Partner(s):	Business and Integrated Ops, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, contracted occupational medical providers, District physician, contracted agencies

- Develop and implement strategies to focus efforts on reduction of injury, illness and stress by providing a proactive "pre-habilitation" approach to health and wellness management for all District personnel.

Goal(s)/Call(s) for Action:	IV/A, 2 and 3; VI/A, 1
Budget Impact:	Neutral
Duration:	Year 1 of 3
Budget Description:	Allocate resources that build upon proactive, preventative health and wellness services. Utilize evaluation techniques along with injury, illness and accident report data to stratify employee health risks. Structure service opportunities and health education that incorporates direct tactics for improvement.
Partner(s):	Business and Integrated Ops, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, contracted occupational medical providers, District physician

Occupational Health/Wellness, continued

		2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10470	**General Fund**						
5001	Salaries & Wages Union			$ 2,947	$ 2,947	$ 2,947	$ 2,947
5002	Salaries & Wages Nonunion			298,374	304,121	304,121	304,121
5004	Vacation Taken Nonunion			22,955	23,173	23,173	23,173
5006	Sick Taken Nonunion			4,594	4,636	4,636	4,636
5008	Personal Leave Taken Nonunion			1,970	1,989	1,989	1,989
5015	Vacation Sold			12,611	12,731	12,731	12,731
5016	Vacation Sold at Retirement			55,641	56,759	56,759	56,759
5021	Deferred Comp Match Nonunion			16,397	16,552	16,552	16,552
5120	Overtime Union			13,150	23,620	23,620	23,620
5121	Overtime Nonunion			2,000	2,000	2,000	2,000
5201	PERS Taxes			85,610	78,958	78,958	78,958
5203	FICA/MEDI			32,813	32,824	32,824	32,824
5206	Worker's Comp			7,720	8,021	8,021	8,021
5207	TriMet/Wilsonville Tax			3,149	3,229	3,229	3,229
5208	OR Worker's Benefit Fund Tax			192	232	232	232
5211	Medical Ins Nonunion			53,801	62,289	62,289	62,289
5221	Post Retire Ins Nonunion			3,600	4,500	4,500	4,500
5230	Dental Ins Nonunion			6,048	7,230	7,230	7,230
5240	Life/Disability Insurance			4,576	4,740	4,740	4,740
5270	Uniform Allowance				150	150	150
5295	Vehicle/Cell Allowance			1,200			
	Total Personnel Services			**629,348**	**650,701**	**650,701**	**650,701**
5300	Office Supplies			500	500	500	500
5301	Special Department Supplies			6,000	6,000	6,000	6,000
5302	Training Supplies			2,000	3,000	3,000	3,000
5303	Physical Fitness			12,700	23,000	23,000	23,000
5320	EMS Supplies			30,000	10,000	10,000	10,000
5366	M&R EMS Equip			800	800	800	800
5413	Consultant Fees			4,000	4,000	4,000	4,000
5414	Other Professional Services			198,725	137,175	137,175	137,175
5417	Temporary Services			30,000	5,000	5,000	5,000
5461	External Training			4,700	6,000	6,000	6,000
5462	Travel and Per Diem			5,500	6,500	6,500	6,500
5472	Employee Recog & Awards			500			
5484	Postage UPS & Shipping			450	450	450	450
5500	Dues & Subscriptions			180	180	180	180
5502	Certifications & Licensing			430	150	150	150
5570	Misc Business Exp			500	700	700	700
5571	Planning Retreat Expense			400	400	400	400
5572	Advertis/Public Notice			200	200	200	200
	Total Materials & Services			**297,585**	**204,055**	**204,055**	**204,055**
	Total General Fund			**$ 926,933**	**$ 854,756**	**$ 854,756**	**$ 854,756**