

SAFETY AND HEALTH INVESTMENT PROJECTS  
FINAL REPORT

Enhancing Employer and Employee Participation in Early Return to Work  
Project #: 2012RH00200  
May 2013-September 30, 2014

Denise A. Smart  
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Washington State University/ Rockwood Health System: Valley Hospital

December 1 2014

Denise A. Smart



*Funding and support for this project has been provided by the State of Washington, Department of Labor & Industries, Safety & Health Investment Projects.*

Denise Smart is solely responsible for the content of and views expressed in this report and related materials unless they have been formally endorsed by the Washington State Department of Labor and Industries.

# PART I

## *Narrative Report*

### **Organization Profile:**

For awarded organizations, to include partners and collaborators, provide a brief description of each organization. Mission, vision, and purpose for each of the organizations who applied (this includes partners and collaborators) for the grant.

#### *- Brief history of organization(s)*

A top-tier research university with over 6,350 employees as ranked by the Carnegie Foundation, Washington State University provides world-class education to a diverse student population of 23,500 statewide. Students are taught in a challenging, hands-on environment, enriched by cutting-edge research and graduate study. WSU's historic main campus in Pullman is co-located with the WSU Spokane campus at Riverpoint. Washington State University College of Nursing is the largest school of nursing in the Eastern part of the state with over 1000 undergraduate and graduate nursing students on 5 campuses. Two years ago, a doctoral nursing program was established with nearly 28 PhD candidates. Faculty support for research and quality projects are a top priority in the College of Nursing with faculty receiving support from the Dean of Research, monthly faculty research forums, technical and statistical support. Over the past two years, WSU College of Nursing has developed promotional and education videos reaching out to the international community.

Valley Hospital, along with Deaconess Medical Center and Rockwood Clinic are all part of Rockwood Health System, an integrated healthcare delivery system that works to increase access to health services, improve coordination of patient care among providers, and focus on quality and customer relationships.

#### *- Brief statement of organization's vision/mission*

The Washington State University College of Nursing (WSU) is committed to inspiring and transforming health care for generations to come. The WSU Vision statement pursues opportunities to expand the frontiers of nursing knowledge, science and practice. Using innovative technological approaches, integrated teaching and research, and leveraged resources to benefit all people the College bridges barriers to health care in the global community with a focus on underserved and rural populations. Valley Hospital's vision is to be the best hospital in the Inland Northwest as measured by nationally reported data on quality and patient satisfaction. Following evidence-based and industry best practices, Valley continually advocates for process improvement. That said, our employees are our greatest asset and we must keep them in the workforce to be able to provide the care that we do.

#### *- Brief description of track record of achievement*

The WSU Office of Nursing Research provides support services, consultation, and technical assistance for WSU College of Nursing faculty and graduate students at the main Spokane campus and all branch campuses: Vancouver, Yakima, Tri-Cities, and Walla Walla. Dr. Cindy Corbett, PhD, is the Associate Dean for Research. She is available by appointment for consultation on research design and methods, grant preparation, regulatory issues and the dissemination of findings. The office is staffed by

a grants and contracts specialist who assists faculty with the typing and pulling together of grant applications, with the preparation of WSU grant forms, Institutional Review Board (IRB) applications, photocopying or electronic submission of grants, and post-award management of grants. The grants and contracts specialist maintains a database of all submitted and funded grants, IRB approval dates, and the suspense dates for the submission of interim and final grant reports.

Information Technology Services: The College of Nursing's Information Technology Services department supports all computing, instructional technology and telecommunications needs of the College community. To meet its mission, ITS provides a variety of services and technologies including local and wide area network access, Internet access, electronic messaging, academic and administrative computing, multimedia labs, television studio and multimedia production and services, distance education classrooms, on-line teaching and learning systems, videoconferencing, video streaming, podcasting, information security, telephone services, and technology training and consulting services.

Dr. Smart completed a 17 minute practitioner's guide to mastitis for student nurses and staff nurses. This video is being considered for national marketing. The timeline for this production was 8 months (September 2008-April 2009). She also developed a 26 minute video: Protecting Nurses as a Valuable Resource designed for nursing education programs and nurses in the workforce.

**Abstract:**

Present a short overview of the nature and scope of the project and major findings (less than half a page).

This project, *Enhancing Employer and Employee Participation in Early Return to Work*, was designed to provide products and materials for new employees, injured employees and managers/supervisors who provide oversight of employees with work-related injuries or illnesses. The purpose of the project was to motivate and assist employers in establishing an early return to work program and to train employees in the benefits of participating in ERTW. Our team identified and addressed employer specific RTW needs and provided products to HR departments. We began by interviewing key informants to examine barriers to ERTW. Next we developed 3 training videos: 2 employee specific, and 1 for employers/supervisors on the ERTW process and benefits of an ERTW program. The employee videos were conducted in English with Spanish and Russian subtitles to reach a larger audience. We developed an employer toolbox with step-by-step explanations for the RTW process, discussion of benefits to employers and employees of RTW and a guide for developing modified duty tasks with examples in a variety of job categories. Rockwood Health Systems and Valley Hospital piloted our early release of the New Employee Orientation video and offered suggestions for revisions. Scripts for the videos were reviewed by qualified L&I personnel, as well as by all members of the project team and our business partner. Dissemination was obtained through team members who provided copies to the original key informants across the state, to participants at the SHIP workshop, September 2014 (Washington State Governor's Industrial Safety & Health Conference), and mailings to 8 additional businesses who requested copies of all finalized products. Washington State University also provided the videos on YouTube and Vimeo for open access to the general public, and materials were formatted for SHIP to post on their website. Two

interviews about the project were conducted and published in 2 magazine formats.

**Purpose of Project:**

Describe what the project was intended to accomplish.

This purpose of this project was to identify and remediate limitations to employer and employee utilization of Early Return to Work program benefits in healthcare settings by: 1) survey and analysis of perceived barriers among employers and employees; 2) development and implementation of innovative ERTW training during new employee orientation to acculturate employees and supervisors from the point of initial employment; 3) provision of a healthcare organization specific ERTW task analysis toolkit and 4) measurement of pre and post program opinion and participation levels.

**Statement and Evidence of the Results:**

Provide a clear statement of the results of the project include major findings and outcomes and provide evidence of how well the results met or fulfilled the intended objectives of the project.

Survey developed and administered for employees, supervisors, and management from at least two separate multi-facility healthcare organizations regarding perceived barriers to utilization of ERTW program benefits.

2. Analysis and results of the surveys addressing barriers to ERTW participation.

3. A video training tool for use during new employee orientation regarding ERTW that acculturates employees to a positive view of ERTW benefits.

4. A task analysis tool for management and supervisor use in identifying ERTW tasks in challenging healthcare environments.

5. A poster for workplace display of ERTW process in action.

6. Follow-up survey and analysis of opinions and participation in ERTW program benefits.

**Measures to Judge Success:**

If relevant, state what measures or procedures were taken to judge whether/ how well the objectives were met and whether the project or some other qualified outside specialist conducted an evaluation.

Surveys and interviews from key stakeholders were reviewed and summarized which resulted in a small change in the original strategy from one long employee orientation video to 3 shorter versions. Rockwood Health Systems and Valley Hospital trialed the initial employee orientation video and changes were made based on recommendations from the HR and Employee Health department. At the completion of the project, the products were disseminated to all the key stakeholders, as well as employers who requested copies, and attendees at the WA State Governor's Industrial Safety & Health Conference in September 2014.

**Relevant Processes and Lessons Learned:**

Specify all relevant processes, impact or other evaluation information which would be useful to others seeking to replicate, implement, or build on previous work

AND

Provide information on lessons learned through the implementation of your project. Include both positive and negative lessons. This may be helpful to other organizations interested in implementing a similar project.

Developing products that require scientific or best practices information with a multi-disciplinary team requires time and patience to review, communicate and finalize professional quality products. Stakeholders in the RTW process (employers, supervisors, and HR personnel) can provide valuable information that is key to the success of these types of projects. After posting the videos on YouTube and Vimeo as a Free access option, I was informed by Rockwood Health Systems that their IT department bans access to these sites. We learned that other State and Federal agencies as well as hospital systems also restrict access to these sites even though they are used widely in the educational arena (Primary and Secondary learning institutions).

**Product Dissemination:**

Outline of how the products of the project have been shared or made transferrable.

1) Products were disseminated September 2014 at the Washington State Governor's Industrial Safety & Health Conference during a SHIP workshop. Attendees that provided mailing addresses were sent 2 copies of all materials in October 2014. 2) In addition, Valley Hospital disseminated 100 copies of the Supervisor's Toolbox with DVD and flow charts to supervisors and managers throughout Valley Hospital and Rockwood Health System. 3) The DVDs (all 7 versions) were formatted for a WSU YouTube website in English and with Spanish and Russian Subtitles. 4) WSU newsletter disseminated a full article about the project and its products that resulted in a requested from the Rural Health Conference for Dr. Smart and Dr. Rasmor to present next March 2015 in Spokane (See Attachment Part III) at which another 100 of the products will be given to all interested participants. 5) Project manager (Dr. Smart) sent copies to SHIP personnel to disseminate. 6) Products were formatted for SHIP to disseminate via their website links. 7) Copies of products were sent to all Key Informants who participated in the initial survey Summer 2013. 8) An article was published December 2014 in the Message (a monthly news magazine of Spokane County Medical Society) about the project as well as the Journal of Business. 9) Additional businesses in Spokane were provided copies of the products (Keytronics, Spokane Valley, WA and other non-Rockwood health clinics).

**Feedback:**

Provide feedback from relevant professionals, stakeholder groups, participants, and/ or independent evaluator on the project.

Valley Hospital is utilizing the materials and videos in their Employee Health and HR departments. Positive feedback on the videos with Spanish and Russian subtitles was provided by several Spokane businesses.

**Project's Promotion of Prevention:**

Explain how the results or outcomes of this project promote the prevention of workplace injuries, illnesses, and fatalities?

This project did not target prevention of workplace injuries, but how to understand the RTW process, educate new employees and employers/supervisors about modified duty tasks, and how to expedite RTW for employees. Awareness of employer workplace injury protocols during new employee orientation begins the conversation about safety in the workplace.

**Uses:**

How might the products of your project be used within the target industry at the end of your project?

Is there potential for the product of the project to be used in other industries or with different target audiences?

By targeting the employers, supervisors/managers and employees, we anticipated that we would close the loop on all stakeholders in the ERTW process. The New Employee Orientation video is a short training video that HR departments can incorporate in their already busy orientation schedule. By providing it in 3 languages, we anticipated that we would increase the targeted employee audience. The Employer's ToolBox was designed to walk employers, supervisors, and managers through the ERTW process, provide tips on developing modified duty tasks, and convey the importance of ERTW for employers and employees. While we targeted healthcare facilities, we strategically planned to make the content general so that any Washington State business could utilize the materials.

## Additional Information

<p><b>Project Type</b></p> <p> <input type="checkbox"/> Best Practice  <input type="checkbox"/> Technical Innovation  <input checked="" type="checkbox"/> Training and Education Development  <input type="checkbox"/> Event  <input type="checkbox"/> Intervention  <input type="checkbox"/> Research  <input type="checkbox"/> Other (Explain):         </p>	<p><b>Industry Classification</b> (check industry(s) this project reached directly )</p> <p> <input type="checkbox"/> 11 Agriculture, Forestry, Fishing and Hunting  <input type="checkbox"/> 21 Mining  <input type="checkbox"/> 22 Utilities  <input type="checkbox"/> 23 Construction  <input type="checkbox"/> 31-33 Manufacturing  <input type="checkbox"/> 42 Wholesale Trade  <input type="checkbox"/> 44-45 Retail Trade  <input type="checkbox"/> 48-49 Transportation and Warehousing  <input type="checkbox"/> 51 Information  <input type="checkbox"/> 52 Finance and Insurance  <input type="checkbox"/> 53 Real Estate and Rental and Leasing  <input type="checkbox"/> 54 Professional, Scientific, and Technical Services  <input type="checkbox"/> 55 Management of Companies and Enterprises  <input type="checkbox"/> 56 Administrative and Support and Waste Management and Remediation Services  <input type="checkbox"/> 61 Educational Services  <input checked="" type="checkbox"/> 62 Health Care and Social Assistance  <input type="checkbox"/> 71 Arts, Entertainment, and Recreation  <input type="checkbox"/> 72 Accommodation and Food Services  <input type="checkbox"/> 81 Other Services (except Public Administration)  <input type="checkbox"/> 92 Public Administration         </p>																
<p><b>Target Audience:</b> Health care personnel and employees working within a health care organization</p>																	
<p><b>Languages:</b> English, Spanish, &amp; Russian</p>																	
<p><b>Please provide the following information - -</b> (information may not apply to all projects)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 2px;"># classes/events:</td> <td style="width: 60%;"></td> </tr> <tr> <td style="padding: 2px;"># hours trained</td> <td></td> </tr> <tr> <td style="padding: 2px;"># companies participating in project</td> <td></td> </tr> <tr> <td style="padding: 2px;"># students under 18</td> <td></td> </tr> <tr> <td style="padding: 2px;"># workers</td> <td></td> </tr> <tr> <td style="padding: 2px;"># companies represented</td> <td></td> </tr> <tr> <td style="padding: 2px;"># reached (if awareness activities)</td> <td></td> </tr> <tr> <td style="padding: 2px;"><b>Total reached</b></td> <td></td> </tr> </table>	# classes/events:		# hours trained		# companies participating in project		# students under 18		# workers		# companies represented		# reached (if awareness activities)		<b>Total reached</b>		<p><b>List, by number above, industries that project products could potentially be applied to.</b></p> <p>54, 81, 61, 44-45,</p>
# classes/events:																	
# hours trained																	
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# workers																	
# companies represented																	
# reached (if awareness activities)																	
<b>Total reached</b>																	
<p><b>Have there been requests for project products from external sources? Yes</b>  <i>If Yes, please indicate sources of requests:</i> Members who attended the Washington State Governor's Industrial Safety &amp; Health Conference</p>	<p><b>Potential impact (in number of persons or companies) after life of project?</b></p>																

## PART II

### *Financial Information Budget Summary*

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<b>Project Title:</b>	Innovative Strategies for Healthcare Organizations to Increase Participation in Early Return to Work Programs		
<b>Project #:</b>	2012RH00200	<b>Report Date:</b>	December 1, 2014
<b>Contact Person:</b>	Denise A. Smart	<b>Contact #:</b>	509.324.7255
<b>Start Date:</b>	May 2013	<b>Completion Date:</b>	December 1, 2014

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<b>1.</b>	<b>Total original budget for the project</b>	\$ <u>138,225</u>
<b>2.</b>	<b>Total original SHIP Grant Award</b>	\$ <u>138,225</u>
<b>3.</b>	<b>Total of SHIP Funds Used</b>	\$ <u>138,225</u>
<b>4.</b>	<b>Budget Modifications (= or - if applicable)</b>	\$ _____
<b>5.</b>	<b>Total In-kind contributions</b>	\$ <u>0</u>
<b>6.</b>	<b>Total Expenditures (lines 3+4+5)</b>	\$ <u>138,225</u>

#### Instructions:

- Complete the Supplemental Schedule (Budget) form first (on the next page).
- The final report must include all expenditures from date of completion of interim report through termination date of grant.
- Indicate period covered by report by specifying the inclusive dates.
- Report and itemize all expenditures during specified reporting period per the attached supplemental schedule.
- Forms must be signed by authorized person (see last page).
- Forward one copy of the report to **Project Manager Name, SHIP Project Manager** at **PO Box 44612, Olympia, WA 98504-4612**



PART II (Continued)  
 Financial Information  
 Supplemental Schedules (Budget)

<b>Project Title:</b>	Innovative Strategies for Healthcare Organizations to Increase Participation in Early Return to Work Programs		
<b>Project #:</b>	2012RH00200	<b>Report Date:</b>	December 1, 2014
<b>Contact Person:</b>	Denise A. Smart	<b>Contact #:</b>	509.324.7255
<b>Total Awarded:</b>	\$138,225		

**ITEMIZED BUDGET:** How were SHIP award funds used to achieve the purpose of your project?

	Budgeted for Project	Amount Paid Out	Difference
<b>A. PERSONNEL</b>	\$84,285	\$88,087.08	(\$3,802.08)
Explanation for Difference and other relevant information: There were unanticipated salary increases January 2014 and coverage for June 2014 work by Jerry Reynolds and Dr. Smart to complete the video revisions.			

	Budgeted for Project	Amount Paid Out	Difference
<b>B. SUBCONTRACTOR</b>	\$30,000	\$30,066.30	(\$66.30)
Explanation for Difference and other relevant information: Mileage for Marilyn Wright.			

	Budgeted for Project	Amount Paid Out	Difference
<b>C. TRAVEL</b>	\$2,650	\$1,982.27	\$667.73
Explanation for Difference and other relevant information: Funds remaining were re-allocated to the personnel category. All travel expenses from Vancouver to Spokane for Dr. Rasmor to work on project were met.			

	Budgeted for Project	Amount Paid Out	Difference
<b>D. SUPPLIES</b>	\$7,439	\$5,523.35	\$1,915.65
Explanation for Difference and other relevant information: Funds remaining were re-allocated to the personnel category.			

	Budgeted for Project	Amount Paid Out	Difference
<b>E. PUBLICATIONS</b>	\$1,285	0	\$1,285
Explanation for Difference and other relevant information: Funds remaining were re-allocated to the personnel category.			

	Budgeted for Project	Amount Paid Out	Difference
<b>F. OTHER</b>	\$12,566	\$12,566	0
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
<b>TOTAL DIRECT COSTS</b>	\$125,659	\$125,659	0
	Budgeted for Project	Amount Paid Out	Difference
<b>TOTAL INDIRECT COSTS</b>	\$12,566	\$12,566	0

	Budgeted for Project	Amount Paid Out	Difference
<b>TOTAL INDIRECT COSTS</b>	\$12,566	\$12,566	0
	Budgeted for Project	Amount Paid Out	Difference
<b>TOTAL SHIP BUDGET</b>	\$138,225	\$138,225	0

	Budgeted for Project	Amount Paid Out	Difference
<b>G. IN-KIND</b>	NA	NA	NA
Explanation for Difference and other relevant information:			

I hereby certify that the expenditures listed on this report were made with my approval:

December 1, 2014

Date



Signature of Project Manager

## PART III

### *Attachments:*

Provide resources such as written material, training packages, or video/ audio tapes, curriculum information, etc. produced under the grant.

Also include copies of publications, papers given at conferences, etc.

This information should also be provided on a **CD** or **DVD** for inclusion in the file.

Abstract submitted to 2015 March Rural Health Conference, Spokane, WA

## Submission Information: “Integrating Early Return to Work Tools for Success”

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**Submission Type:** Concurrent Session

**Submission Track:** Employer, Insurance of Clinical Practice

**Content Level:** Intermediate

**Abstract Text:** Participants will be introduced to the Early Return to Work (ERTW) concepts as it relates to the injured workers, employers and clinicians. This presentation is designed to increase skills needed to provide on-site employer ERTW programs, streamline the process, develop an ERTW workplace culture and promote a pro-active approach with clinical providers. Through simple education tools developed from a SHIP grant in the State of Washington both employees, supervisors and employers have learned the importance of having the worker return to work early. Finally, there will be important discussion and suggestions for understanding the workplace cultures and knowing the common types of injuries that often occur within communities and specific industries.

**Bio:** Denise Smart, DrPH, MPH, BSN also submitted on other electronic page.

**Bio:** Melody Rasmor EdD, FNP-BC, COHN-S. Dr. Rasmor is a certified Family Nurse Practitioner and Occupational Health Nurse with twenty-five years of experience and is employed as an Assistant Clinical Professor at Washington State University, College of Nursing. She is also an Occupational FNP provider at Adventist Health, Portland, Oregon. She developed the first Employee Health Services at the Portland Veteran’s Administration that covered three campuses and 3,300 employees. She continues to serve as a field case manager for the federal OWCP and the Labor & Industries of Washington State. Ms. Rasmor has published articles in AAOHN Journal on Health Assessment for the Occupational Health Nurse. She served as a deployed Nurse Practitioner in the US Army during Operation Desert Storm and Operation Iraqi Freedom and retired at the rank of LtCol. Her research focus relates to workplace issues relate to ERTW, workplace violence and heat exposures.

**REMINDER!!:** All products produced, whether by the grantee or a subcontractor to the grantee, as a result of a SHIP grant are in the public domain and can not be copyrighted, patented, claimed as trade secrets, or otherwise restricted in any way.

**Speaking References:** More references will be made available before presentation.

**Objective 1** Participants will discuss, describe and recognize important concepts of an ERTW programs as it relates to the injured worker and employer.

**Objective 2** Participants will be able to describe the process of developing an ERTW program that can be tailored to various employers.

**Objective 3** Participants will be able to discuss the importance of successful partnerships between employers and clinicians to understand both the strengths and limitations of RTW programs.

**Tools that we will provide the attendees.**

Participants will be provided with working strategies for developing RTW programs, and new employee orientation tools to encourage a culture of Early RTW after a work-related injury or illness. Participants will be given ERTW training materials that include a DVD with 7-8 minute education for new employees, supervisors/managers, and injured worker training with subtitles in Spanish and Russian, as well as a Supervisor/manager Toolbox manual to understanding the ERTW and Stay at Work benefits and processes within Washington State Labor and Industries. Included in the materials are step-by-step flowcharts for both the Injured worker and Employer.