

Safety and Health Investment Projects FINAL REPORT REQUIREMENTS

The purpose of the final report of your SHIP project is to:

1. Evaluate and document the achievements, challenges, and shortcomings of the project for the constructive benefit of others interested in learning from SHIP projects; and
2. Provide the Division of Occupational Safety and Health with information that shows:
 - a. The outcomes specified in the project application were met; and
 - b. The grant was used for the purpose(s) for which it was approved and in accordance with relevant WAC rules and any special conditions or requirements; and
 - c. The outputs of the project have been disseminated as specified in the application.

The report format has four sections:

1. Cover Sheet
2. Narrative Report (part I)
3. Financial Information (part II)
4. Attachments (part III)

Please provide complete and detailed information in the final report. If you have questions, please call your SHIP grant manager.

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 cannot be copyrighted, patented, claimed as trade secrets, or otherwise restricted in any way.

SAFETY AND HEALTH INVESTMENT PROJECTS
FINAL REPORT

Light Duty = Right Duty
Ship Grant #2013RC00209
May 28, 2013- July 31, 2014 Extended to November 28, 2014.
Deborah Howard
dhoward@cityofportorchard.us

City of Port Orchard

January 26, 2015

Deborah Howard



Washington State Department of
Labor & Industries
Division of Occupational Safety and Health

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.

The City of Port Orchard, originally the Town of Sidney, was incorporated in 1890. Port Orchard is a lovely waterfront community, with a population of 11,300 residents. Our City is the County seat for Kitsap County, with a countywide population of approximately 254,633. The City is served by a Mayor and seven Council members and is classified as a second class City. The City has 6 Departments consisting of Police, Public Works/Engineering, Finance, Clerk, Planning and Municipal Court. The City has a total of 72 employees. Our employees are our most valued resource. We value each employee's contribution to the effectiveness of our organization and their participation in the decision making process. We strive to provide opportunities for individual achievement, personal growth, professional development, and recognition of our employees.

Abstract:

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

The City of Port Orchard has experienced an increase in the number and severity of on the job injuries in the past 9 years that have resulted in a financial impact to the City. Port Orchard was one of the 32 cities in the Association of Washington Cities with higher loss ratios. This resulted in paying a current share of the total assessment in early 2014, which is in addition to our annual premium. The City did not have a formal Return to Work program in place, which in turn hindered the City's ability to effectively work to return injured workers back to work more quickly. The Public Works Department and the Police Department have experienced the greatest incidence of injuries and time loss, and are the most difficult to come up with alternate duties. However, injuries have occurred across the board within the City that have affected the financial impact of the City. With staffing and resources limited, there was no planning for specific duties of the recovering employee and management of the job assignments or performance within restrictions. Without the means to provide a coordination of modified duty jobs through a formal Return to Work program, the City would miss a significant cost savings opportunity to control workers' compensation and disability costs. The City swallowed a big pill in early 2014. With current economic restraints the City cannot afford to do business as usual, it must implement programs such as Return to Work to improve the productivity of their workforce.

Purpose of Project:

Describe what the project was intended to accomplish.

The **Light Duty= Right Duty** project developed a Return to Work program for the City of Port Orchard that encompassed a Return to Work procedure and policy along with developing creative alternative light duty jobs for City employees.

Light Duty = Right Duty accomplished the following goals:

- Increased knowledge base of disability management.
- Reduced worker's compensation claim costs.
- Demonstrated to all workers they are valued employees .
- Maintained worker/employer relationships.
- Improved morale among all employees.
- Regained productivity from recovering employees.
- Retained healthy and qualified employees.
- Reduced or avoided permanent disability costs.

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.

The Return to Work project achieved the measurable short-term outcomes achieved during the grant period.

Competent knowledge of Disability Management/Return to Work: To gain insight and working knowledge of a Return to Work program the Project Manager registered and successfully completed the core curriculum modules 1-4 through the Certification of Disability Management Specialists (CDMS) to obtain an Associate of Disability Management Specialist certification. The knowledge gained was instrumental in developmening a process as we moved forward through the grant. The Project Manager will continue to be the Return to Work Coordinator for the City, and can carry this knowledge forward in working with on the job injured workers as well as RTW partners in the community.

Awareness- City employees and Management gained an understanding of the Return To Work Program: To begin to change the culture at the City and to gain an understanding and support of a Return to Work Program, awareness happened through various venues such as assessments, one on one meetings, presentations, training with both employees, management and the City Council.

The first was to conduct ergonomic assessments at workstations and in the field. This introduced employees to a Physical Therapist who could discuss one on one and document improvements to on site working conditions. The next step was to develop job analyses for each City position. The City contracted with an Occupational Rehabilitation Counselor who had the skill and knowledge on developing job analyses. This individual became a presence at the City, meeting one on one with employees and their supervisors to understand their jobs. The development of the job analyses and light duty jobs were key to the success of the Return to Work program. Next came the presentations and trainings as well as the distribution of printed materials. These solidified on what the Return to Work program was about and trying to achieve. This led to the successful adoption of a Light Duty Policy by our City Council.

Increased network and resource support to the RTW program: Partnering with key individuals was instrumental. Through our efforts, we had the support of Kitsap Physical Therapy who conducted assessments. This followed with a networking meeting on their Working Well program, which focuses on injured workers. Networking with the Teamsters 589 Union and Police Guild provided the input and support for the implementation of our Light Duty Policy. We obtained resource support from staff at the Association of Washington Cities who assisted in partnering on RTW presentations and training. Meetings took place at Occupational Medical Provider offices and they were given a folder job analyses folder for their files.

Improved community relations between the City and the citizens of Port Orchard: The Project Coordinator outreached to schools and senior centers regarding their interest in having a Police Officer on light duty give presentations. This received a positive response and presentations were developed and are now available to them. The City was fortunate to have an RTW article in the Port Orchard Independent newspaper regarding the grant. This article received many positive comments. The City has also received follow up requests on the RTW program from the Chamber of Commerce as well as other municipalities.

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.

One measurement can be through observation or discussion among the City employees, management and City Council on their awareness of the Return to Work program. Positive feedback was received from the Occupational Medical Providers on the job analyses. They indicated how helpful the JAs are in placing an injured employee back to work. It is too early to measure the long-term objectives regarding reduction in worker compensation premiums or earlier return to full duty by an injured worker. We have had no employees on time loss since the grant implementation.

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.

Relevant Processes:

The Occupational Rehabilitation Counselor was very important in guiding us through this Return to Work project. This individual had the knowledge and understanding of Return to Work and on the job injured employees. She shared this knowledge with the grant team, management and the City Council assisting with presentations, which gave the program credibility. Others seeking to implement a Return to Work program can build upon her development of the job analyses.

Lessons learned:

Job Analyses cannot be rushed and takes time to be thorough. These are critical especially when given to an Occupational Medical Provider upon an employee's injury. We estimated 6 months and it took 9 months for the number of employees we have on staff.

Never assume when it comes to policy decisions it will go as to your anticipated schedule especially in dealing with the union and guild representatives. Start early!

We encountered some concerns about sending Police Officers who are on light duty out for presentations within the community. They would not be in uniform and so could not respond to a call as if on full duty. The Department did not think a light duty Officer out of uniform would be appropriate and would not have the same effect. One suggestion in dealing with this would be to pair the Officer on light duty with a uniformed Officer, having the light duty Officer make all the arrangements and assist with the presentations.

Finally, stay in contact with your L&I grant Manager throughout the grant process. Keep them informed of any concern or issue especially with the budget, modifications and extensions.

Product Dissemination:

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

Our program was highlighted on the L&I website as well as in the Port Orchard Independent newspaper. A presentation with a poster display was also made available at a Port Orchard Chamber of Commerce luncheon and brochures were distributed which followed up with the Chamber requesting additional RTW brochures from the City. As a member of the Association of Washington Cities, our RTW program was available to AWC membership. Requests were made from another city and county for training materials, Job Analyses and the Light Duty policy. Kitsap County's Risk Management team also met with the Grant Project Manager who provided RTW materials. Brochures were also distributed to the West Sound Human Resource Association. Occupational Medical Providers received a packet of informational materials on the City's RTW program as well as all Job Analyses.

Feedback:

Provide feedback from participants, trainees, individuals who have used your products/processes, as well as any reports from an independent evaluator on the project.

We have not been provided any feedback except from the Occupational Medical Providers being appreciative for the Job Analyses that were provided to them saying it will make their job easier in working with on the job injured workers from the City.

Project's Promotion of Prevention:

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

While this project was to focus on a Return to Work program, an outcome as it pertains to the prevention of workplace Injury prevention, was that it brought more awareness to our City employees and management on just how costly on the job injuries are to the City as well as to the employees and that every effort should be made to follow safety measures to prevent these on the job injuries.

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?

The Return to Work project allows other cities to see the process involved in establishing their own Return to Work program. It shows the steps taken in presenting the information as well as training to employees, management and the City Council. We also involved the Teamsters 589 and the Police Guild to obtain their input to bring forth a Light Duty Policy that was adopted by our City Council. Communication training is another key ingredient to the success of a RTW program. The curriculum that was established can be tailored to their own City.

All industries can benefit in establishing a RTW program to reduce time loss. If other industries can model the job analyses or benefit from our Light Duty job bank as well as Light Duty policy this would be instrumental with the Occupational Medical Providers in working with the employer to return that injured worker back to light duty and transition to full duty sooner.

Additional Information

<p>Project Type</p> <p><input type="checkbox"/> Best Practice</p> <p><input type="checkbox"/> Technical Innovation</p> <p><input type="checkbox"/> Training and Education Development</p> <p><input type="checkbox"/> Event</p> <p><input type="checkbox"/> Intervention</p> <p><input type="checkbox"/> Research</p> <p><input checked="" type="checkbox"/> Return to Work</p> <p><input type="checkbox"/> Other (Explain):</p>	<p>Industry Classification (check industry(s) this project reached directly)</p> <p><input type="checkbox"/> 11 Agriculture, Forestry, Fishing and Hunting</p> <p><input type="checkbox"/> 21 Mining</p> <p><input type="checkbox"/> 22 Utilities</p> <p><input type="checkbox"/> 23 Construction</p> <p><input type="checkbox"/> 31-33 Manufacturing</p> <p><input type="checkbox"/> 42 Wholesale Trade</p> <p><input type="checkbox"/> 44-45 Retail Trade</p> <p><input type="checkbox"/> 48-49 Transportation and Warehousing</p> <p><input type="checkbox"/> 51 Information</p> <p><input type="checkbox"/> 52 Finance and Insurance</p> <p><input type="checkbox"/> 53 Real Estate and Rental and Leasing</p> <p><input type="checkbox"/> 54 Professional, Scientific, and Technical Services</p> <p><input type="checkbox"/> 55 Management of Companies and Enterprises</p> <p><input type="checkbox"/> 56 Administrative and Support and Waste Management and Remediation Services</p> <p><input type="checkbox"/> 61 Educational Services</p> <p><input type="checkbox"/> 62 Health Care and Social Assistance</p> <p><input type="checkbox"/> 71 Arts, Entertainment, and Recreation</p> <p><input type="checkbox"/> 72 Accommodation and Food Services</p> <p><input type="checkbox"/> 81 Other Services (except Public Administration)</p> <p><input checked="" type="checkbox"/> 92 Public Administration</p>														
<p>Target Audience:</p>															
<p>Languages: English</p>															
<p>Please provide the following information - - (information may not apply to all projects)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"># classes/events:</td> <td style="text-align: center;">2</td> </tr> <tr> <td># hours trained</td> <td style="text-align: center;">8</td> </tr> <tr> <td># students under 18</td> <td style="text-align: center;">0</td> </tr> <tr> <td># workers</td> <td style="text-align: center;">72</td> </tr> <tr> <td># companies represented</td> <td style="text-align: center;">1</td> </tr> <tr> <td># reached (if awareness activities)</td> <td style="text-align: center;">300</td> </tr> <tr> <td>Total reached</td> <td></td> </tr> </table>	# classes/events:	2	# hours trained	8	# students under 18	0	# workers	72	# companies represented	1	# reached (if awareness activities)	300	Total reached		<p>List, by number above, industries that project products could potentially be applied to.</p> <p>All</p>
# classes/events:	2														
# hours trained	8														
# students under 18	0														
# workers	72														
# companies represented	1														
# reached (if awareness activities)	300														
Total reached															
<p>Have there been requests for project products from external sources? Yes If Yes, please indicate sources of requests: Port Orchard Chamber of Commerce, Kitsap County, City of Airway Heights</p>	<p>Potential impact (in number of persons or companies) after life of project?</p> <p>Possibly 281 AWC Cities and Towns.</p> <p>Could impact any company.</p>														

PART II

Financial Information Budget Summary

Project Title: Light Duty = Right Duty

Project #: 2013RC00209

Report Date: January 26, 2015

Contact Person: Deborah Howard

Contact #: 360-876-7014

Start Date: May 28, 2013

Completion Date: November 28, 2014

1.	Total original budget for the project	\$ <u>\$62,815.23</u>
2.	Total original SHIP Grant Award	\$ <u>62,815.23</u>
3.	Total of SHIP Funds Used	\$ <u>58,591.52</u>
4.	Budget Modifications (= or - if applicable)	\$ <u>0</u>
5.	Total In-kind contributions	\$ <u>0</u>
6.	Total Expenditures (lines 3+4+5)	\$ <u>58,591.52</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 your **SHIP Grant Manager** at **PO Box 44612, Olympia, WA 98504-4612**

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

Project Title: Light Duty – Right Duty		Report Date: January 26, 2015
Project #: 2013RC00209		Contact #: 360-876-7014
Contact Person: Deborah Howard		
Total Awarded: 62,815.23		

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

	Budgeted for Project	Amount Paid Out	Difference
A. PERSONNEL	\$32,939.02	\$27,691.29	5,247.73

Explanation for Difference and other relevant information: With the termination of both the Precisionary and Townsend Innovation Solutions contracts, the final work to be completed was by the Project Manager, which involved the communication training and PowerPoint presentation to the Public Works Shop and outreach to medical providers in the local area.

	Budgeted for Project	Amount Paid Out	Difference
B. SUBCONTRACTOR	\$14,548.92	\$15,165.21	\$-616.29

Explanation for Difference and other relevant information: Townsend Innovation Solutions had a conflict with time management and was unable to complete the second half of the contract, which involved presenting the communication trainings. The City was not able to reach the Vocational Rehabilitation Counselor who was under contract with the grant from Precisionary since the first part of July. The last contact was a phone message cancelling a planning meeting to go over a PowerPoint presentation that was to be created to present to the Public Works shop regarding communicating with the injured worker. The contract was terminated.

	Budgeted for Project	Amount Paid Out	Difference
C. TRAVEL	\$2,347.82	\$3,095.29	\$-747.47

Explanation for Difference and other relevant information:

	Budgeted for Project	Amount Paid Out	Difference
D. SUPPLIES	\$360.00	\$586.59	\$-226.59

Explanation for Difference and other relevant information: More training and outreach supplies were needed than anticipated.

	Budgeted for Project	Amount Paid Out	Difference
E. PUBLICATIONS	\$1,000.00	\$897.14	\$102.86

Explanation for Difference and other relevant information:

	Budgeted for Project	Amount Paid Out	Difference
F. OTHER	\$5,909.00	\$5,829.49	\$79.51

Explanation for Difference and other relevant information: Because of scheduling issues with shifts and vacations on- site training for the Police Department posed a difficulty. A solution would be to create an on- line training/workshop on communicating with the on - the- job injured employee in which all employees can benefit from. The Project Manager contacted LOCALGOVU who develops training for the Association of Washington Cities, in which the City of Port Orchard is a member. They have agreed to take the exiting curriculum and create and on -line workshop.

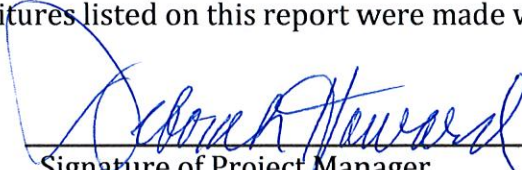
	Budgeted for Project	Amount Paid Out	Difference
TOTAL DIRECT COSTS	\$57,104.76	\$53,265.01	\$3,839.75
	Budgeted for Project	Amount Paid Out	Difference
TOTAL INDIRECT COSTS	\$5,710.47	\$5,326.51	\$383.96
	Budgeted for Project	Amount Paid Out	Difference
TOTAL SHIP BUDGET	\$62,815.23	\$58,591.52	\$4,223.71

	Budgeted for Project	Amount Paid Out	Difference
G. IN-KIND	0	0	0
Explanation for Difference and other relevant information:			

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

4/6/2015

 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, news releases, curriculum, posters, brochures, etc.

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

- DVD: must be in an MP4 format
Other video files must be provided in uncompressed source files.
- Publications:
PDF of publication should be provided. SHIP also needs the original publishing documents (design documents), .eps, and .psd (if any illustrations/graphics are used)

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