

SAFETY AND HEALTH INVESTMENT PROJECTS
FINAL REPORT

Return To Work Guide for the Hospitality Industry
SHIP Grant # 2014RB0000255
May 15, 2014 – January 31, 2019

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Washington Hospitality Association
Education Association

February 28, 2019

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WA Hospitality Association Education Foundation 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

Abstract:

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

The point of the Return to Work project at the Washington Hospitality Association Education Foundation was to create resources that would walk employers and employees of the hospitality industry through the Return to Work program, step by step, while at the same time providing immediate access to all of the forms, decision points, and guidance through the process. These resources were aimed at hospitality organizations through multiple digital platforms as well as a wider audience through targeted digital advertising, as well as being delivered in a number of other digital formats including social media. These resources also included specific light duty tasks and job descriptions that each type of establishment can use or modify to fit their needs to help make qualifying for the Return to Work program easier. The resource guides also are specific to full-service, quick-service, and hospitality industry establishments to educate them on the Return to Work program.

Purpose of Project:

Describe what the project was intended to accomplish.

The project was intended to create a printed and online resource for hospitality employers and employees to use when navigating the Return to Work program. The education foundation also intended for the guides to be utilized by our own workers compensation advisory teams when counselling participation in the program. The intention was to give our team, and the industry, great tools for ensuring smooth participation in the program.

Statement and Evidence of the Results:

This project was extended over many years and during this time the staff line up at the association changed frequently. As a result tracking of the programs success is difficult in retrospect. Efforts by the education foundation to complete the project videos took much longer than expected due to the above mentioned turn over and longer than expected approval times for produced projects. Our team feels that the marketing portion of the resources was somewhat truncated. It was so late into the final months of the project that approvals arrived, we had a marketing window of a few months rather than the 12 months we had planned for and anticipated.

The project produced terrific resources that have been met with industry praise. Our team uses the printed guide regularly when meeting with key stakeholders in our member organizations, and we also point our users to the online resources that the grant produced. In that regard we feel we have been quite successful, and have some great tools for the present.

Where we feel we could have been more successful is in garnering engagement in the materials created. With such a limited time frame to market final products, we did not hit some of our engagement goals.

Measures to Judge Success:

We used three measures for project success evaluation:

1. Were complete RTW guidance resources created, published and made available to our member base and the greater public?
 - a. The answer to this question is yes.
 - i. Multiple videos were created that walked people through the RTW process from many perspectives, a printed guide, and a digitally available guide were created as well.
2. To what extent were these guides shared with the member base and the public?
 - a. We measured this by:
 - i. Tracking our digital engagement with the RTW home page created with this grant.
 - ii. Tracking the guide placement rate of our RETRO department.

We also ran all materials through our third-party workers compensation advisory partner Employer Resources Northwest. We also asked for participation in adjudicating our the products. The response to all guides were positive.

No “formal evaluation” by a third party was achieved, due to the final products being created so close to the end of the grant time line.

Relevant Processes and Lessons Learned:

During our process we encountered three unexpected obstacles:

1. The main obstacle to the successful completion of this grant was leadership change within the Education Foundation. During the lifetime of the grant multiple people held the reins and as a result the conceptual throughline for the project was broken several times.
2. Our perspective as a trade association was member centric at the beginning. This meant that our internal focus was to provide a tool for our member *employers* to use to navigate the RTW process. Due to multiple leadership changes over the lifetime of the grant, the *employee* focus was not brought to the production team's attention until the last 12 months of the project. This meant that several the videos had to be viewed through the eyes of employees. As a result, the products required some deep structural changes. This set our production team back to nearly the beginning of the video production process.
3. The project management team for the grant's final stages underestimated the time required to get approvals from our public partner. This meant that the marketing stage paid the "cost" and was greatly truncated.

Product Dissemination:**1. Printed Return to Work Guide**

- a. This guide has been disseminated primarily by our RETRO team to key accounts. They have disseminated 4300 guides over this amount of time.

2. Online Step-by-Step return to Work Video Guide

- a. Only recently completed, this guide was promoted primarily digitally, but also in our association magazine and in association emails delivered to the entire membership.
- b. The guide and videos were targeted outside of association membership through a coordinated digital campaign. The deliverables were targeted at industry positions, geolocation, and regional HR influencers.

- c.
 - i. Despite only a three-month marketing window our communications team garnered the following results for external marketing to industry outside association membership. We would have enjoyed more time to leverage the advances we were making with our digital strategies.

1. 185,866 impressions

- a. online Facebook impressions over three months of marketing the approved site.

2. 378,033 impressions

- a. Google Adwords impressions over three months of marketing the approved site.

3. 20,211 impressions

- a. LinkedIn impressions over three months of marketing the approved site.

4. 2,548 total visits to site over three months of marketing the approved site. Unique users had a 25% return rate.

2152 guides were published and disseminated through direct mail, personal delivery, tradeshow and request from our website.

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.

Our team sought out the deep feedback of our third-party claims administrator Employer Resources Northwest. We videotaped much of their feedback. We did not have time for independent formal evaluation, however we have encountered substantial anecdotal evidence that the program has assisted the hospitality industry in navigating the RTW process.

Project's Promotion of Prevention:

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

Through working within the restrictions set forth for the employee while providing gainful employment kept the employee safe and engaged with their employer.

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 guide and website will continue to be relevant for the hospitality industry due to the general job descriptions of some of the most common positions within hotels and restaurants.

It could easily be adapted for similar industries such as retail, healthcare, and any service oriented organization.

We believe that these products will have considerable shelf life in our industry. Already a go-to resource when hospitality organizations are encountering workplace injury issues, we anticipate the guides will get increased use over time as they become more well known organically.

The guides are industry specific, yet the step by step video guide is applicable to all industries, as is the guide. Our light duty descriptions are industry specific.

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.

This project was undertaken completely under the auspices of the Washington Hospitality Association Education Foundation.

Additional Information

Project Type <input checked="" type="checkbox"/> Best Practice <input type="checkbox"/> Technical Innovation <input type="checkbox"/> Training and Education Development <input type="checkbox"/> Event <input type="checkbox"/> Intervention <input type="checkbox"/> Research <input type="checkbox"/> Return to Work <input type="checkbox"/> Other (Explain):	Industry Classification (check industry(s) this project reached directly) <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 type="checkbox"/> 62 Health Care and Social Assistance <input type="checkbox"/> 71 Arts, Entertainment, and Recreation <input checked="" type="checkbox"/> 72 Accommodation and Food Services <input type="checkbox"/> 81 Other Services (except Public Administration) <input type="checkbox"/> 92 Public Administration														
Target Audience: <i>Hospitality business owners and managers</i>															
Languages: English															
Please provide the following information - -(information may not apply to all projects)	List, by number above, industries that project products could potentially be applied to. 61														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"><i># classes/events:</i></td> <td></td> </tr> <tr> <td><i># hours trained</i></td> <td></td> </tr> <tr> <td><i># students under 18</i></td> <td></td> </tr> <tr> <td><i># workers</i></td> <td></td> </tr> <tr> <td><i># companies represented</i></td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># reached (if awareness activities)</i></td> <td style="text-align: center;">584,110</td> </tr> <tr> <td>Total reached</td> <td style="text-align: center;">584,110</td> </tr> </table>	<i># classes/events:</i>		<i># hours trained</i>		<i># students under 18</i>		<i># workers</i>		<i># companies represented</i>	1	<i># reached (if awareness activities)</i>	584,110	Total reached	584,110	Potential impact (in number of persons or companies) after life of project? 217,000 people (Hospitality employees in Washington as of 2019)
<i># classes/events:</i>															
<i># hours trained</i>															
<i># students under 18</i>															
<i># workers</i>															
<i># companies represented</i>	1														
<i># reached (if awareness activities)</i>	584,110														
Total reached	584,110														
Have there been requests for project products from external sources? Yes. <i>If Yes, please indicate sources of requests:</i> We frequently get requests from members and hospitality organizations asking about RTW guides and guidance.															

PART II

Financial Information
Budget Summary

Project Title: Return to Work Guide for the Hospitality Industry

Project #: 2014RB0000255

Report Date: February 28, 2019

Contact

Person: David Faro

Contact #: 360-956-7279

Completion

Start Date: May 15, 2014

Date: March 15, 2019

1.	Total original budget for the project	\$ 142,574.98
2.	Total original SHIP Grant Award	\$ 142,574.98
3.	Total of SHIP Funds Used	\$ 142,574.98
4.	Budget Modifications (= or - if applicable)	\$ 28,285.67
5.	Total In-kind contributions	\$ <u>518.97</u>
6.	Total Expenditures (lines 3+4+5)	\$ <u>171,379.62</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 **Grant Manager Name, SHIP Grant Manager at PO Box 44612, Olympia, WA 98504-4612**

PART II (Continued)

Financial Information
Supplemental Schedules (Budget)

Project Title:	Return to Work Guide for the Hospitality Industry		
Project #:	2014RB0000255	Report Date:	January 31, 2019
Contact Person:	Sandra Miller	Contact #:	360-956-7279
Total Awarded:	\$170,860.65		

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

	Budgeted for Project	Amount Paid Out	Difference
A. PERSONNEL	\$ 109,955.67	\$ 111,500.13	\$ (1,544.46)
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
B. SUBCONTRACTOR	\$ 1,333.32	\$ 1,382.47	\$ (49.15)
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
C. TRAVEL	\$ 1,333.32	\$ 1,382.47	\$ (49.15)
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
D. SUPPLIES	\$ 29.79	\$ 196.15	\$ (166.36)
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
E. PUBLICATIONS	\$ 55,682.85	\$ 48,944.56	\$ 6,738.29
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
F. OTHER	\$ 3,859.02	\$ 8,837.34	\$ (4,978.32)
Explanation for Difference and other relevant information:			

	Budgeted for Project	Amount Paid Out	Difference
TOTAL DIRECT COSTS	\$ 170,860.65	\$ 170,860.65	
	Budgeted for Project	Amount Paid Out	Difference
TOTAL INDIRECT COSTS			

	Budgeted for Project	Amount Paid Out	Difference
TOTAL SHIP BUDGET	\$ 170,860.65	\$ 170,860.65	

	Budgeted for Project	Amount Paid Out	Difference
G. IN-KIND	-	\$ 518.97	\$ 518.97
Explanation for Difference and other relevant information:			

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

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)

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.