

Clarify the Problem

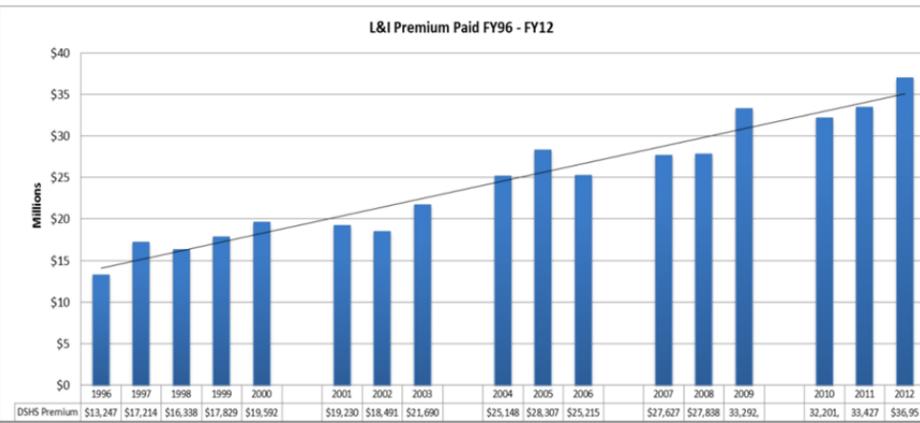
The safety of DSHS employees is paramount. Yet workplace injuries and client assaults create multi-faceted costs for both DSHS and our employees. This includes hard costs related to Workers' Compensation claims, assault benefit claims, overtime payments for staff who cover injured employee absences, temporary hires, and training. This also includes the softer costs both to clients who experience disruption in their care and employees whose morale suffers as a result of an injury event either to themselves or a colleague.

Increased safety claims increase department and employee expenses. Additionally,

- In FY14, the Department's workers compensation premiums are approximately \$42 million.
- In FY12, the Department paid \$902,474 in assault benefits.
- In FY12, the Department received 1,419 claims regarding workplace violence (~118/mo).
- In the last 12 months, the Department has paid \$65,200 in fines to L&I for safety at the institutions.
- In CY12, the Department received 868 incident reports declared as assault.
- Medical and time loss amounts in the last 5 years have exceeded \$80 million.

Breakdown the Problem

Number of claims filed by employees due to injury, days worked in a Transitional Return to Work capacity, and Workloss days



SUMMARY

• In June 2011, as part of Workers' Compensation reforms, Stay at Work legislation passed which provided wage and expense reimbursements to employers as an incentive to bring injured workers back to work in light or transitional jobs while they were in treatment and recovering from an industrial injury. To date, ERMO claims has recovered \$573,075 in reimbursements directed back to program budgets.

• Injured employees have up to two years to file a claim. As it matures, the data will be used to evaluate future trends in lowering claim cost by increasing transitional return to work days.

• In April 2013, the program developed standard work guidelines which focused on reducing claim cost by returning workers to light and transitional work duties as soon as possible in the claim and applying timely for the Stay at Work salary reimbursement incentive that is reimbursed back to individual program budgets.

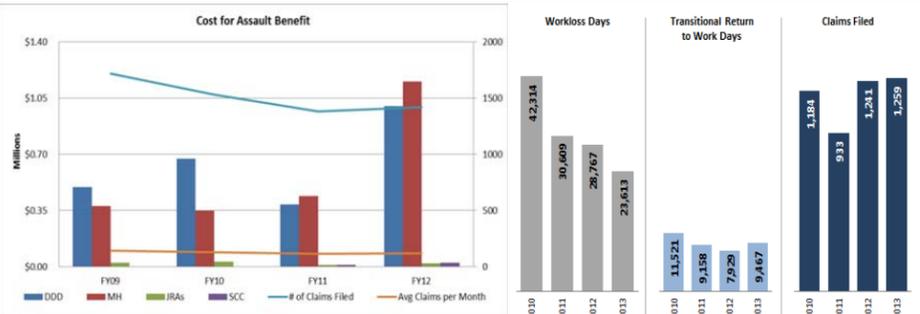
• In some cases, the illness or injury may preclude return to work in any capacity and, at times, the employer may not be able to accommodate the work restrictions.

ACTION PLAN

• Use the Stay at Work employer reimbursement as an incentive for employers to develop light or transitional work.

• Work with divisions and program managers to develop light or transitional work opportunities across program areas, and consider a revision in Policy 09.10 to offer light or transitional work for on-call and non-permanent employees.

*FY11 and FY12 data may not be complete, as there can be a three-year delay between when claims can be filed and are resolved.



Target Setting

Five percent reduction in the number of workplace injury events by July 2015

Five percent reduction in the number of reported client assaults by July 2015

Identify Root Cause

Policies (Po)	People (Pe)	DSHS Management (DM)	Equipment (E)	Process (Pr)
PO1. Various missions	PE1. Lack of training and understanding of mission and vision	M1. Lack of awareness – do not understand impacts to bottom line	E1. Need equipment which could assist in reducing staff injuries	PR1. Not sure if we are educating on the appropriate items
PO2. Systematic incentives to get injured and stay on leave	PE2. Systematic incentives to get injured and stay on leave	M2. Systematic incentives to get injured and stay on leave	E2. Disparate equipment quality across facilities	PR2. Need better hiring practices to assure hiring the best and most capable of working with vulnerable populations
PO3. Lack of consistent adaptations of policies – no sharing of information due to geographical and demographic differences	PE3. Staff have multiple jobs and other focuses, which means tired workers and the potential for increased incidents	M3. Lack of standard commitment across enterprise – both strategic and budgetary	E3. Closure of recreational and day treatment facilities which in the past provided positive physical and mental stimulus for clients	PR3. Do not have enough investigative staff to analyze serious issues; investment in safety pays dividends later
	PE4. Low morale	M4. Lack of support for outcomes of ergo assessments	E4. Volume of repetitive motion injuries	PR4. Lack of focused safety officer training across all facilities
	PE5. Ergonomic assessments used as a form of control	M5. Lack of accountability: aren't held accountable; don't revisit issues; no consequences	E5. Lack of understanding about when preventative maintenance is needed and when new equipment must be purchased	
	PE6. Lack of accountability: aren't held accountable; don't revisit issues; no consequences			
	PE7. No incentive to create a safe work environment, part of the culture			

Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
(1) PE7	1. Pursue implementing incentives for safety prevention	M-H	M	L	H
(2) PE2, M2	2. Clarify assault benefit policy (e.g., define assault)	L	L	M	H
(3) PO3	3. Identify, differentiate, and standardize general policies and site specific requirements	H		L	H
(4) PE2, M2	4. Review and assess accountability tools	M	L-M	L-M	M
(5) PR3	5. Obtain funding and approval to hire 3 Safety Investigators	M-H	L	L	H

Action Plan

ID#	Problem to be solved	Action	Lead	Due Date	Status
(1)	Need to create safety culture	Training	Kevin Doty	September 2014	
(2)	Need clarification of assault benefit policy	Draft update to policy	Sally Irish	September 2014	
(3)	Need to create standards where practicable	Develop guidelines/best practices to support administrative policy 9.07	Kevin Doty	January 2015	
(4)	Need to develop a method for ensuring accountability	Develop Correction Action Plan process following significant incidents	Kevin Doty	July 2015	
(5)	Need dedicated staff to foster a safety culture	Obtain funding	Kevin Krueger	July 2015	

Evaluate Results, Standardize, then Repeat