



TLG and LMC 2016 Case Study Application
Future Ready Communities



DUE: September 4, 2015

Email to: Ryan Spillers at rspillers@transformgov.org

COVER PAGE

- Case Study Title: ___Bridging the Gap - Achieving Synergy by Integrating Employee Wellbeing Programs with Safety Initiatives _____
- Case Study Category (Select only one, selection identified by highlighting your choice):

Planning for Your Future	Creating an Inclusive Community
Reinventing Local Government	Community Networks
Blinders	
- Jurisdiction Name: __City of Olathe _____
- Jurisdiction Population (US Census): ___131,885 _____
- Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES	NO
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- Project Leader (Primary Contact for case study notification):
Name: __Jana Goolsby _____
Title: _Wellbeing Coordinator _____
Department: ___ Resource Management _____
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US Mail Address, including zip code: __ 100 E. Santa Fe, Olathe, KS 66061 _____
Twitter Account: _____

List additional presenters contact information below:

Angela Reed, Safety & Risk Management Coordinator

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AReed@OlatheKS.org

1. Presentation title and description of the innovation. *100 word maximum.*

The City of Olathe's innovation is: Bridging the Gap - Achieving Synergy by Integrating Employee Health Programs with Safety Initiatives. Focusing on occupational and personal wellbeing, the City of Olathe implemented programming to address employee financial, community, social, career and physical health.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

Our program's philosophical underpinnings can be found in the CDC's 2011 advice that "Workplace health promotion programs are more likely to be successful if occupational safety and health is considered in their design and execution. [...] Integrating or coordinating occupational safety and health with health promotion may increase program participation and effectiveness and may also benefit the broader context of work organization and environment."

We have centered our wellbeing programs on outcomes, rather than simple participation, to ensure that we achieved measurable deliverables. Our guiding principle remains that healthy employees are happy and safe workers.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

The City's innovation was to coordinate our approach to various risks: health, lifestyle choices and workplace safety. Traditionally, management of these risks has been compartmentalized with health and benefits in the HR function and workplace safety and workers compensation in the risk management area. Human Resources paired these functions through a Wellbeing Coordinator and a Safety & Risk Management Coordinator, who work in tandem to create:

- Savings in the City's health care costs
- Fewer employee days lost to injury or illness
- Fewer and lower cost group health and workers' compensation claims
- Increased employee retention
- Improved City culture
- Happier, healthier employees

4. Explain how the program or initiative substantially stretched or improved the boundaries
Our guiding strategic wellness goal is to link safety and wellbeing by building enthusiasm and encouraging participation in customized activities that lead to measurable outcomes. Our efforts to increase employee wellbeing have focused on being "tailor-made" for each work group or individual. This includes the following activities:

- The City engaged a fitness expert to analyze specific heavy duty work groups with identifiable safety and wellness concerns and design a comprehensive physical fitness and nutrition “boot camp” for these employees. These workers are now in better shape to work more safely.
 - We implemented job-specific post-offer testing to ensure that new employees could safely meet the physical demands of his or her new job. This new program has decreased work related injuries and costs.
 - We identified a personal trainer to create lunchtime, on-site workout classes for sedentary office-workers, including fat blaster, TRX to the core, functional fitness, Zumba and total body training. Since inception, over 200 employees have participated in these activities.
 - The City hired a Wellbeing Coordinator to further bridge the gap between wellness and safety and provide more customized solutions.
 - The City’s new wellbeing partner, Marathon Health, Inc., will further combine workers’ compensation and employee wellbeing from hire to retire.
5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The City wanted to ensure that our wellness strategy included leadership buy-in, as well as grassroots enthusiasm among employees.

First, Human Resources and Risk Management engaged City leadership by presenting a powerful business case for healthcare and workers’ compensation savings, as well as improved employee morale, productivity and retention. From the program’s inception, leadership has funded and supported our efforts, as evidenced by the City Manager’s frequently featuring wellness programming on his video-blog and actively participating in events.

More recently, the City created an Employee Wellness Committee (EWC), whose mission is to “to promote and support a culture of healthy living that puts your total wellbeing first,” by improving communication and extending the program’s arms into departments. So far, the Committee has brought skin cancer screenings to employees in at-risk occupations and created, planned and implemented an employee Health and Safety Fair that will bring together vendors to promote healthy lifestyle behaviors and educate for prevention.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

None.

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. *200 word maximum.*

Our program is replicable; other jurisdictions can strive to combine wellness and worker's compensation in a customizable way that is tailored to its own work groups. However, any municipality should begin with a needs assessment and utilization study for its own population, to ensure that programming is specifically targeted to the issues its employees face.

We are unaware that any municipality has directly replicated the City of Olathe's plan.

8. What were the costs? What were the savings? *100 word maximum.*

The City contracted with a vendor to staff our Wellbeing Center at a cost of approximately \$500,000 per year. The City also has minimal costs for lunchtime physical fitness classes, FitBits and other externalities.

As quantified in our response to question #10, the City has experienced cost savings in workers' compensation and healthcare claims. We have also decreased work time lost to illness. Though harder to measure, we firmly maintain that improved employee wellbeing contributes to the intangible values of employee morale, greater productivity and a more positive workplace culture.

9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? *200 word maximum.*

Generating employee buy-in has been our greatest challenge. Employees initially expressed a low level of trust in medical confidentiality and were resistant to making a deeper investment in their own wellness. We first publicized our new wellness efforts through departmental meetings, wherein employees expressed concern that their health assessment results would not be kept confidential or, worse, used to increase the cost of their health coverage or deny workers' compensation claims.

We realized that we had to encourage employees to make actual lifestyle changes without making them feel penalized for not immediately realizing outcomes. To address this challenge, we first offered participation-based rewards. We then transitioned to a program in which employees would be rewarded for improving or maintaining healthy outcomes. This gradual move gave our employees confidence that we would partner with them to meet their wellness goals and not merely penalize them for failing to act on their own.

Currently, our greatest remaining challenge is departmental participation in our post-offer testing program. Our next major initiative is to use data and testimonials to help department leadership understand the ROI of adopting this program.

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

Not only did our employees experience qualitative improvements in wellbeing through our innovative programming, but we also realized measurable, quantitative results.

From 2009 to 2014, the city has experienced the following impressive results:

- Sick time decreased by 6,790 hours (849 days) from 2009 to 2014.
- In 2014, 680 of 860 full-time employees participated in the city's well-being program by completing a health assessment with biometric screenings and lab work.
- Since 2009, the city saved over \$481,922 in workers' compensation claims by doing post-offer employment testing.
- Health plan claims decreased by \$4.46 million in a four-year period from 2009-2013.
- In 2009, 64 employees reported "no regular physical activity" on their health assessments. In 2013, this number had fallen to 31 employees.
- The city and our employees avoided retail costs for clinical and wellness visits in the amount of \$340,952 during 2013.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

Yes - the City of Olathe was recognized as the first place winner of the Kansas City Business Journal's Healthiest Employer award and Certified Healthy KC Company - Silver Level.

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum.*

<http://www.bizjournals.com/kansascity/print-edition/2015/02/13/healthiest-employers-city-of-olathe.html>

<https://www.kcchamber.com/News-Room/Chamber-News/KC-Chamber-Announces-First-List-of-Certified-Health.aspx>

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum.*

Leslie Borden, Employer Resource Manager, ARC Physical Therapy +; 913-831-2721; LBorden@ARCPT.com

Kent Seyfried, Solid Waste Manager; 913-971-9006; KSeifried@OLATHEKS.ORG

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. *200 word maximum.*

- How will you make the session creative and unique?
- How do you plan to be both entertaining and educational?
- Include a description of how your session will facilitate group activities and/or interaction.

We have an informal, dynamic and highly participatory presentation style. To make our presentation fully interactive, we plan to involve audience members in demonstrating the

activities included in our wellbeing and safety programs - post-offer testing, employee fitness and perhaps others. We will also have educational giveaways (e.g. monthly wellness tip and exercise cards for drivers).

15. Anything else you would like to add? *200 word maximum.*

To further our efforts in combining wellbeing and safety, the City recently partnered with Marathon Health, Inc. to staff our on-site Olathe Wellbeing Center. The Center provides sick care, health coaching and chronic condition management. The Center's benefits - little or no waiting, no patient costs and convenient access to care during work hours - will further allow our employees to achieve the City's mission of "setting the standard for excellence in public service."