



## APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2018.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).


### PROGRAM INFORMATION

County: County of Henrico  
Program Title: Making House Calls: Ensuring OSHA Compliance Through Mobile Spirometry  
Program Category: Organizational Development

### CONTACT INFORMATION

Name: Victoria Davis  
Title: Management Specialist  
Department: County Manager's Office  
Telephone: 804-501-4276 Website: henrico.us  
Email: dav127@henrico.us

### SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Douglas Middleton  
Title: Deputy County Manager for Public Safety  
Signature: 

## **1. Program Overview**

The continuous challenge of meeting routine testing requirements of Henrico County Sheriff's Office employees in the Respiratory Surveillance program led Employee Health Services (EHS) to take a creative approach to an established process. Reporting to EHS during their shift for testing was one of many reasons contributing to inconsistent testing of employees each year resulting in lack of compliance with OSHA standards. Mobile spirometry became EHS' "house call" to help cure this issue in the Sheriff's Office. Providing on-site testing at the jail proved to be an efficient, time-saving solution to a compliance issue and resulted in additional benefits for both departments.

## **2. Problem/Challenge/Situation Faced by Locality**

It was recognized by EHS that the Sheriff's Office was not meeting annual goals for testing employees whose jobs required them to be in the Respiratory Surveillance Program. Although a schedule was sent to the Sheriff's Sergeant of Human Resources months in advance and all employees requiring testing for the year were assigned an appointment, most often the appointments were missed. Additional time and coordination between both offices frequently occurred to create new appointment slots to only have them partially used at best. Challenges to completing required testing on all employees included inconsistent communication of the appointment schedule to the employee by their department, lack of available coverage to allow the employee to report for off-site testing, the strain on remaining staff while employees are away, extensive travel time from one jail location to EHS, missed appointments due to employees being out of work the day of testing and "no shows," poor follow-up by

the department to respond to missed appointments by rescheduling them in a timely manner and a laissez-faire attitude regarding the importance of testing by some employees and supervisors. In 2016, only 29% of eligible employees completed spirometry testing. In addition, the missed appointments resulted in wasted clinic time that could have been used more productively. Off-site testing seemed to be the most significant obstacle in achieving success in reaching our shared goals. A new approach was essential to reduce or eliminate the barriers that prevented the achievement of testing goals and improve compliance with OSHA requirements.

### **3. How Program Fulfilled Awards Criteria**

There are many reasons this program is worthy of an award. Most importantly, it provides a more cost effective and efficient way to meet OSHA testing requirements for the Sheriff's Office. The program demonstrates how taking a creative, nontraditional approach to a routine process and collaboration between departments can result in positive outcomes for all. The program led to improved time management and increased productivity as fewer man-hours were spent by staff in both departments rescheduling missed appointments, deputies were away from their positions for less time, larger numbers of employees completed testing in a shorter period of time and additional availability on the EHS schedule was created for other clinic activity. Making spirometry mobile was an innovative concept that required no additional cost, equipment or staff to administer testing while leaving sufficient staff to keep EHS operating; a winning solution for both departments. This program is also easily replicable by other localities for spirometry testing as well as other required testing.

#### **4. How Program Was Carried Out**

The Occupational Safety and Health Administration (OSHA) is a U.S. government agency that sets and enforces standards in the workplace to ensure safe working conditions. Workplace safety is achieved in large part due to adherence to standards and testing guidelines set for those environments that have the potential to put employees' health and safety at risk. It is the employer's responsibility to ensure proper measures are taken to meet routine testing requirements.

EHS is responsible for partnering with various departments to conduct testing on those employees whose working conditions require annual or periodic testing. Biennial respiratory surveillance is required for those employees who work in an environment where there could be potential contamination with inhalation hazards or exposure to airborne illnesses during normal work operations and during non-routine or emergency situations. Sheriff deputies are one such group who must have the ability to perform tasks while wearing a non-powered respirator if/when necessary and therefore, are required to undergo pulmonary function testing every other year. Such testing is performed at EHS utilizing Welch Allyn SpiroPerfect software which interfaces with Mediat, our electronic medical record program.

The initial concept of mobile spirometry was first proposed to the Sheriff's Office by the Division Manager of EHS at the end of 2015 and was met with much enthusiasm. Objectives for the program included the following: bringing the Sheriff's Office up to standard with OSHA required testing with an annual goal of 100% completion, increasing the numbers of employees tested at each session utilizing fewer testing dates, decreasing

an employee's time away from work for testing, therefore, decreasing the impact on those providing coverage and increasing productivity in other areas by reducing time spent by both departments having to reschedule testing.

After a few weeks of collaboration between departments regarding program details, approval was granted to implement the program. EHS consulted with the Department of Information Technology to verify remote Medcat access at the jail locations. Sheriff's Office staff and EHS medical staff met on 2/2/16 at the Jail West location to conduct testing of the Medcat and Welch Allyn systems. The programs were confirmed to be working. Testing dates and times were arranged and a space was made available for EHS staff. The schedule was developed so one nurse practitioner and the medical assistant would travel to the testing site, leaving a second nurse practitioner to manage EHS clinic activity.

The first day of testing was 2/8/16 at Jail West. EHS staff brought equipment to check weight and blood pressure prior to testing, OSHA mandated questionnaires, laptop computers and equipment for spirometry. The Sheriff's Office previously provided a list of employees to be tested and ensured adherence of the testing schedule. By providing testing on-site, the Sheriff's Office had more ability to locate an employee who did not report for testing and to ensure coverage for them. After testing was completed, the results were reviewed with the employee by the nurse practitioner. Testing was completed on 10 employees in less than two hours compared to a maximum of four per hour when completed at EHS. By the end of July, efficiency of the process was improved and four more sessions were scheduled, testing up to 15 employees in a three-hour period. The

few employees who were not present on the days of testing were more easily identified and rescheduled at EHS.

## **5. Financing and Staffing**

No additional costs were incurred as a result of restructuring EHS's approach to routine pulmonary testing. The program required no additional staff and utilized current equipment and supplies. As described earlier, both departments experienced time saving and improved efficiency with the new schedule. The time that was freed on the EHS calendar resulted in more available hours to schedule visits for other departments and complete other important tasks.

## **6. Program Results**

Mobile spirometry had significantly favorable results. A hundred percent of employees designated for testing by the Sheriff's Office were completed in months compared to less than 30 percent with the previous approach. Not only were the planned goals achieved, successful collaboration and shared success were positive outcomes experienced by both departments. This simple, creative program made a huge impact for the County in both productivity and compliance.

## **7. Brief Summary**

Collaboration between Henrico County's Employee Health Services (EHS) and Sheriff's Office remedied an ongoing issue of suboptimal completion of OSHA required respiratory testing of Sheriff's personnel. Using an established, computerized spirometry

program and equipment, EHS staff provided on-site testing for Sheriff employees resulting in a significant increase in compliance (near 100% vs. 29%). Testing was completed in a third of the previously allotted time, benefitting both departments.