



## **Employee Health Clinic**

521 SE 26<sup>th</sup> Court  
Ocala, Florida 34471  
(352)671-8437

# **Business Plan**

**Fiscal Year 2012-2013**





## Table of Contents

1. Table of Contents.....	3
2. Executive Summary.....	4
3. Business Description & Vision.....	6
4. Definition of the Market.....	9
5. Description of Products and Service Processes .....	11
6. Organization & Management.....	16
7. Marketing and Customer Service.....	18
8. Financial Management, Performance Measures, Benchmarks and Comparatives ...	20



## **Executive Summary**

Occupational Physicians have worked in the military field as far back as the Roman Gladiators: at that time, personal protection equipment (engineering controls) was in the form of finger and wrists guards worn by the archers.

Occupational medicine demands constant adaption as our world and technology changes. Vital statistics on workplace death and injuries provided by the Center for Disease Control have demonstrated improvement in the number of workplace fatalities but much work need to be done to continue to protect our workers from the hazards resulting from performing their job duties, equipment and environment. Some hazards are short term, while others may have a cumulative effect.

One of the organizational goals of the American Association of Occupational Health Nurses is protect, preserve or restore the employee's health to ensure they can safely perform their job duties without injury or harm. Past practice focused mainly on restoring the health of the injured worker after an injury has taken place. The passage of the Occupational Safety Health Act of 1970 brought mandatory efforts by employers to protect workers from preventable injuries while performing their job duties.

Employers have the legal and moral obligation to safeguard their workers from preventable injuries. There are Federal, State and Industry standards that must be followed as a protection against occupational illnesses/injuries. Most standards mandate:

- Engineering Controls
- Work Practice Controls
- Medical monitoring
- Environmental monitoring
- Education
- Treatment

The Employee Health Clinic opened in 1997. The clinic conducts annual physicals on all employees that wear a respirator while performing their job duties. Immunizations, education and post injury treatment is provided at the clinic. This year's business plan reflects an increase in the amount of annual physicals as more of our employees and volunteers are being recognized as potentially "at risk" for health problems in the course and scope of performing their job duties.

Post offer examinations are done utilizing the essential functions of the job description to ensure that job candidates are physically able to perform those functions with or without accommodations.

Wellness programs are now being offered by many employers in order to protect employees from

developing chronic health conditions that can be prevented or postponed through lifestyle changes and medical monitoring (physicals). Employee's already diagnosed with chronic medical conditions can prevent long term complications by preserving their current health status.

Our on-site comparison visit this year demonstrates the current trend of employers to be proactive in providing personal health care for their current employees, families and retirees. Healthy employees tend to have better moral in the workplace. Optimal health helps each employee work to their potential while safely performing their job duties. A side benefit of providing these programs was the hope of lower health insurance premiums. It is difficult to quantify these savings since participating clinics under health insurance providers are continuing to see increasing health premiums. The City of Ocoee is self insured and has been able to increase their services and hours without an increase in clinic costs.

Marion County is able to provide many of these services under our current health insurance providers. Annual physicals, lab work, mammograms and colonoscopies are provided at no cost at participating providers for our employees and families.

The clinic works closely with Human Resources, Risk Management, Safety and the Wellness Coordinator to ensure our employees are provided with means to protect, preserve and restore their health as they work as members of the Marion County BCC.

Clinic strengths:

An in-house clinic provides of continuity of cares. Employees come to the clinic as job candidates. The Personal and occupational histories are made known to a clinic staff that is aware of their capabilities, job duties and work environment.

The clinic currently has two Certified Occupational Nurses on staff. Both nurses come from diverse medical and surgical backgrounds and have demonstrative an expertise in the field of Occupational Health.

The clinic is part of an integral team including: Human Resources, Risk, Safety and Wellness.

This team approach allows for a comprehensive view on employees in regards to their employment, health, work conditions, rehabilitation and preventive care.

The clinic staff works closely with each department on maintaining the integrity of the Transitional Duty program ensuring employees are protected from further injury and facilitating a return of their ability to perform the Essential Functions of their job duties.

The clinic is able to provide services beyond those provided by outside vendors. The clinic reviews and consults on the EAP program, FMLA certification, sick leave donation certification, HIPAA Compliance, Ryan White investigations, infectious and environmental exposures in the workplace and consultations on personal health issues.

#### Clinic Weaknesses:

Budgetary constraints due to the current economy has caused the clinic to cut some non-mandated Services and limits the amount of services provided that can be provided.

Increased mandated services has limited the amount of time the clinic staff has to participate in meetings and outside events.

The clinic has one contracted Occupational provider in-house. This has limited our services to providing treatment and assessment for Occupational services. Our employee base is significantly larger than the City of Ocoee and budgetary constraints does not allow for the needed additional medical providers at this time to provide for additional services.

#### Conclusion:

The Employee Health Clinic is part of an integral team to ensure the protection, preservation and restoration of the health of our employees. The clinic personnel are committed to the strategic goals and mission of our organization.

The employees seen at the clinic are our co-workers. We have a vested interest in their successful return to the workplace.

The cost of providing an on-site clinic is \$83.92 per employee (this does not include volunteers). These monies are a worthy investment to ensure our legal, ethical and moral obligations to the employees of the Marion County BCC, Marion County Sheriff's Office, Tax Collectors, Property Appraisers, Clerk of the Court and the Supervisor of Elections.



## **Business Description & Vision**

The Marion County Employee Health Clinic offers services to promote protect and restore each employee's health to facilitate optimal quality of life and maximum productivity in the workplace. The present market in employee health services focuses on managing escalating claim costs by preventing or managing disease progression. Wellness is the current focus for preventing disease management by motivating employees to become active participants in their health through exercise, good nutrition, preventive screening, early medical intervention and stress management.

Employees already dealing with chronic health conditions are encouraged to have regular health maintenance visits with their primary physician. Employee Health Clinics are taking a more active role in helping employees become more compliant with their individualized treatment regimes. Education and incentives are being utilized to motivate employees to modify their disease risk factors and stay compliant with taking their medications as prescribed. Classes on health and preventive care is offered through the Employee Development Track. The Clinic Supervisor provides training on Bloodborne Pathogens and Substance Abuse. This past year the Safety Director and Clinic Supervisor obtained the American Heart Association Trainer certification in order to provide CPR/AED/First Aid classes to county employees.

Personal health consultation and referral services are provided by the clinical staff at the clinic.

Annual physicals and recommended screenings are provided under our current Blue Cross/Blue Shield Contract (BC/BS). Influenza vaccines may be provided at primary care physicians and participating pharmacies under this contract as well as at the Employee Health Clinic. Psychological counseling is provided through the BC/BS contract. Employees may have confidential consultations with clinic staff that can help facilitate referrals to participating medical providers. The clinic will establish contact with their medical providers regarding their ability to work with/or without accommodations.

Medical monitoring continues to focus on ensuring that all employees are able to safely perform the Essential Functions of their job description. Federal, State and Industry standards are utilized during annual examinations. Substance abuse testing is done utilizing union contracts and Federal standards.

## Goals and Objectives:

Continue to provide post offer examinations on job candidates assessing their ability to safely Perform the essential functions of their job duties as written on their job descriptions.  
Conduct medical monitoring utilizing Federal, Contracted and Industry standards for employees that wears a respirator during the course of their duties.

Provide collection and testing services for substance abuse screening following Federal, State, and Marion County standards and policies.

Provide education and counseling services for employees regarding their occupational, personal and family health concerns.

Provide an immunization campaign focused on education and motivation to encourage the employee to be proactive in disease prevention.

Provide educational and motivational campaign to focus on lifestyle changes to prevent and/or delay complications of chronic diseases.

Continue to provide care for work related injuries with the focus on an early, safe return to the workplace through the Transitional Duty Program.

Work with the Safety and Training Directors with the common goal of promoting personal and work related safety and health.

Municipalities provide a large variety of services that require tasks and safety equipment that require medical monitoring under the Federal Occupational Safety and Health Guidelines. We have employees operating trucks and machinery that require a Commercial Drivers License Type A and B. Those employees must meet the standards of the Department of Transportation.

Firefighters and Law Enforcement Officers have industry standards (NFPA 1582, FDLE) they must meet in order to perform their job duties.

The Marion County Employee Health Clinic was established in 1997 in order to meet the occupational needs of our employees. Services were offered “at cost” to the other Constitutional Officers. All returned monies are placed in the general fund.

The Employee Health Clinic operates under a Medical Director with certification in Occupational Health. The Risk Management contracts provides for an in-house Mid Level Practitioner. Both clinic nurses are Certified Occupational Health Nurses, Certified Hearing Conservationist, certified Drug Screen Collectors and have certificates in completion of the NIOSH (National Institute Occupational Safety and Health) course on screening spirometry.

The Clinic Supervisor is a Certified Breath Alcohol Technician.

The clinic manages the Transitional Duty Program which facilitates the injured employee return to their workplace with restrictions based on their clinical evaluation. The goal of the Transitional Duty Program is to “transition” the employee back to performing the Essential Functions of their job description with or without accommodations. This program has shown to decrease the amount of “lost hours” and has facilitated a timely return back to full duty.

Providing in-house care allows the mid-level practitioner to be familiar with the county culture and individual job duties. There is a vested interest in safely returning employees to their job duties with consideration to their personal and work related health issues. There is a feeling of community, mutual trust and common goals within our organization which results with the collaboration of all parties to achieve the best outcome for the employee, department and county.



## **Definition of the Market**

The Occupational and Environmental Health Industry strives to protect, preserve and restore employee's health. Focus in the past has primarily been on treating the injured employee after a work related accident. The Occupational Health Industry focus is not only treating injured worker but to be proactive in preventing injuries through medical monitoring, work site evaluations, education, engineering and work practice controls.

Post offer examinations are done utilizing the Essential Functions of the job description. Employees are evaluated to ensure they are physically and medically capable to perform those functions with or without accommodations. Employee that need to wear a respirator to perform their job duties are evaluated to see if they meet the medical conditions of the Federal Standards. Some of our employees are exposed to potential hazards in the course of performing their job duties. Some of these hazards may cause immediate or long term health consequences. The post offer exam helps to establish a baseline of the job candidate's health prior to performing those job duties.

Employees that are likely to have exposure to blood or blood products are trained on the Federal Bloodborne pathogen standard and the County's Exposure Control Plan. Hepatitis B vaccinations are offered to these high risk employees as dictated by Federal Standards.

Employees that are able to safely perform their job duties to their full potential are able to work more efficiently in meeting the needs of their co-workers, department, and the residents and visitors of Marion County.

The clinic works with internal Volunteers, Employees, Supervisors, Directors and Administration. Our services are offered to job candidates and employees/volunteers of the Marion County BCC and the other Constitutional Officers. Our services are provided utilizing the Occupational Health, Federal, State, and Union Contracted and Industry standards and laws. New standards are developed as job hazards are realized. The Occupational Safety and Health Administration is currently working on Ergonomic Standards.

The Department of Transportation has frequent guideline updates to the Omnibus Transportation Employee Testing Act.

Industry standards change as a result of new findings and/or challenges to the current standards.

Health Professionals familiar with the Standards and Laws are an asset to the employee, employer and the community.



<u>List Services provided:</u>	<u>Current volume</u>	<u>Forecast volume 2012-13</u>	<u>Variance</u>
Safety and Health		0	0
Hiring Process	210	200	-10
Annual Physicals	575	675	100
Worker's Compensation	900	1000	100
Return to Duty	1550	1500	-50
Total Substance Abuse	1110	1400	300
Substance Abuse (excluding 11 & 12)	535	525	-10
Immunizations	450	350	-100
	0	0	0
Compensation		0	0
Sick Leave Donation	5	5	0
	0	0	0
Employee Relations		0	0
HIPAA compliance	5	5	0
Ryan White Officer	25	20	-5
Employee Assistance Program	35	35	0
FMLA	350	350	0
Transitional Duty	700	500	-200
Other		0	0
Telephone Consults	500	500	0
Other- charting, filing, scheduling, meetings	500	400	-100
C-Contract		0	0
F-Federal Standards		0	0
S-State Law		0	0
Added Services:		0	0
	n	n	n

## **Description of Products and Service Processes**

The Employee Health Clinic offers both Occupational and Non-Occupational Health Services.

The clinic has a mid level practitioner to provide post offer and annual physicals. Every job candidate is given a post offer physical utilizing the Essential Functions of their job description. Physicals include baseline testing and overview of personal and occupational histories. Components of the physical may vary according to the position's job duties and environments. Employees that may have to use a respirator in the course of their job duties are evaluated as per the Occupational Safety and Health Administration's Respiratory Standard. Firefighters are assessed utilizing the adopted NFPA 1582 standard. Employee's hired in a position that require a Commercial Drivers License (CDL) A or B are evaluated utilizing the Federal Motor Carrier Safety Administration's medical standards.

All job candidates have substance abuse screening. The clinical staff members has certifications as drug screen collectors. The Clinic supervisor is a certified breath alcohol technician. Substance Abuse screening is done for post offer, promotional, random, follow up, post accident and reasonable suspicion. Employees operating under a CDL A or B license are required to follow the Federal Omnibus Transportation Employee Testing Act under the Department of Transportation.

All other drug screen/ breath alcohol testing are done under the County's Substance Abuse Policy.

Injured workers are able come to the clinic for evaluation and treatment by the mid level practitioner. Employees referred for testing and outside referrals must be seen at the clinic following those appointments. The clinic works closely with the employee, specialist, physical therapy and the Risk Management Department to ensure that the best most appropriate care is given to the employees with the common goal of returning the injured employee back to their full job duties.

The Clinic Supervisor oversees the Transitional Duty Program. This program involves returning injured employees to their prospective departments under their current work restrictions. Transitional duty programs require the cooperative participation of the employee, health practitioner, supervisor, and department.

The Clinic Supervisor consults on medical certifications for the Family Medical Leave Act and Sick Leave Donation Program. She also has the duties as the HIPAA Privacy Officer and the Ryan White Officer.

The clinic personnel offers personal and psychological health consultations and referrals.

The clinic offers annual flu shots to the employees of the Marion County BCC and the other Constitutional Officers. We have decreased the number of flu shots purchased this year due to the benefit received from our current health insurance carrier which provides this service free of charge at Family Physicians and participating pharmacies.

The clinic has offered education and counseling session for various health care topics and has participated in the Biggest Loser Challenge this past year.

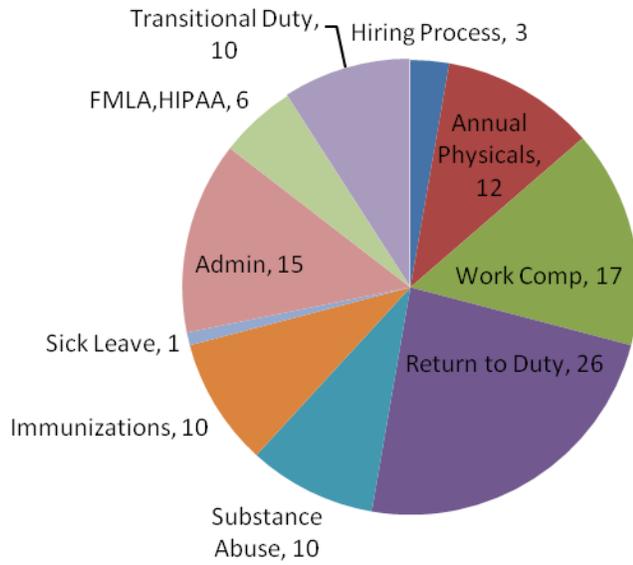
The Clinic Supervisor is on the Marion County Nutrition Advisory Board. This past year we have assisted with blood pressure readings at the Extension Services for county citizens participating in the “Take Charge of your Diabetes” classes.

Our customers are the employees of the Marion County BCC and the other Constitutional Officers. Employees that are healthy and physically capable of safely performing their job duties are productive employees. They are able to meet the goals of the Board of County Commissioners and the needs of the populace of Marion County; therefore, we also view the Board and the citizens of Marion County as customers.

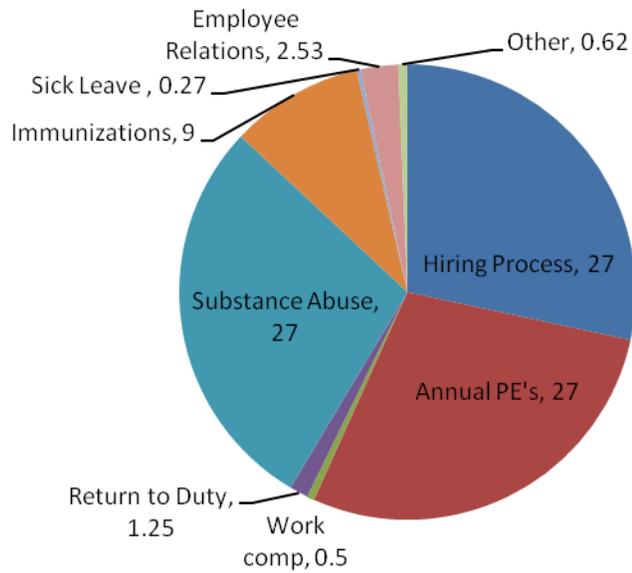




## Volume of Services

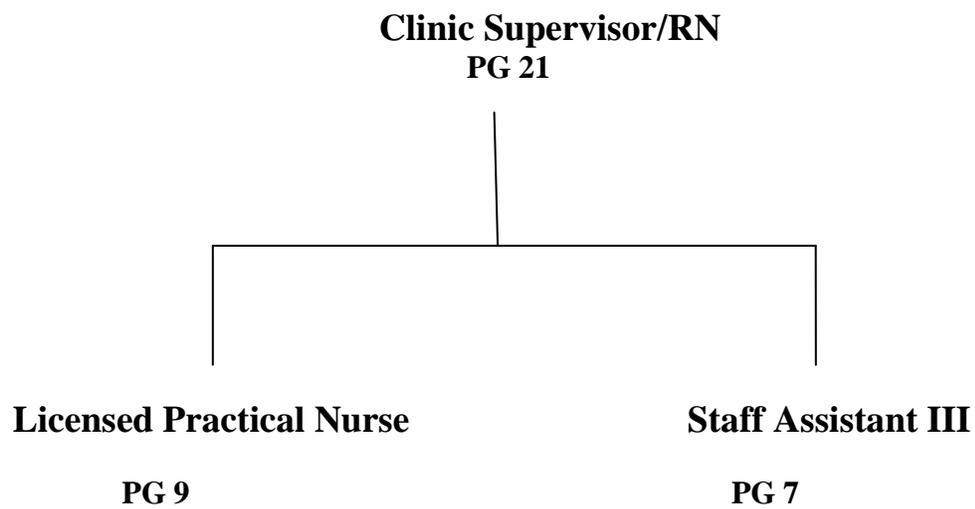


## Operating Expenses





## Organization & Management



The Employee Health Clinic has a Medical Director contracted under the Risk Management Medical Provider Contract. A mid level health practitioner works on site to provide occupational care this includes:

Workers Compensation Care  
Annual and Post offer physicals  
Medical Review Officer  
Radiology (at US Healthworks)  
Fitness for Duty Examinations

The clinic has budgeted positions for a Clinic Supervisor/Registered Nurse, a Licensed Practical Nurse and a Staff Assistant III. Both nurses at the clinic are Certified Occupational Health Nurses, Certified Occupational Hearing Conservationist, Certified Drug Screen Collectors and have certificate in completion for the NIOSH Spirometry Screening.

The Clinic Supervisor is a Certified Breath Alcohol Technician and has a Certificate of IAFF Stress Management Training. She currently serves as Treasurer on the Ocala/Marion County Stress Management Team.

Clinic employees are crossed trained to work at the front desk which is responsible for scheduling, data entry, completion of work duty paperwork, filing workers compensation visit forms and filing.

The Clinic Supervisor is the Ryan White Officer for the Marion County Fire Department. She consults on the certification forms for the Family Medical Leave Act and sick leave donation requests. The clinic manages the Transitional Duty Program, Substance Abuse Program, Employee Assistant program and HIPAA complaint investigations.

The Clinic Supervisor currently is on the Extension Service's Nutrition Advisory Board.

Florida Sunshine Law exempts medical records from Public Records Requests. The clinic houses all medical records and releases said records upon written authorization of the employee or court ordered subpoena. The clinic personnel must be available for any deposition of said records.

The clinical staff if available to help advise and provide medical consultation to Employees, Supervisors, Department Directors, Administration, Commissioners and the other Constitutional Officers.



## **Marketing and Customer Service**

The Employee Health Clinic strives to ensure that each employee is able to safely perform the Essential Functions of their job description. Healthy and fit employees are productive employees. Substance Abuse, medications, disease states, health and physical limitations must be reviewed when considering current employees and job candidate's ability to perform the Essential Job Functions of their job description.

The employees able to safely work at their full potential allows the County to meet the needs of the citizens of Marion County. Therefore, our customers include the Board of County Commissioners and the citizens of Marion County. Our immediate customers are the job candidates, employees, supervisors, directors and administration.

The Employee Health Clinic offers services which include:

- Physicals
- Workers Compensation Care
- Substance Abuse Screening
- Employees Assistance Program
- Return to Duty (personal illness)
- Vaccinations
- Consultation and Referral Services
- Health Screening (BP check and FBS)
- Health Education
- Fitness for Duty

All evaluations are done under the recommendations of our Medical Director. These services must Meet current Federal, States and Industry standards.

Outreach of our services is done internally by a variety of methods which include:

All job candidates are contacted by the clinic to set up their post offer screening.

The clinic supervisor participates in the new hire orientation. Clinic services are discussed at that time.

All new employee's that require a Commercial Drivers License A or B are required to view a training video at the clinic on the required Department of Transportation substance abuse screening program.

The clinic supervisor conducts training on the Human Resource Training Development Tract.

Announcement are sent out through the interdepartmental email system or through the employee portal.

Weekly statistics are reported the Human Resources Department.

The clinic supervisor is on the Marion County Nutrition Advisory Board.

The clinic supervisor is the Treasurer on the Ocala/Marion County Critical Incident Stress Management Team.

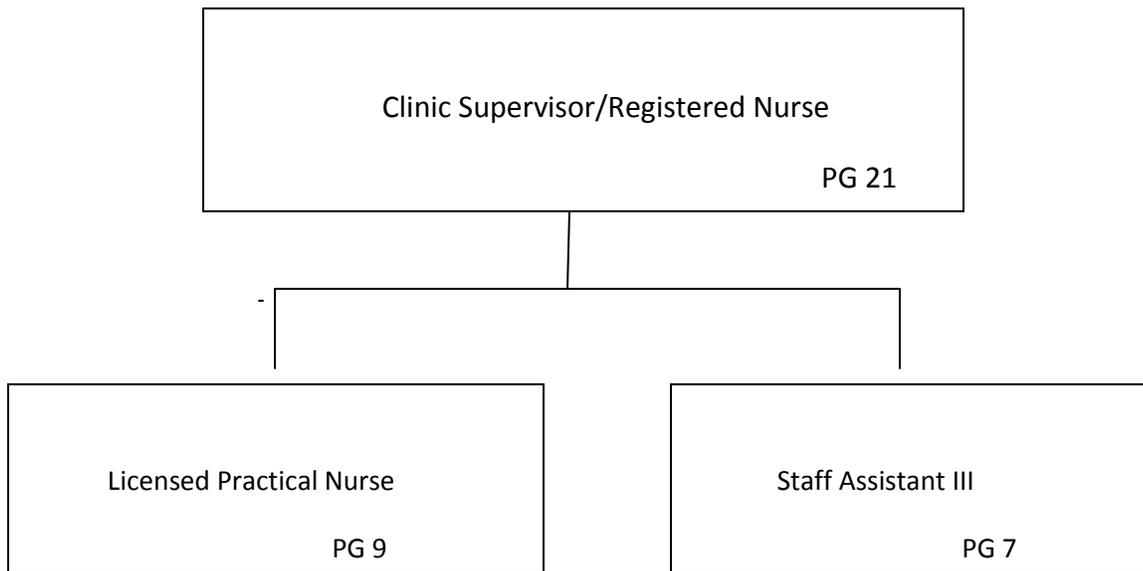
Outside information dissemination is done by the publishing of the Business Plan on the Marion County Website.



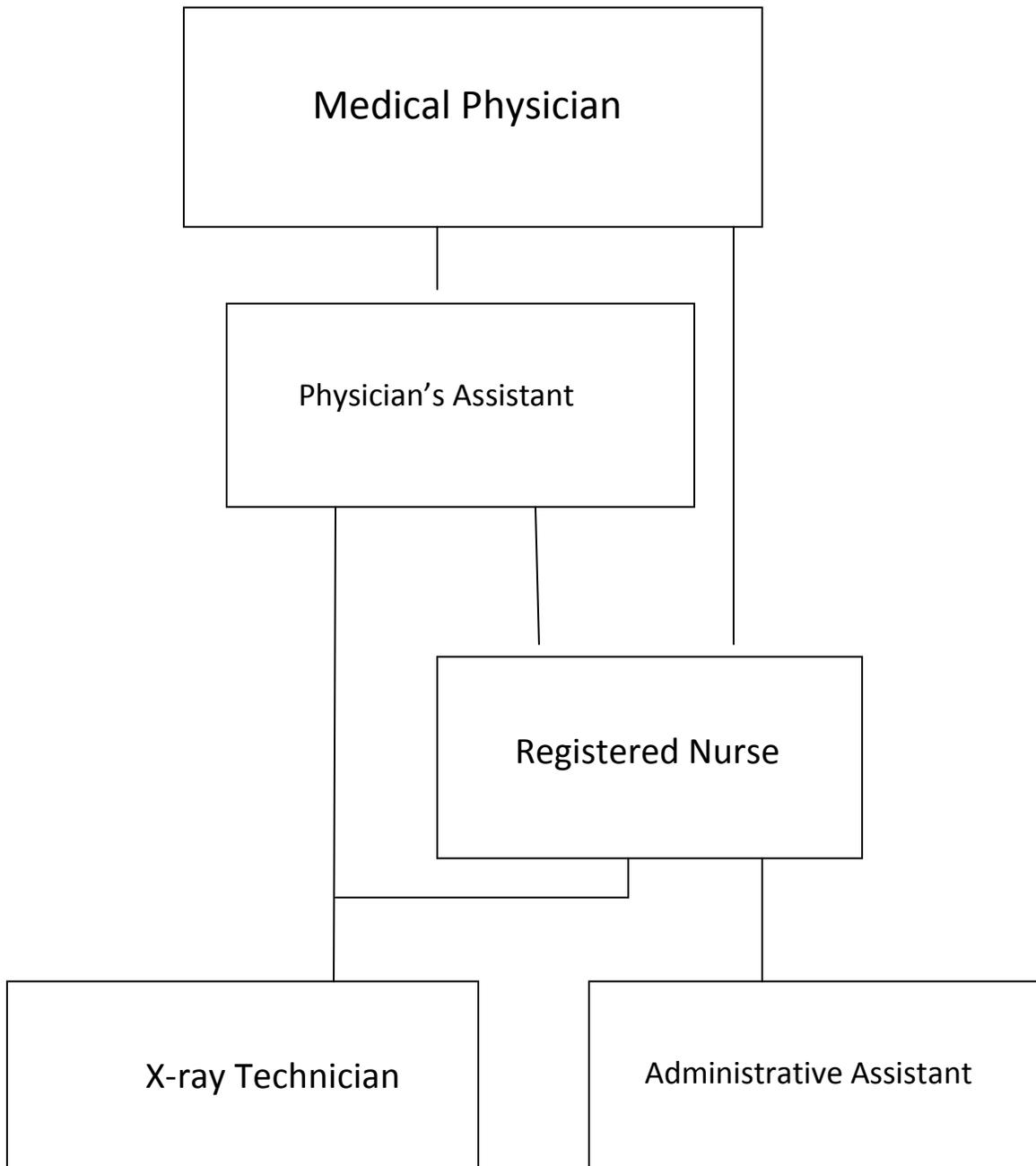
MARION COUNTY BOARD OF COUNTY COMMISSIONERS  
 BUSINESS PLAN BUDGET WORKSHEET  
 January 3, 2012

Fund		Department					
001	General Fund		2540	HR / Clinic			
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
<b>EXPENDITURES</b>							
512101	REGULAR SALARIES & WAGES	121,266	120,815	122,263	119,725	(2,538)	-2.1%
521101	FICA TAXES	8,178	8,353	9,354	9,160	(194)	-2.1%
522101	RETIREMENT CONTRIBUTIONS	12,265	10,935	6,516	6,776	260	4.0%
523101	HEALTH INSURANCE	18,243	16,868	18,684	18,684	-	0.0%
523401	LIFE, AD&D, LTD INSURANCE	938	842	794	776	(18)	-2.3%
524101	WORKERS' COMPENSATION	673	936	1,139	1,125	(14)	-1.2%
534101	OTHER CONTRACTUAL SERVICE	39,435	31,184	42,015	48,034	6,019	14.3%
540101	TRAVEL & PER DIEM	90	-	700	675	(25)	-3.6%
541101	COMMUNICATION SERVICES	298	15	150	50	(100)	-66.7%
542201	POSTAGE & FREIGHT	78	-	150	100	(50)	-33.3%
544101	RENT & LEASES - EQUIPMENT	2,713	3,080	3,060	3,060	-	0.0%
545101	INSURANCE - PREMIUMS	1,364	1,191	972	972	-	0.0%
546401	REP & MAINT-OFFICE MACH	344	-	500	500	-	0.0%
547101	PRINTING & BINDING	1,185	49	1,075	950	(125)	-11.6%
551101	OFFICE SUPPLIES	2,824	785	3,250	2,500	(750)	-23.1%
552101	GASOLINE OIL & LUBRICANTS	12	-	30	30	-	0.0%
552103	MEDICAL SUPPLIES	18,221	25,771	27,050	22,995	(4,055)	-15.0%
552106	OPERATING - COMPUTER SFTW	1,338	750	300	300	-	0.0%
552116	COMPUTER HARDWARE-OPERATI	-	2,551	-	-	-	#DIV/0!
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	99	60	75	-	(75)	-100.0%
554201	DUES & MEMBERSHIPS	366	-	609	210	(399)	-65.5%
555501	TRAINING & EDUCATION	225	151	510	650	140	27.5%
564101	MACHINERY AND EQUIPMENT	-	-	-	-	-	#DIV/0!
		230,156	224,317	239,196	237,272	(1,924)	
<b>REVENUES</b>							
36900080	CLINIC FEES	4,800	3,789	4,200	4,200	-	0.0%
36900208	COST ALLOC-HR CLINIC	89,305	88,821	108,348	108,348	-	0.0%
		94,105	92,610	112,548	112,548	-	

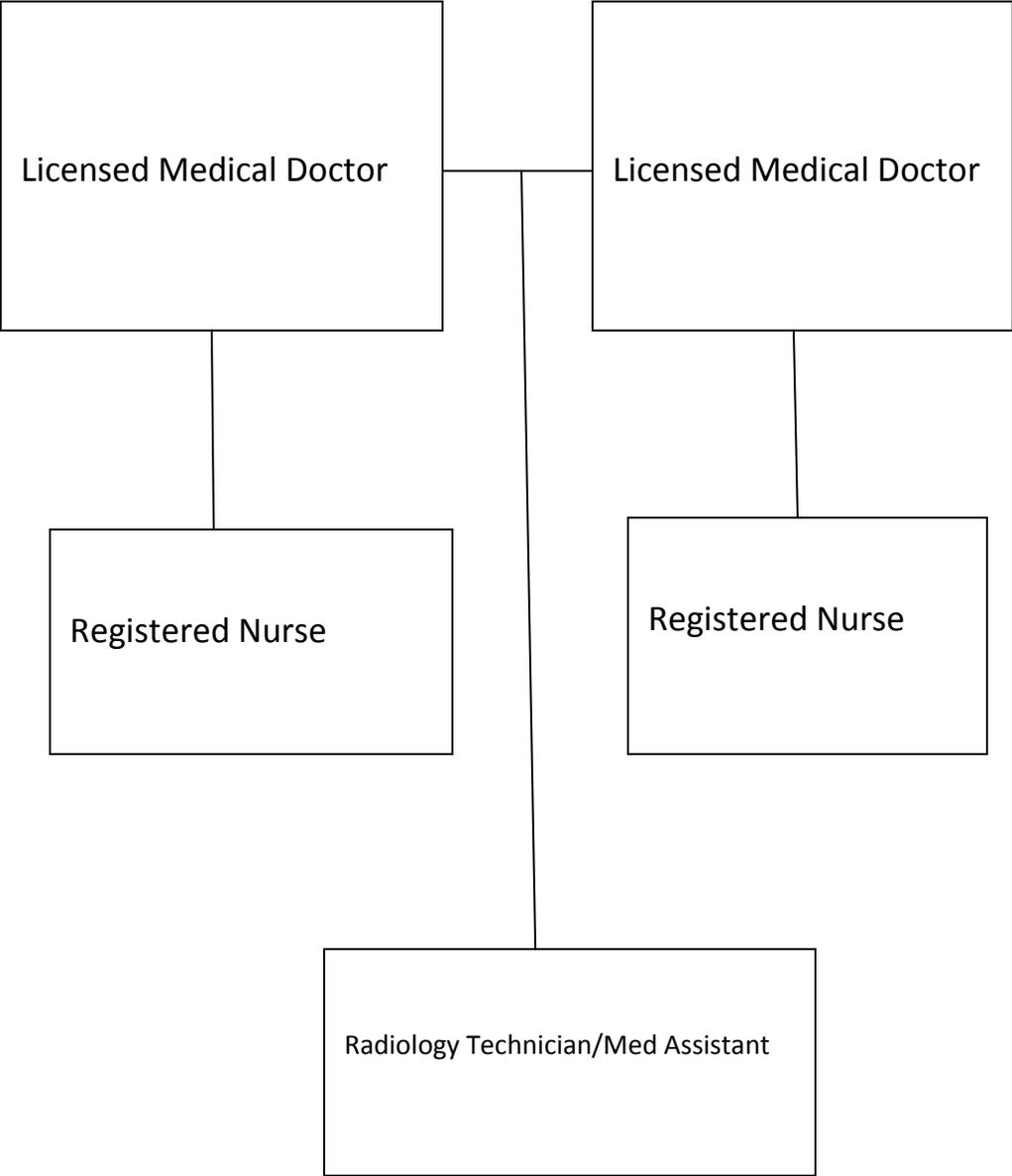
# Marion County Employee Health Clinic



# City of Ocala



# City of Ocoee



Telephonic Visit done with the City of Ocoee: The interview was done with Mr. Jim Carnicella, Human Resources Consultant, who is responsible for overseeing the clinic. Telephonic conference was done on February 23, 2012 at 3:30pm.

Clinic Telephonic Visit Questions:

How many staff members do you have at the clinic?

What are there are positions/background/certifications?

What is your Organizational Charts?

What are the clinic's hours of operations?

What is the turnover rate of your staff?

Review the set up of your rooms/equipment?

To whom do you provide your services? (employees/families/retirees

What type of services do you offer at the clinic?

Do you see firefighters/law enforcement officers?

Do you conduct annual physical? Types of physicals? How many do you see yearly?

What are the components of these physicals?

Do you perform stress test? What protocol do you use?

Do you have x-ray capabilities at your facility?

What Federal/State/Industries standards do you utilize for the care provided at the clinic?

Do you have limits for personal health visits: i.e.: sick x1 visit or unlimited visits

Do you provide pharmaceuticals at your facility?

Do you provide workers compensation care?

What type of disease management programs do you provide?

Do you provide employee incentives?

What do you see as your strengths?

What are your successes?

What do you see as your weakness?

What programs have not been successful, if any?

What would you like to see change?

The screenshot shows the City of Ocoee website. At the top is the city logo with 'FLORIDA' underneath. Below the logo is a navigation menu with links: Home, A-Z Guide, Contact Us, Services, and Site Map. The main content area is titled 'HEALTH CENTER' and contains a table with the following information:

 <p>City of Ocoee Health Center</p>	 <p>Dr. Brian Allen, M.D.</p> <p>WELCOME! Dr. Brian Allen, M.D., is the City of Ocoee and the City of Apopka's Health Center Physician. Dr. Allen graduated from the University of Texas Southwestern Medical School at Dallas and did his Residency in Family Practice at the University of Alabama, Huntsville. He is Certified by the American Board of Family Medicine and the American Board of Medical Review Officers. Dr. Allen has over 20 years experience in private family practice, urgent care and occupational medicine. He spent more than 13 years as a Staff physician for the Longwood Florida Hospital Centre Care facility. Both Cities are fortunate to have such a special, caring and experienced doctor at their service.</p>
<p>City of Ocoee Health Center Hours  Monday - 8am-12pm/1pm-5pm  Wednesday - 8am-12pm/ 1pm-5 pm  Friday - 7:30am-11:30am</p>	<p>The Ocoee Health Center offers a variety of services to City Employees and their eligible dependents. Services at the Health Center include Family Practice, Primary Care Medical Services and related prescriptions, X-rays, Lab Work and More!</p>
<p>New Employee Health Center Partnership Press Release!  <a href="#">Employee Health Center Partnership NR</a></p>	<p>City of Ocoee has partnered with the City of Apopka to allow eligible employees/dependents to access either Health Center. Those employees when working your regular hours to only access the Health Center at your City location for routine medical visits(physicals, lab draws, medicine refills, etc). However, if you</p>



## Comparison Visit Summary

### **The City of Ocoee Employee Clinic**

The City of Ocoee has partnered with the City of Apoka to share medical personnel to staff their clinics.

The clinic is available to all 350 employees of the City of Ocoee. Family members, over the age of 8 years, and retirees are able to utilize the services at the clinic. Employees seen at the clinic utilize the clinic as their Primary Care. Mr. Carnicella stated that participation is not mandatory but they have experienced one hundred percent utilization.

The clinic budget for fiscal year 2011/2012 is \$600,000. This remains the same budgeted amount as last fiscal year, even with an increase in hours and services.

Clinic services encompass care for occupational and non-occupational needs. I was unable to obtain actual statistics on the types of encounters but the clinic averages ninety appointments a week. Appointments are made at twenty minute intervals. Hours of operations were recently increased to thirty hours. This is an increase of ten hours. Increased utilization of the clinic made it necessary to increase availability. The City of Ocoee is currently working on partnering with the City of Mount Dora and various Orlando sites to increase services to their employees that live outside of the local area. The clinic has two treatment rooms and x-ray facilities. Pharmaceutical and cardiac stress testing (for physicals) are provided on-site.

Services are provided by the medical provider, Care Here, under the Crown Medical group. The clinic has two Medical Doctors, two Registered Nurses and a Radiology Tech/Medical technician. The clinic had an Occupational Health Nurse on staff but she has recently left their agency. One physician on staff is a Family Physician with background in Pediatric and Obstetrics.

The City has a wellness component to their services which includes health risk assessments, an onsite Dietician and Physiologist.

The City of Ocoee is working on hiring or contracting with a pharmacist for dispensing medication. Medications dispensed by the on-site physician require an examination and individual instruction. This requirement limits the amount of time the physician has available to see other patients.

Future services such as sleep apnea studies and mammograms are being researched at this time.

The City of Ocoee is self insured. Mr. Carnicella stated that they have been fortunate to have a relatively low incidence of catastrophic claims since the clinic opened five years ago. He stated savings derived from operating their own clinic has enabled the City to give annual raises, lower insurance premiums and increase pension benefits therefore making it advantageous for their employees to utilize the clinic.

Savings have been realized from providing services such as firefighter physicals. Mr. Caricella stated that these physicals done by outside providers were very costly. Firefighter physicals, utilizing the NFPA 1582

standards, are done every other year by the contracted physician. Routine physicals are encouraged at the clinic on the alternate year.

Success has been demonstrated through increased utilization, hours and services without increased cost. The City has also experienced a decrease in their workers compensation costs.

Weaknesses/Challenges are seen as:

difficulty scheduling acute illnesses due to 20 minute/prescheduled appointments

age restriction on pediatric patients

time spent by physicians meeting the pharmaceutical dispensing regulations.

### **Comparison of City of Ocoee Employee Clinic and Marion County Employee Clinic**

It is difficult to compare the cost and services since no statistical information was available. Both clinics offer Occupational Health Services. The Marion County Clinic's primary focus is on occupational care. This care starts from the post offer physical and continues through the employee's tenure at the county. Services include periodic medical and substance abuse exams, dictated by Industry and Federal standards, and treatment of occupational illnesses/injuries. The clinic oversees the Transitional Duty program which has demonstrated cost savings and a timely return of the injured worker to their job duties. Both clinics have demonstrated significant cost savings by providing physicals and workers compensation care on-site.

Personal health assessment and referral, and EAP assessments are available at the Marion County clinic.

Both agencies offer Wellness Programs. The Marion County BCC has a contracted Wellness Coordinator through our Blue Cross/Blue Shield carrier. The Wellness Coordinator is providing health risk assessments, diabetes education classes and smoke cessation classes. These classes are provided with incentives such as smoke cessation aids. Annual physicals, mammograms, colonoscopy and immunizations are offered at no charge through participating health care providers.

Discounts to local area gyms are available to the employees of the Marion County BCC.

Blue Cross/Blue Shield provides individual case managers for employees identified as high risk through their prescribed medications, medical diagnosis codes and health risk assessment results.

Another significant difference in both organizations is the employee population. The Marion County Employee health clinic offers its services to the employees of the Marion County BCC and the other Constitutional Officers. Our services are offered to 2850 employees and over 1400 volunteers. The City of Ocoee has 350 employees and approximately 400 dependents.

Return on Investments is based on providing increased services and utilization without increased cost. The amount of services offered by the City of Ocoee is admirable. Some of those services are currently being offered to our employees through the Blue Cross/Blue Shield contracts.

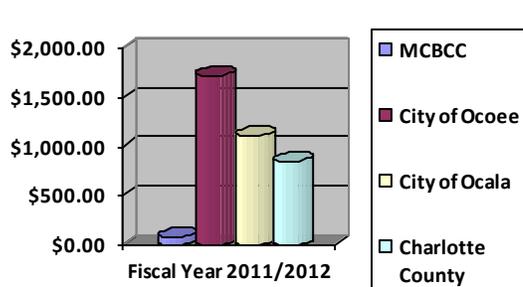
Some of the services offered might be cost prohibitive for Marion County. Our clinic would need to hire more specialist than the City of Ocoee due to the population difference.

The City of Ocoee contracts through Crown Medical to have the Care Here Medical Providers. The Employee Health Clinic has a contracted medical provider on-site but the clinic staff are all Marion County BCC employees. As such, the clinic staff learns each employee's personal and medical history, co-workers, work environment and each employee's job duties.

Industry standards are utilized to ensure that each employee can safely perform their job duties. The Clinic staff has a vested interest in the success of our occupational health program and the strategic goals of our organization.

The clinic staff views each employee as an integral part of our organization. We know success depends on each employee's ability to safely perform their job duties in order to meet or exceed the needs of our ultimate customer, the Marion County citizen

Cost /Employee



Employee/Clinic Employee

