

Work Safe/Stay Healthy ROI Case Study

*County of San Diego
Department of Human Resources
1600 Pacific Highway # 207
San Diego, CA 92101
(619) 531-5100*

WORK SAFE/STAY HEALTHY

County of San Diego

Carlos G. Arauz, Director—Human Resources

This case was prepared to serve as a basis for discussion rather than an illustration of either effective or ineffective administrative and management practices. Names, dates, places, and data may have been disguised at the request of the author or organization.

ABSTRACT

Like all other California employers, the County of San Diego had experienced ongoing annual increases in its worker's compensation costs. On average, prior to the implementation of the Work Safe/Stay Healthy in 2003, the County was experiencing an increase of \$2.1 million or 12.3% each fiscal year. The program was developed with the specific purpose of making a cultural shift in employees' perception of workplace safety. As a result, the County of San Diego has been able to reduce its new incidents, hours of lost productivity and total expenditures of all claims. The overall Return on Investment is estimated at 12,963%.

PROGRAM BACKGROUND

The County of San Diego, Department of Human Resources serves over 17,000 employees. County employees perform a variety of jobs and are exposed to hazards in the workplace everyday.

In fiscal year 2002-2003, the County of San Diego experienced 2,144 new incidents, lost 189,548 hours (over 23,000 work days) of productivity due to employees being off work

due to a job-related injury or illness, and spent \$22.2 million on worker's compensation claims. On average, prior to 2003, the County was experiencing an increase of \$2.1 million or 12.3% each fiscal year in the cost of claims. This trend could not be allowed to continue.

The Work Safe/Stay Healthy (WSSH) program was developed to encourage all County employees to work safely, and thereby reduce the incidents of injury and associated costs; to develop a culture that focuses daily on creating a safe work environment; to provide tools to accomplish these goals. It is a program aimed at maximizing the resources of the County. When fewer injuries occur, more employees are available to do the work and provide the best possible services to County residents.

The focus of the WSSH program is to reduce workers' compensation costs by promoting activities that support positive behaviors to increase workplace safety and raise the level of safety awareness. These activities can be categorized into four key elements: 1) management leadership and employee involvement, 2) training, 3) communication, 4) hazard identification and correction. Examples of these activities include:

- Management leadership and employee involvement:
 - Annual program roll-out to executive leadership
 - Constant monitoring and feedback to executive leadership
 - Annual Countywide "Quality First" WSSH goals for employees
- Training:
 - Ergonomic Principles
 - Body Mechanics
 - Incident Reporting
 - Hazard Identification

- Communication:
 - Presentation at New Employee Orientation
 - Monthly safety tips sent to each employee's email inbox
 - Posters to promote WSSH
 - Safety calendar
 - Article in the County of San Diego monthly newsletter
 - Presentations to Departments
 - Participation at various Countywide events (health fairs, all-hands meetings, etc.)

- Hazard Identification and Correction:
 - "Spot the Hazard" employee recognition program
 - "Deep Dive" injury and illness reviews for departments experiencing inordinate numbers of injuries

The program strategy addresses employees at all levels of the organization, making them a partner in the development and maintenance of a safe workplace. This has resulted in fewer workplace injuries. Lowering the overall cost of workplace injuries has enabled the County to shift its resources to other high priority needs.

Ongoing monitoring is essential to the program's success. It's important to constantly monitor progress at the lowest level to evaluate the program's effectiveness and to be able to respond with appropriate mitigation strategies. Evaluation at the Return on Investment (ROI) level is important in determining the program's overall success. As current budget forecasts indicate that the California public agencies will be heading into a tight

budget year, it is important to illustrate to the organization the cost avoidance potential of such a program.

EVALUATION METHODOLOGY

General Description of Approach

Model/approach

In alignment with the County of San Diego's General Management System, the program calls for constant monitoring and control. This allows us to measure whether goals are being met and to make necessary adjustments if they are not. The program evaluates its progress on a monthly, quarterly, and annual basis.

From the inception of the program in 2003, evaluation was focused at the business impact level. Other evaluation methods have been added throughout the program to supplement that approach; however, the lower levels of evaluation are not comprehensive.

Categories/levels of data

The program uses 3 key measures to monitor progress:

- Number of new incidents of injury or illness,
- Lost hours of productivity associated with employees being off work due to a job-related injury or illness,
- Total expenditures of all claims for each fiscal year.

Standards/guiding principles

Number of new incidents includes all claims for the time period measured. The time period is dictated by the date on which the claim was entered into the claims administration system and not necessarily the date of injury.

Lost hours of productivity include all injury leave and 4850 (paid leave as defined in California Labor Code 4850) time that an injured worker takes while temporarily disabled. This would not include any lost time that persists after an injured worker is deemed permanent and stationary; for this reason, this measure is considered conservative.

Total expenditures of all claims include all claim payments for the period of time being measured. This may include payments on claims with dates of injury prior to the time period being measured.

Data Collection Strategy

Data collection plan

In order to capture the number of new incidents of injury or illness, we use the County's claims administration system to report this data. Lost hours of productivity are calculated using the County's claims administration system in conjunction with the payroll system. The total expenditures of all claims measure includes all expenditures in a given fiscal year for all claims with payments in that year. This data also comes from the County's claims administration system. All of this data is reported on a monthly, quarterly and an annual basis.

In addition to the strictly quantitative measures, in 2008 a communication survey was developed to assess the program's effectiveness in communicating to all employees. This survey was developed to gauge employee's awareness of WSSH resources, the utilization of those resources and to capture qualitative feedback about the program. This survey was provided to employees in an online format for a two week window.

Example data collection instrument

The following is a sample of the survey used to evaluate the WSSH programs' effectiveness in communicating:

Table 1

1	Are you aware of the County's Work Safe/Stay Healthy (WSSH) Program?
	Yes No
2	I hear about WSSH activities and resources through: the County newsletter. my Departmental Personnel Officer. my department's safety program. trainings. the WSSH intranet website. Other:
3	My dept. is active in the WSSH Program by utilizing WSSH resources and participating in activities.
	Yes No
4	On average, I access the WSSH website:
	Monthly Quarterly Annually Never
5	Are you aware of the below programs/activities within the WSSH Program? YES/NO
	Active for Life Program Body Mechanics Training Healthy Dining Series Spot the Hazard Program
6	I have participated in the following WSSH programs/activities: YES/NO
	Active for Life Program Body Mechanics Training Healthy Dining Series Spot the Hazard Program Skipped
7	Are you aware of the various resources offered by the WSSH Program? YES/NO
	7-Minute Safety Trainer Lessons

	30-Minute PowerPoint Training Lessons Online Training (Distance Learning) Instructor-led Trainings Supervisor's Tool Kit Loss Prevention Video Lending Library
8	On average, I utilize the below WSSH resources: MONTHLY/QUARTERLY/ANNUALLY/NEVER
	7-Minute Safety Trainer Lessons 30-Minute PowerPoint Training Lessons Online Training (Distance Learning) Instructor-led Trainings Supervisor's Tool Kit Loss Prevention Video Lending Library
9	I know who to contact in order to report a safety concern and how to contact him/her. YES/NO
	Yes No
10	Please provide your comments below on how to improve the WSSH Program in order to better assist you, your department, and the County.
11	What department do you work for? (optional)
12	Are you a supervisor? (optional)
	Yes No
13	How long have you been employed with the County? (optional)
	0-2 Years 3-5 Years 6-10 Years 10+ Years
14	May we contact you to provide feedback on the WSSH Program? If so, please provide the below information. (optional)
	Name Phone Number

ROI Analysis Strategy

ROI analysis plan

The Return on Investment analysis of this program focuses on the two key measures: number of new incidents of injury or illness, and total expenditures of all claims for each fiscal year.

Isolation techniques

External factors are in a position to influence the results of this program; however, the effects of the program can be isolated from these influences. For instance, the California workers' compensation reforms of 2004 reduced the cost of claims for all California employers. When measuring the outcomes of the WSSH program it is possible to isolate the program's effects. When coupled with both the reduction in new incidents as well as lost hours of productivity, the evidence is overwhelming that the program had the primary effect on cost. A single claim may cost less than it did pre-2004 however, the reduction of costs associated with a reduction of claims is undeniable.

In addition to these measures, a comparison of medical only type claims to indemnity claims shows that the program has had an impact on the severity of injuries in the workplace.

Data conversion techniques

N/A

Cost summary

The minimal cost of the program is borne by the Risk Management Division within the Department of Human Resources. Administration of the program is performed by several members of the Risk Management Division, all who perform other primary functions.

EVALUATION RESULTS

Level 1: Reaction

Evaluation at this level measures how participants respond to the program and whether or not its resources meet their needs. For the purposes of this program, we assessed the qualitative reaction of participants through a free-form response included in the communication survey. 532 survey participants provided responses out of a total 2640 who responded to the overall survey. Feedback was largely positive and is being used to further build upon the program.

Level 2: Learning

Evaluation at this level assesses the extent to which program participants have advanced in skills, knowledge, or attitude. For the WSSH program, we evaluated the knowledge of participants in terms of the utilization and awareness of the program’s resources. The results of the survey were as follows:

Table 2

Response Summary		
Total Completed Surveys		2640
1 Are you aware of the County's Work Safe/Stay Healthy (WSSH) Program?		
	#	%
Yes	2556	97.4%
No	69	2.6%
Skipped	15	
2 I hear about WSSH activities and resources through:		
	#	%
the County newsletter.	956	37.1%
my Departmental Personnel Officer.	605	23.4%
my department's safety program.	1080	41.9%
trainings.	1211	46.9%
the WSSH intranet website.	484	38.8%
Other:	484	18.8%
E-Mail	347	
Staff: Supervisors, Colleagues, Trainer	102	
Meetings	43	
NEO	10	
Quality First	9	

Skipped	60
---------	----

3 My dept. is active in the WSSH Program by utilizing WSSH resources and participating in activities.			
		#	%
Yes		2188	85.2%
No		380	14.8%
Skipped		72	

4 On average, I access the WSSH website:			
		#	%
Monthly		946	36.2%
Quarterly		696	26.6%
Annually		126	4.8%
Never		844	32.3%
Skipped		28	

5 Are you aware of the below programs/activities within the WSSH Program?					
		YES		NO	
		#	%	#	%
Active for Life Program		1076	42.9%	1433	57.1%
Body Mechanics Training		1323	52.3%	1206	47.7%
Healthy Dining Series		1144	45.7%	1358	54.3%
Spot the Hazard Program		1566	61.7%	971	38.3%
Skipped		36			

6 I have participated in the following WSSH programs/activities:					
		YES		NO	
		#	%	#	%
Active for Life Program		430	18.3%	1915	81.7%
Body Mechanics Training		774	31.9%	1655	68.1%
Healthy Dining Series		464	19.8%	1878	80.2%
Spot the Hazard Program		862	35.4%	1573	64.6%
Skipped		83			

7 Are you aware of the various resources offered by the WSSH Program?					
		YES		NO	
		#	%	#	%
7-Minute Safety Trainer Lessons		1299	51.3%	1232	48.7%
30-Minute PowerPoint Training Lessons		756	31.0%	1679	69.0%
Online Training (Distance Learning)		1191	47.9%	1296	52.1%
Instructor-led Trainings		919	38.0%	1502	62.0%
Supervisor's Tool Kit		526	21.9%	1879	78.1%
Loss Prevention Video Lending Library		657	27.1%	1765	72.9%
Skipped		44			

8 On average, I utilize the below WSSH resources:				
	MONTHLY	QUARTERLY	ANNUALLY	NEVER

	#	%	#	%	#	%	#	%
7-Minute Safety Trainer Lessons	660	26.8%	391	15.9%	109	4.4%	1305	52.9%
30-Minute PowerPoint Training Lessons	116	5.0%	271	11.6%	167	7.1%	1785	76.3%
Online Training (Distance Learning)	332	13.9%	425	17.7%	136	5.7%	1502	62.7%
Instructor-led Trainings	173	7.4%	226	9.7%	303	13.0%	1628	69.9%
Supervisor's Tool Kit	88	3.8%	127	5.5%	119	5.2%	1968	85.5%
Loss Prevention Video Lending Library	91	3.9%	131	5.6%	161	6.9%	1937	83.5%
Skipped	85							

9 I know who to contact in order to report a safety concern and how to contact him/her.		#	%
Yes		2114	81.5%
No		479	18.5%
Skipped		47	

10 Please provide your comments below on how to improve the WSSH Program in order to better assist you, your department, and the County.		#	#
Responded			532
Skipped			2108

11 What department do you work for? (optional)		#	%
BOS		6	0.4%
CSG		132	6.9%
Animal Services		9	0.5%
General Services		17	0.9%
Housing/Community Development		15	0.8%
Library		59	3.0%
Purchasing & Contracting		15	0.8%
Registrar of Voters		13	0.7%
Unknown		4	0.2%
FG3		234	12.0%
Assessor/Recorder/County Clerk		47	2.4%
Auditor & Recorder		57	2.9%
Chief Admin Officer		5	0.3%
Chief Technology Officer		1	0.1%
Civil Service Commission		0	0.0%
Clerk of the Board		2	0.1%
County Counsel		22	1.1%
Grand Jury		0	0.0%
Dept. of Human Resources		71	3.6%
Local Agency Formation		2	0.1%
Media & Public Relations		4	0.2%
SD County Retirement		6	0.3%
Treasurer-Tax Collector		12	0.6%
Unknown		5	0.3%
HHSA		930	47.0%
LUEG		188	9.8%

Agriculture, Weights & Measures	23	1.2%
Air Pollution Control District	25	1.3%
Dept. of Public Works	37	2.0%
Environmental Health	27	1.4%
Farm Advisor	1	0.1%
Parks & Recreation	37	1.9%
Planning & Land Use	16	0.8%
Unknown	22	1.1%
PSG	489	25.0%
Alternate Public Defender	8	0.4%
Dept. of Child Support	65	3.5%
District Attorney	1	0.1%
Law Enforcement Review Board	2	0.1%
Medical Examiner	4	0.2%
Office of Emergency Services	2	0.1%
Probation	99	5.0%
Public Defender	25	1.3%
Sheriff	275	13.9%
Unknown	8	0.4%
TOTAL	1,979	101.1%
Skipped	661	

12 Are you a supervisor? (optional)		
	#	%
Yes	590	24.6%
No	1811	75.4%
Skipped	239	

13 How long have you been employed with the County? (optional)		
	#	%
0-2 Years	412	16.6%
3-5 Years	342	13.8%
6-10 Years	539	21.8%
10+ Years	1185	47.8%
Skipped	162	

14 May we contact you to provide feedback on the WSSH Program? If so, please provide the below information. (optional)	
	#
Name	321
Phone Number	316
Skipped	2319

Level 3: Application

Application/use data

Evaluation at this level assesses the change in behavior that has occurred in the participant's behavior as a result of the program and being used operationally. This level was measured by the reduction in new incidents.

Prior to 2003, the number of new incidents was climbing; however, the WSSH program achieved steady decreases in the number of new incidents after its implementation. Since the inception of the program in 2003, new incidents have been reduced by 460 (see table below).

Table 3

Fiscal Year (FY)	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
Number New Incidents	1,845	1,648	1,879	2,144	1,984	1,731	1,587	1,684
Difference from Previous FY	NA	-197	231	265	-160	-253	-144	97
% Difference from Previous FY	NA	-11%	14%	14%	-7%	-13%	-8%	6%

Barriers to application

Although it is impossible to prevent accidents from occurring completely, the program's efforts have made a positive impact in the reduction of workers' compensation claims. Barriers to the application of the WSSH program would be those instances in which an accident was unavoidable.

Enablers to application

Much of the success of the WSSH program has been due to the support of the County of San Diego's leadership and individual Departments. Enablers to the application of the WSSH program would include the internalization of the program's goals by departments into their daily operations.

Level 4: Business Impact

Impact data

Evaluation at this level measures the success of the program in terms of the bottom line: reduced new incidents of injury and illness, increased productivity, and decreased claims expenditures. This level assesses the success in meeting the goals that were established to address the challenge for which the program was developed.

In addition to the number of new incidents measure illustrated above, the measure of lost hours of productivity showed similar success. During fiscal year 02/03 the County lost the equivalent of over 23,000 work days as a result of workplace injuries. After 2003, we achieved dramatic decreases in the lost hours of productivity associated with work-related injuries and illness with an overall decrease of approximately 47%.

The table below illustrates how the County of San Diego had over 189,000 hours of lost productivity in 02/03, decreasing on average 14.5% a year, to just over 100,000 hours in 06/07.

Table 4

Fiscal Year (FY)	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
Lost Hours of Productivity	156,126	170,763	179,135	189,548	171,751	155,482	133,072	105,878
Difference from Previous FY	NA	14,637	8,372	10,413	-17,797	-16,269	-22,410	-27,194
% Difference from Previous FY	NA	9.38%	4.90%	5.81%	-9.39%	-9.47%	-14.41%	-20.44%

Prior to 2003, the County experienced increases in lost hours of productivity averaging approximately 6.7% per year. If we had continued on that path, we would have had a total increase of over 300,000 hours of lost productivity, since 2003; however, we have been very

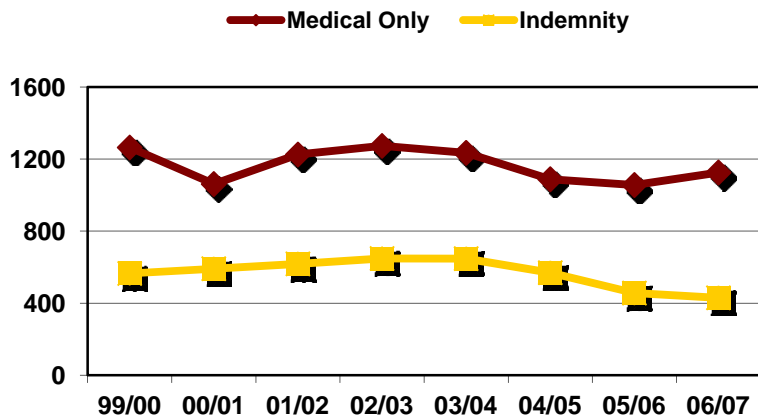
successful in reducing the lost hours of productivity. Those 300,000 hours are equivalent to 144 full time employees.

Workers' compensation injury costs, both direct and indirect, have an impact on departments' financial resources. Money spent on medical treatment for workplace injuries, and salary compensation for employees who are temporarily unable to work, could be spent on direct services to County residents. Between 1999 and 2003, County expenditures for Workers' Compensation claims increased by 41%. However, after the Work Safe/Stay Healthy program was implemented in August 2003, County expenditures for workers' compensation claims decreased 30%, despite the increasing cost of medical care.

Isolation technique

When coupled with both the reduction in new incidents as well as lost hours of productivity, the evidence is overwhelming that the program had the primary effect on cost. In addition to these measures, a comparison of medical only type claims to indemnity claims show that the program has had an impact on the severity of injuries in the workplace. Costly indemnity claims have decreased approximately 37% since 2003. The table below illustrates the decrease in indemnity claims since the beginning of the program in 2003.

Figure 1



Program Costs

The actual costs of the program are estimated to be \$10,000 annually. This minimal cost would include any supplies needed for trainings and events supported by the WSSH program.

Level 5: ROI

Return on Investment was measured by taking the average monetary benefits resulting from the program in a year and dividing them by the cost of the program. The equation used is illustrated below:

$$\text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}$$

A single monetary measure was used to derive the gain from investment: average annual claims expenditures savings. Since the Work Safe/Stay Healthy program was implemented in 2003, County expenditures for workers' compensation claims decreased 30%. On average, the County has saved \$1,306,247 each year since the program began (see table below).

Table 5

Fiscal Year (FY)	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
Total Claim Expenditures	\$15,671,293	\$17,425,246	\$19,044,947	\$22,175,692	\$22,137,086	\$20,763,359	\$18,260,187	\$16,950,703
Difference from Previous FY	NA	1,753,953	1,619,701	3,130,745	-38,606	-1,373,727	-2,503,172	-1,309,484
% Difference from Previous FY	NA	11.19%	9.30%	16.44%	-0.17%	-6.21%	-12.06%	-7.17%

The average annual Return on Investment for the WSSH program is as follows:

$$\frac{(1,306,247-10,000)}{10,000} = 12963\% \text{ or } 1:12963$$

Intangible Benefits

Another important impact of workplace injuries are the effects on employees who are prevented from working due to their injury. This not only affects an employee's work-life, but home-life as well. In addition to preventing injuries, the program has been effective in reducing the severity of the types of injuries that do occur, which enables an employee to come back to work more rapidly. This is reflected in the comparison between medical only and indemnity claims (see figure 1 above).

In addition, the WSSH program has partnered with departments through a Return-to-Work program. This program finds modified or alternate jobs to accommodate injured workers, bringing them back to work as soon as possible. Bringing employees back to work quickly allows employees to maintain a productive lifestyle, receive consistent pay with uninterrupted benefits, and can increase loyalty and morale in the organization.

COMMUNICATION STRATEGY

Communication of results has been one of the main components of the program itself. Constant communication of results to the stakeholders enables us to determine if we are on track, meeting our goals, effectively using our resources, and within cost constraints or if we need to correct any identified deficiencies.

On July 31, 2007, the business impacts of the program were presented to the County of San Diego Board of Supervisors in a regular Board meeting. This was part of an overall program review from the inception of the program. The response from the Board of

Supervisors was overwhelmingly positive and the program received commendation for its success in not only keeping employees safe, but the cost savings achieved by the program.

Based on the success achieved and the minimal cost involved, the program is planned to continue for an indefinite period of time. In addition, the program expands its focus each fiscal year to include additional components.

LESSONS LEARNED

From year to year, the program refines its activities and expands its focus for continuous improvement. Much of the feedback obtain through the communication survey will be used to further refine the program for future years.

At the inception of the program, monitoring and evaluation was focused at the business impact level. This approach is beneficial in monitoring the achievement of the program's goals and in communicating the program's value to the organization. However, more robust evaluation in lower levels (i.e. reaction, learning) may have provided additional feedback to the program aiding in further program enhancements.

RESOURCES

Winfrey, E.C. and Hoffman, B., *Encyclopedia of Educational Technology*:
Kirkpatrick's Four Levels of Evaluation, (<http://coe.sdsu.edu/eet/Articles/k4levels/>, 1999)

QUESTIONS FOR DISCUSSION

1. What other types of tools could the program have used to measure the first level of evaluation (reaction)?
2. Are there other data collection methods that could have been useful?

3. Are there any ways that the intangible benefits could have been converted into monetary value?
4. What other methods of communication could have been utilized?
5. What are the implications of stakeholder reactions to the success of such a program?

ABOUT THE AUTHOR

Carlos G. Arauz has been the Director of Human Resources for the County of San Diego since July 1997, where he is responsible for the human resources and labor relations programs for the County's 17,000-member workforce. Mr. Arauz is a Past President of the International Public Management Association. He has received numerous national awards and recognition, including IPMA-HR's prestigious Honorary Life Membership Award, an Honorary Life Membership in the Golden Key International Honour Society from San Diego State University, and most recently the San Diego Business Journal's 2008 HR Professional of the Year Award.

CASE STUDY CHECKLIST

Name: Work Safe/Stay Healthy

Date: June 11, 2008

Report Categories and Items	Included?	Notes
1. Abstract (approximately 100 words)	Yes	Complete
2. Program Background	Yes	Complete
3. Need for Program	Yes	Complete
4. Need for Evaluation	Yes	Complete
5. Evaluation Methodology <ul style="list-style-type: none"> a. General description of approach <ul style="list-style-type: none"> i. Model/approach ii. Categories/levels of data iii. Standards/guiding principles b. Data collection strategy including <ul style="list-style-type: none"> i. Data collection plan ii. Example data collection instrument c. ROI analysis strategy <ul style="list-style-type: none"> i. ROI analysis plan ii. Isolation techniques MUST be included iii. Data conversion techniques MUST be included iv. Cost summary 	Yes	Complete
6. Evaluation Results <ul style="list-style-type: none"> a. Level 1 Reaction b. Level 2 Learning c. Level 3 Application <ul style="list-style-type: none"> i. Application/Use data: ii. Barriers to application iii. Enablers to application d. Level 4 Business Impact <ul style="list-style-type: none"> i. Impact data ii. How results were isolated to the program iii. How data are converted to money e. Program costs f. Level 5 ROI g. Intangible Benefits <p>Note: Throughout this section, please show how the Twelve Guiding Principles have been used throughout the analysis.</p>	Yes	Complete
7. Communication Strategy <ul style="list-style-type: none"> a. How and to whom were results reported b. What was response of stakeholders? c. How data results were used to improve the program or change conditions surrounding the program (for example: was the program continued, expanded, 	Yes	List method(s) used Presentations to Board of Supervisors, Executive Team and HR community.

eliminated?)		
8. Lessons Learned a. What did you learn about the process? b. How would you have changed your approach? c. What did you learn about your organization and its response to the evaluation methodology?	Yes	Complete
9. Resources	Yes	Complete
10. Questions for Discussion (about 5)	Data provided? Yes	Complete
11. About the Author	Provided for Reference? Yes	Complete

ROI INSTITUTE™

.....
☞ PLEASE SUBMIT THIS FORM ON OR BEFORE THE DEADLINE FOR THE PARTICULAR CASEBOOK ☜

Yes, I would like to submit a case study regarding Work Safe/Stay Healthy Program

Name	<u>Amy Bouck</u>		
Job Title	<u>HR Services Manager</u>		
Organization	<u>County of San Diego</u>		
Phone Number	<u>619-578-5725</u>	Fax Number	<u>619-578-5742</u>
Email Address	<u>Amy.Bouck@sdcounty.ca.gov</u>		
Mailing Address	<u>444 W. Beech Street, 3rd Floor</u> <u>San Diego, CA 92101</u>		

Select one:

<input type="checkbox"/>	Industry Type	_____
<input checked="" type="checkbox"/>	Government Sector	<u>Local</u> (indicate federal, state, or local)

Program Title Work Safe/Stay Healthy

Program Type Safety Program
(i.e., leadership, technical training, information assurance, etc.)

How did you:

- Collect data at Level 1 Survey
- Level 2 Survey
- Level 3 Claims administration system
- Level 4 Claims administration system
- Isolate the effects of the program from other influences
Coupled with uninfluenced results.
- Convert measures to monetary benefits
Through direct correlation.

Did you take the evaluation to Level 5 (ROI)? Explain.
Yes, by taking the annual average benefit produced by the program and dividing it by the cost of the program.

If you are interested in submitting a case study, please complete this form and return it to Patti Phillips via e-mail (info@roiinstitute.net) according to the deadlines presented for each Call for Case Studies. In your email subject line, please be sure to refer to casebooks and topic, country, or publication (e.g., Casebook, Ireland or Casebook, Meetings and Events, or Casebook, Show Me the Money).