Metro-Dade Firefighters Wellness Center

Business Plan

Fiscal Years: 2009 and 2010
(10/1/08 through 9/30/10)

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EXECUTIVE SUMMARY

The Metro-Dade Firefighters (MDFF) Wellness Center, a not-for-profit organization, was created as part of the Fire Service Joint Labor Management Wellness-Fitness Initiative, to improve the quality of life of all uniformed fire personnel. The Center is a unique partnership between the Miami-Dade Fire Rescue (MDFR) Department and the International Association of Firefighters (IAFF) Union, Chapter 1403. The Center was specifically created to provide medical services to firefighters and their families. Our independent physicians are highly knowledgeable on the working conditions and hazards faced by members of the fire service.

The preliminary work on the Wellness Center concept began in 2001 as key personnel from MDFR, IAFF Local 1403, and the Metro Dade Fire Fighter’s Health Project participated on Task Force and Technical subcommittees of the Fire Service Joint Labor Management Wellness Fitness Initiative. The charge of these committees was to devise a comprehensive wellness and fitness program within fire-rescue departments.

Since our inception, MDFF Wellness Center provides broad service components:

- Medical, by administering pre-employment physicals to all firefighter applicants and annual physicals to incumbent firefighters while serving as a primary care center for MDFR firefighters and their dependents
- Rehabilitation serving as a Workers’ Compensation Center while providing physical therapy services
- Fitness Efforts including fitness sessions, nutritional services, educational seminars, and weight management courses

The MDFF Wellness Center is managed by the MDFR through the Wellness Manager, and is staffed with 14 positions (11 County positions and 3 University of Miami positions). During Fiscal Year 2007/2008, the Center had 1,520 private patient appointments, 923 patients as a result of worker’s compensation injuries, provided 1,168 physical therapy sessions, administered 228 exercise stress tests, performed 1,229 County physicals, and 283 pre-employment medical evaluations. Revenue is comprised from public funding, payments from private insurance carriers, worker’s compensation claims, and funding for services from other governmental agencies such as the City of Miami and the Drug Enforcement Administration. Total revenues for the Center in fiscal year 2007/2008 were $1,749,042 with an additional $694,641 of in-kind services from Miami-Dade County.
Major Programs, Initiatives or Milestones in FY 2008/2009

- Renewal of contractual agreement between the University of Miami and the Center
- Continue Civilian Fitness Program which provides group fitness sessions for employees to improve overall health and well-being
- Continue the Employee Nutritional Program to include one-on-one nutritional sessions, workshops, and other educational efforts
- Participate with Consortium for a Healthier Miami-Dade in their venture of wellness program development
- Enhance educational and outreach efforts to include the monthly electronic Newsletter, Fit Tips, and weekly reminders, weekly recipes, and workshops
- Continue Medical Scanning Project to ensure the compliance with Human Resources Department with timely receipt of County medical records
- Continue compliance with licensure requirements for the clinical laboratory, radiology, and medical technicians which ensures operability of the Center
- Maintain Comprehensive Equipment Maintenance and Replacement Plan to ensure medical and technical equipment are fully functional
- Continue the State of the Health of MDFR Report to determine the overall health of fire-rescue personnel, particular medical conditions, and demographic information
- Implement a Virtual Nutritional Counseling Session to increase accessibility of one-on-one session with minimal disruption to patients and facilitate exchange of nutritional information

Anticipated Major Programs, Initiatives or Milestones in FY 2009/2010

- Procurement of new medical equipment for enhanced diagnostic testing ability during County annual physicals such as drug hearing booth x-ray machinery
- Enhance outreach fitness efforts such as yoga, pilates,
- Acquisition of a new Center location to accommodate increased patients and County physical demands
- Develop an OSHA Program to ensure personnel are safeguarded from possible occupational hazards
- Improve patient care efforts through quality control efforts

Significant Factors Critical to the Center’s Successful Implementation of the Business Plan

- Commitment by Labor and Management to a complete medical, fitness, and rehabilitation program
- Provide timely and quality care to all our patients while maintaining confidentiality of medical information
- Maintain a positive working relationship with the University of Miami to ensure consistency in medical providers
Division Business Plan and Outlook
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- Continue growth in proportion to the increase in uniform personnel in order to provide quality medical care in a timely fashion
- Coordinate cross-training efforts to improve technical proficiencies and operational efforts
- Obtain legal counsel to ensure compliance with HIPAA laws, licensure requirements, review of requests for medical release and Center policies/procedures for legal sufficiency
- Procure/acquire a larger facility to accommodate increase in patients
- Maintain positive working relationships with Human Resources Department, GSA Risk Management, City of Miami, and other governmental entities
- Maintain required licensure for medical and technical staff
DIVISION PURPOSE/MISSION

Our mission is to provide comprehensive medical, occupational health, and rehabilitative services for the prevention of disease and injury among Miami-Dade fire-rescue personnel through state-of-the-art health education techniques, the delivery of prevention-oriented health care, and the delivery of job-specific rehabilitative services.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Division’s efforts align with the following Miami-Dade County Strategic Plan Goals:

   ➢ Eliminate Barriers to Care (HH1)
   ➢ Attract, Develop and Retain an Effective, Diverse, and Dedicated Team of Employees (ES5)

II. Division-related Strategic Plan Outcomes, Division Objectives, and Programs & Initiatives:

   ➢ Healthier Community
     • Increased access to fire-rescue employees to quality medical care services as stipulated in National Fire Prevention Association (NFPA) 1582 standards
       o Provide, on an annual basis, comprehensive, state-of-the-art, and prevention-oriented medical physicals (ONGOING)
       o Maintain the Equipment Maintenance and Replacement Plan-(ONGOING)
       o Procure of necessary medical equipment- (FY09/10)
       o Acquire new Center worksite to accommodate increase patient load-(FY09/10)
       o Develop the State of the Health of the Fire-(ONGOING)
     • Provide Assistance for the Implementation of the Peer Fitness Program
       o Maintain support efforts to the Peer Fitness Program (PFP) through improved coordination with Occupational Health and Safety Bureau-(ONGOING)
       o Provide nutritional educational efforts during PFP activities-(ONGOING)
       o Assistance of Exercise Physiologist in PFP activities-(ONGOING)
     • Provide a comprehensive wellness initiative to include expanded outreach efforts, nutritional workshops, fitness sessions, and exercise alternatives
       o Maintain the Civilian Fitness Program such as one-on-one fitness sessions, group fitness sessions at Headquarters, Walking Club and group fitness session at Center-(ONGOING)
Division Business Plan and Outlook
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- Provide web-based nutritional counseling sessions to increase program accessibility to patients-(FY08/09)
- Increase the number of Nutritional Workshops conducted-(FY08/09)
- Continue the Wellness Newsletter-(ONGOING)
- Continue the Employee Nutritional Program-(ONGOING)

➢ Retention of Excellent Employees (ES5-2)

- Increase access to MDFR employees to rehabilitative and therapeutic services for firefighter’s suffering from both on-the-job and off-the-job injuries
  - Maintain Physical Therapy Program-(ONGOING)
  - Provide within 48 hours, a medical assessment of personnel sustaining non-life threatening illness or injury while on the job-(ONGOING)
  - Improve coordination with the Occupational Health and Safety Section to promote the Wellness Center as a Worker’s Compensation site as well as provide friendly, customer-service approach to coordination of claims-(ONGOING)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding division objectives and performance measures including the targets for FY 2008-09 and FY 2009-10 can be found in Attachment 2 – Business Plan Report.
CRITICAL SUCCESS FACTORS

Division-wide Critical Success Factors

- Provide timely and quality care to all our patients while maintaining confidentiality of medical information
- Maintain a positive working relationship with the University of Miami to ensure consistency in medical providers
- Continued growth in proportion to the increase in uniform personnel in order to provide quality medical care in a timely fashion
- Coordinate cross-training efforts to improve technical proficiencies and operational efforts
- Procure/acquire a larger facility to accommodate increase in patients
- Maintain positive working relationships with Employee Relations Department, GSA Risk Management, City of Miami, and other governmental entities
- Maintain of required licensure for medical and technical staff

Critical Success Factors for Specific Objectives

- Increased access for fire-rescue employees to quality medical care services as stipulated in National Fire Prevention Association (NFPA) 1582 standards
  - Confidentiality of medical and fitness evaluations
  - Commitment by Labor and Management to a complete medical, fitness, and rehabilitation program

- Increase access for MDFR employees to rehabilitative and therapeutic services for firefighter's suffering from both on-the-job and off-the-job injuries
  - Prompt, professional medical intervention and follow-up for on-the-job injuries
  - Schedule availability for patient intake, assessment and medical treatment
  - Improved coordination with Occupational Health and Safety Bureau

- Provide a comprehensive wellness initiative to include expanded outreach efforts, nutritional workshops, fitness sessions, and exercise alternatives
  - Educating the employees on the benefits of the Wellness Center
  - Sufficient funding for maintenance and expansion of wellness program for civilian personnel
  - Ongoing support of Peer Fitness Program by providing additional nutritional and fitness activities
3 to 5 YEAR OUTLOOK

In order to ensure long-term success of the MDFF Wellness Center, professional, high quality medical services currently provided must be augmented with health and wellness initiatives and must receive sufficient resources and support. An outreach and educational component must be developed and maintained in order to change employee perception. The following are various programs necessary for the success of the Center and requiring expansion in future years.

- Maintain Confidentiality of Medical Records
- Improved Center Facility
- Nutritional Workshops
- One-on-One Fitness Sessions
- Walking Club Program
- One-on-One Nutritional Sessions
- State of the Health Results
Attachment 1

DIVISION PROFILE

Division Description

The preliminary work on the Wellness Center concept began in 2001 as key personnel from MDFR, IAFF Local 1403, and the Metro-Dade Fire Fighter's Health Project participated on Task Force and Technical subcommittees of the Fire Service Joint Labor Management Wellness Fitness Initiative. The charge of these committees was to devise a comprehensive wellness and fitness program that could be implemented, in a cost-effective fashion, within fire-rescue departments of various sizes and diverse financial means. After great effort, these various committees devised a program that is 1) cost effective, 2) will prevent disease and disability, and 3) will improve employee morale.

The MDFF Wellness Center began operations in 2003 under the auspice of the IAFF, Local 1403 to provide comprehensive health and wellness initiatives to its firefighters. The Center has transitioned from the sole auspice of Local 1403 to a joint partnership between the Miami-Dade Fire Rescue Department and the Local 1403. The MDFF Wellness Center is a not-for-profit corporation and governed by a Board of Directors comprised of three Local 1403 representatives, three MDFR representatives and the Miami-Dade County Director of GSA Risk Management.

MDFF Wellness Center provides these broad service components: 1) Medical, by administering pre-employment physicals to all firefighter applicants and annual physicals to incumbent firefighters and serving as a primary care center for firefighters and their dependents, 2) Rehabilitation serving as a Workers' Compensation Center while providing physical therapy services, and 3) providing wellness efforts through fitness and nutritional outreach efforts.

Medical Services

Firefighters will complete a comprehensive medical history questionnaire prior to their arrival at the Center for their physical examination. This questionnaire will determine disease history and will assess risk factors for disease such as tobacco use, and alcohol consumption. It will also request information about significant occupational exposures that should be discussed with the physician (i.e., hazardous materials exposure, exposure to infectious agents, etc.). Blood and urine will be taken from the firefighter during Part 1 of the physical examination. This will enable the physician to review all laboratory results on the day of the patient examination.

On the day of their examination, each firefighter will receive a comprehensive physical examination by a board-certified physician who has an intimate understanding of the nature of fire-rescue work. This examination will include careful evaluation of all major body systems.

A comprehensive cancer screening will be administered given the increased risk of cancer that has been identified in this occupational group. This screening will include chest x-ray (every 3 years), mammography (annually in women 40 years and older), Pap smear (annually in women), prostate specific antigen (annually in Males 40 years and older), fecal occult blood (every three years in firefighters 40 years and older), skin cancer screening and testicular examination. Screening for exposure to infectious diseases, vision and hearing evaluation and assessment of pulmonary function will also
take place. Only after the firefighter has completed all testing components will the physician meet with the firefighter to review all results. Research has shown that physician counseling can be a powerful means to modify adverse health behaviors such as smoking that increase the risk of disease and death. Therefore, physician counseling of the firefighter will take place following every annual examination and is meant to encourage modifying lifestyle habits in order to reduce the risk of disease.

Rehabilitation

The Center provides rehabilitative services for patients injured both on-the-job and off-the-job. Our Physical Therapist works closely with patients to treat the injured area, improve mobility and conduct work hardening exercises to allow firefighters to return to work while minimizing recurring injuries. Therapeutic efforts are specialized and tailored to each patient’s needs.

Table of Organization
Division Business Plan and Outlook  
Division Name: MDFF Wellness Center  

Current Business Environment

The MDFF Wellness Center is currently located at the Firefighters Memorial Building, 8000 NW 21st Street, Suite, Miami, Florida. The hours of operation are Monday through Friday 7:00 am to 5:00 pm.

In 2006, the medical support and administrative positions were transitioned from the University of Miami to Miami-Dade County to allow for improved supervisory oversight, continuity of service, and adherence to Center policies and procedures. Miami-Dade County currently funds 11 Center positions. This re-focus of the contract between the University of Miami and the MDFF Wellness Center has improved the working conditions for Center staff. The MDFF Wellness Center is managed by the MDFR through the Wellness Manager, and is staffed with 14 positions (11 County positions and 3 University of Miami positions).

The revenue stream of the Wellness Center is complex as it receives public funding, payments from private insurance, worker’s compensation claims, and funding for services from other governmental agencies such as the City of Miami and the Drug Enforcement Administration. Total revenues for the Center in fiscal year 2007/2008 were $1,749,042. During Fiscal Year 2007/2008, the Center had 1,520 private patient appointments, 923 patients as a result of worker’s compensation injuries, provided 1,168 physical therapy sessions, administered 228 exercise stress tests, performed 1,339 County physicals, and 283 pre-employment medical evaluations.

Our customer base is the firefighters of Miami-Dade County which visit our Center for their annual physicals, worker’s compensation cases, and select our physicians to serve as their primary care doctors. We strive to minimize wait time of MDFR employees while providing comprehensive medical care services to each of our patients. The specialized knowledge of our physicians in the field of occupational health and particularly in the fire service, allow for an enhanced level of care for our patients.

This year, he Center has entered into a relationship with Fire Department of New York (FDNY) to provide medical examinations and follow-up care to retired firefighters deployed to the World Trade Center and morgue during the September 11 events, and currently living in the South Florida area. This venture is commensurate with our goal of providing quality service to the fire service and developing positive relationships with other jurisdictions.

As a medical facility, the Center is highly regulated by federal, state and local agencies as follows:

Federal
• Medical Review Officer Certification Council
• Center for Disease Control

State Of Florida
• Florida Statutes, Chapter 401 Medical Telecommunication and Transportation
• Chapter 1B-26.003 Florida Administration code, Electronic Record Keeping, Records Laws
• Chapter 119 Public Records Laws
• State of Florida, Department of Health, Board of Medicine
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- State of Florida, Department of Health, Biological Waste Program
- State of Florida, Florida Agency for Health Care Administration (Clinical Laboratory)
- State of Florida, Department of Health, Bureau of Radiation Control

Miami Dade County Administrative Orders
- 10-11 Privacy Standards
- 7-3 Disciplinary Action

Miami-Dade County Fire Rescue Department Policy and Procedures
- 1-H-1 Protected Health Information (HIPAA)

Medical-Related
- NFPA 1500 - National Fire Protection Association Standards
- NFPA 1582 - National Fire Protection Association Standards
- ANSI z88.6-1984 -American National Standard for Respiratory Protection
- 29 CFR 1910.120 - Code of Federal Regulations
- OSHA 1910.156.b.2 - Occupational Safety and Health Administration
- DHHS - U.S. Department of Health and Human Services
- NIOSH - National Institute of Occupational Safety and Health
- AHA - American Heart Association
- ACC - American College of Cardiology
- CDC - Centers for Disease Control
- ACOEM - American College of Occupational and Emergency Medicine
- ADEA - Age Discrimination In Employment Act
- IAFF/IAFCWI - International Association of Fire Fighters and Fire Chiefs Wellness Initiative