

ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium

Project Title: Integrated Occupational Health Services for Yale University and Yale Medical School

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Background, Challenge or Opportunity:

Universities and Academic Medical Centers are large complex inter-connected institutions. Diverse groups of faculty, staff, students and trainees work and learn in common environments that include research laboratories and patient-care facilities, and where numerous hazardous exposures can exist and lead to serious injury and illness, with substantial human and financial costs. University health and safety has traditionally been overseen by a patchwork of personnel in separate administrative units, with variable integration and Occupational Health expertise. Better approaches are needed to improve health and safety for University and Medical Center employees and students.

Purpose/Objectives:

The long-term objective of this project is to develop a better-integrated Occupational Health system that will optimize the health and safety of Yale employees and students across Yale University and Yale Medical School (YMS) and reduce related risks and costs. The short-term goals were to better understand the current organizational structures and collaboratively develop an initial plan for a better-integrated Occupational Health system for Yale University and YMS.

Methods / Approach:

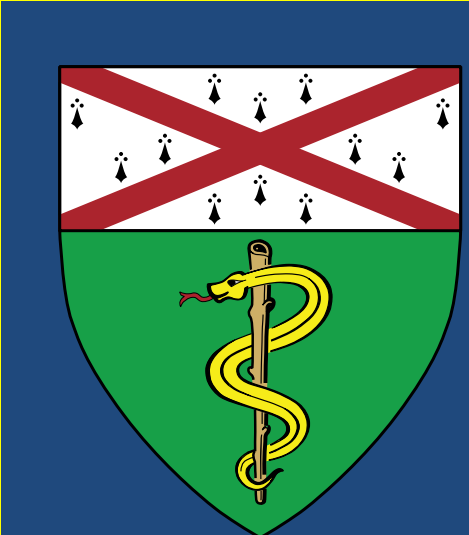
Methods to accomplish these objectives included:

- 1) Information-gathering discussions with stakeholders at Yale and at other Universities with affiliated medical schools / academic medical centers.
- 2) Evaluation of Yale's current OH organizational structure and available policies and data to identify existing strengths and areas for improvement.
- 3) Development of an initial framework for more-integrated OH services based on the above information.

Outcomes and Evaluation:

Key stakeholders and Occupational Health personnel were identified, including: environmental health and safety (EHS), human resources (HR), employee health, legal / risk management, workers compensation (WC), student health, Yale / YMS leadership, and students, faculty and staff. Discussions with these stakeholders identified a patchwork of separate loosely connected organizational structures related to health and safety at Yale. Selected available Occupational Health policies and data (e.g. from HR, EHS, WC) were obtained and assessed for: consistency and compliance, data quality, and / or initial analysis to identify risks and possible interventions.

Strengths and areas for improvement were identified, including: the need for consistent health, safety and HR policies, greater coordination of existing organizational entities, and better injury reporting and analysis. Key personnel who could facilitate change and potential obstacles to change were also identified. Pilot health and safety projects were initiated to develop new collaborations and facilitate joint development of a better-integrated Occupational Health system for Yale University and YMS.



Integrated Occupational Health Services for Yale University and Medical School

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Collaborators: Stephanie Spangler, MD, Deputy Provost for Health Affairs & Academic Integrity

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BACKGROUND AND CHALLENGE

- Universities and Academic Medical Centers are large complex institutions.
- Diverse groups of students, faculty and staff work in common environments, including research laboratories and patient care facilities, with numerous hazardous exposures that can lead to serious injury and illness, with substantial related costs.
- Health and safety services have traditionally been fragmented across multiple organizational units.
- **Better approaches are needed to improve health and safety for University and Medical Center employees, trainees, and students.**

METHODS AND APPROACH

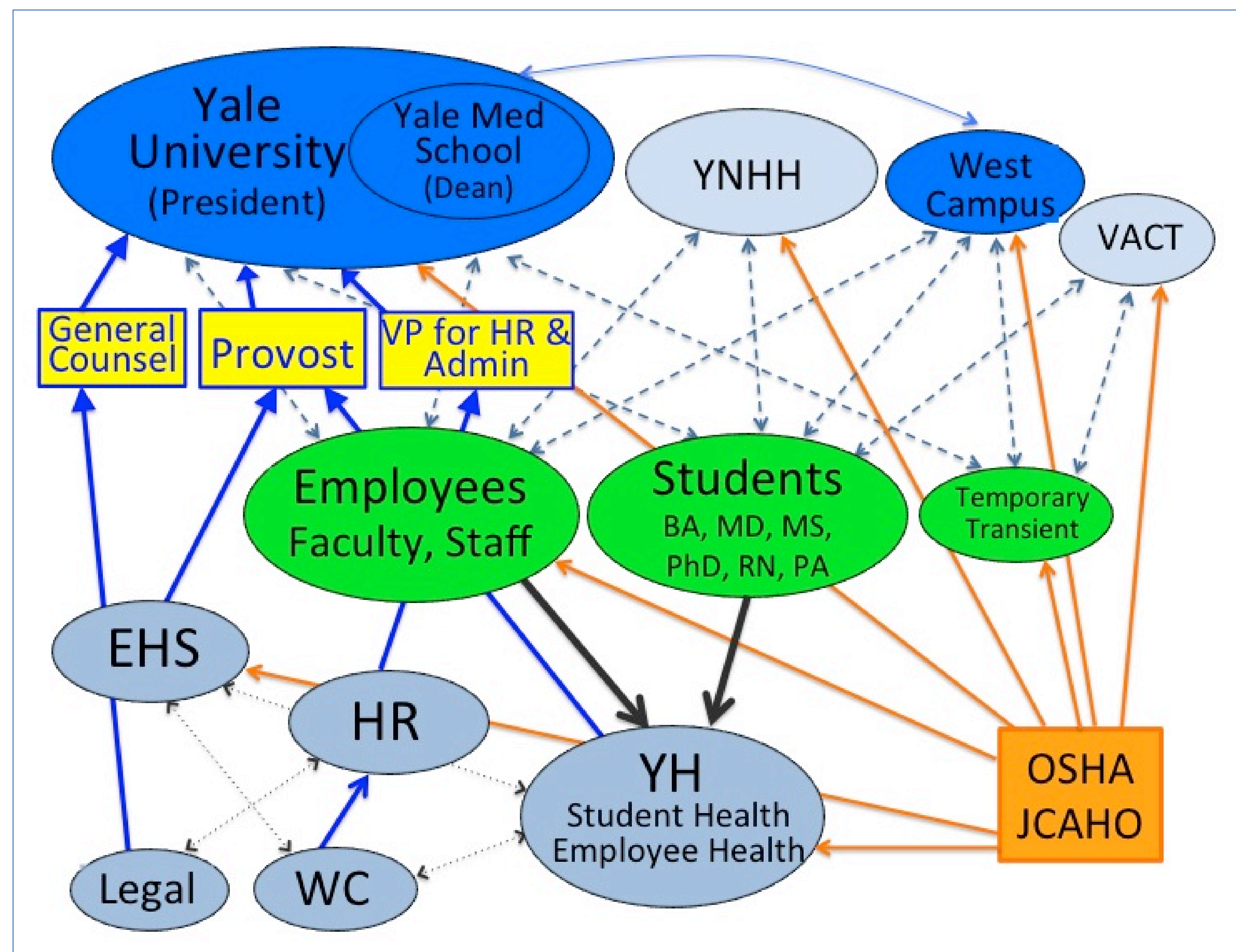
- Discussions with stakeholders at Yale and other Academic Medical Centers.
- Evaluation of Yale's current Occupational Health organizational structure, policies and data to identify strengths and areas for improvement.
- Develop an initial framework for more-integrated Occupational Health services.

EVALUATION

- A patchwork of separate loosely connected organizational entities related to health and safety at Yale University and YMS were identified, including EHS, YH, WC and HR.
- Selected relevant policies and data were reviewed to identify areas for improvement.
- Areas identified included: greater coordination of services and data, H&S policy development, and event reporting and analysis.

OUTCOMES / EVALUATION

Current Occupational Health Organizational Structures at Yale



PURPOSE / OBJECTIVES

- The long-term objective of this project is to develop a better integrated Occupational Health system at Yale to optimize health and safety across Yale University and Yale Medical School (YMS), and reduce related risks and costs.
- **The short-term goals** were to better understand the current organizational structures and collaboratively develop a plan for a better integrated Occupational Health system.

NEXT STEPS

Develop an initial framework for more integrated Occupational Health services based on the above information, including: rationale, estimated cost savings, and obstacles.

- Key:**
- YMS** – Yale Medical School; over 50% of all Yale employees and faculty are at YMS
 - EHS** – Environmental health and safety
 - HR** – Human resources
 - WC** – Workers compensation
 - Legal** – Risk management
 - YH** – Yale Health – Health plan for Yale employees, students
 - OSHA** – Occupational Safety & Health Administration
 - JCAHO** – Joint commission on Accreditation of Health Care.
 - YNHH** – Yale-New Haven Hospital
 - VACT** – Veterans Affairs CT Healthcare