

# **Pinal County Employee Wellness Coalition Strategic Business Plan**

## **Vision**

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

### **COUNTY MISSION**

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

### **DEPARTMENT MISSION**

The mission of the Pinal County Employee Wellness Coalition is to provide health and wellness services and information to Pinal County employees so they can choose to lead healthier, more productive lifestyles.

### **ISSUE STATEMENTS**

#### **Issue 1: Employee Health Risks**

The increase in employee health risks creates a continued need to provide opportunities to address employee health and wellness issues which, if not addressed, will result in:

- Increased employee medical costs
- Increased employee absenteeism
- Decreased productivity
- Decreased employee morale

## **Issue 2: Customer Service Expectations**

The increasing expectations of County employees combined with the Wellness Coalition being an all-volunteer staff creates an inability to provide a sufficient quantity of health and wellness programs which, if not addressed, will result in:

- Decreased ability or inability to address employee health risks
- A continued need to delegate Wellness Coalition tasks among volunteers
- Increased volunteer burnout and turnover
- Increased need for full-time staff, dedicated resources, and training

## **Issue 3: Partnerships**

The continuing need for additional internal and external partnerships to supplement and facilitate Wellness Coalition programs will, if not addressed, result in:

- Inability to provide needed programs/services
- Employees will not have health risks addressed
- Decreased employee health and morale
- Underutilization of existing County resources
- Decreased educational opportunities for Wellness Coalition volunteers
- Decreased innovation of service delivery

## STRATEGIC GOALS

### **Strategic Goal 1: Risk Factor** (Issues 1, 2, 3)

Pinal County will reduce the employee health risk factor, as evidenced by:

- By 2012, 3% reduction in high risk as determined by employees who participate in the annual Health Assessment.

### **Strategic Goal 2: Participation** (Issues 1, 2, 3)

There will be an increase in participation of Wellness coalition events, as evidenced by:

- By 2011, 15% increase in Health Assessment participation from 259 in 2008 to 298.
- By 2011, 20% increase in Mobile Onsite Mammography (M.O.M.) appointments from 135 in 2009 to 162.
- By 2011, 15% increase in the number of County employees who receive Wellness Coalition-sponsored flu vaccines from 429 in 2008 to 493.
- By 2011, 15% increase in annual visits to the Florence Fitness Center from 10,200 to 11,730.

### **Strategic Goal 3: Information and Awareness** (Issues 1, 2, 3)

By 2012, Pinal County Wellness Coalition will increase the availability of information and awareness of services and programs, as evidenced by:

- 10% increase in visits to Wellness Coalition homepage from X\* to Y\*.  
(\* Baseline data not available for this measure; an estimate will be provided within 6 months of plan approval)
- 95% of Wellness Coalition informational email responses answered within 3 business days.

## CROSS-CUTTING ISSUES

**Issue:** Webpage content, update processes, and rules

**Goal:** #3 - Information and Awareness

**Cross Cutting with:** Information Technology

**Need:** Improved communication as to the processes and rules around managing the content on the Wellness Coalition webpage.

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 7
- 1.2. Reserved, page 7
- 1.3. Training Activity, page 8
- 1.4. Records Management Activity, page 9
- 1.5. Vehicle Management Activity, page 10
- 1.6. Financial Services Activity, page 11
- 1.7. Department Director Activity, page 12

### **2. Health Matters Program**

- 2.1. Health and Wellness Activity, page 13
- 2.2. Ancillary Activity, page 14

## PROGRAMS

### *Administrative Program*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

**Key Results**

- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.

### *Health Matters Program*

**Purpose Statement** The purpose of the Health Matters Program is to provide health and wellness services to Pinal County employees so they can choose to reduce their health risk and live healthier lifestyles.

**Key Results**

- 10% increase in health assessment participation from 259 to 285
- 5% increase in visits to the Florence Fitness Center from 10,200 to 10,710

# ACTIVITIES

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.1: Human Resources Activity (This Activity is not used)

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Candidate Selection</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Police and Procedure Updates</li> <li>• Employee Awards</li> <li>• “Silent Whistle” Investigations</li> </ul>
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**Family of Measures**

Results

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date  
(# of employee appraisals submitted by due date/total # of appraisals)

Outputs

1. 0 employee appraisals submitted on/by due date

Demands

1. 0 employee appraisals anticipated to be submitted

Efficiencies

N/A

**Activity Manager(s)** •

**Activity Budget** \$x,xxx,xxx

### Section 1.2: Reserved

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.3: Training Activity (This Activity is not used)

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

**Activity Services**

- Training Sessions
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

**Family of Measures**

Results

1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation  
(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)

Outputs

1. # of training sessions attended

Demands

1. # of training sessions anticipated to be attended

Efficiencies

1. \$ Training Activity expenditures per training session attended

**Activity Manager(s)** •

**Activity Budget** \$x,xxx,xxx

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.4: Records Management Activity (This Activity is not used)***

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

**Activity Services**

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

**Family of Measures**

Results

1. 100% of records managed in compliance with legal and policy requirements  
( # of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. 0 records in compliance with legal and policy requirements

Demands

1. 0 records anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

**Activity Manager(s)** •

**Activity Budget** \$x,xxx,xxx

**1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

**Section 1.5: Vehicle Management Activity (This Activity is not used)**

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

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|--------------------------|--|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"> <li>• Vehicle Maintenance and Repair Service Schedules</li> <li>• Vehicle Utilization Reports</li> <li>• Maintenance Records</li> </ul> | <ul style="list-style-type: none"> <li>• Fleet Credit Card Usage Reports</li> <li>• Vehicle Usage Assessment</li> </ul> |
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- Family of Measures**
- Results
1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
  2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

- Outputs
1. 0 department vehicles operated

- Demands
1. 0 department vehicles anticipated to be operated
  2. 0 department vehicles operated more than 10000 miles a year

- Efficiencies
1. \$ Vehicle Management Activity expenditure per vehicle operated

**Activity Manager(s)** •

**Activity Budget** \$x,xxx,xxx

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.6: Financial Services Activity

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul>
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**Family of Measures**

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.  
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

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Outputs

1. 9 payment authorizations received within three business days of physical receipt of item(s)

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Demands

1. 9 payment authorizations anticipated to be entered into the system

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Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

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**Activity Manager(s)** • Sue Armbrust

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**Activity Budget** \$x,xxx,xxx

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## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.7: Department Director Activity (This Activity is not used)

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul>	<ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul>
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**Family of Measures**

Results

1. 100% of Key Results achieved  
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Employees Wellness Coalition  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

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Outputs

1. # of customers responding to the department survey

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Demands

1. # of customers expected to respond to the survey

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Efficiencies

1. \$ Department expenditures per customer served

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**Activity Manager(s)**

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**Activity Budget** \$x,xxx,xxx

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## 2. Health Matters Program

**Purpose Statement** The purpose of the Health Matters Program is to provide health and wellness services to Pinal County employees so they can choose to reduce their health risk and live healthier lifestyles.

### Section 2.1. Health and Wellness Activity

**Activity Purpose Statement** The purpose of the Health and Wellness Activity is to provide health assessment, vaccination, and information services to Pinal County employees so they can choose to reduce their health risk.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Health Assessments</li> <li>• Flu Vaccines</li> <li>• Bone Scans</li> <li>• Mobile Onsite Mammography (M.O.M.) exams</li> <li>• Prostate Onsite Program (P.O.P.) exams</li> <li>• Satisfaction Surveys</li> <li>• Website Updates</li> <li>• Pinal County Benefit Employee Trust (PCBET) Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Health Partnership Resources</li> <li>• E-mail Responses</li> <li>• Telephone Responses</li> <li>• Healthy Snacks</li> <li>• Event Incentives</li> <li>• Paycheck Stuffers</li> <li>• Quarterly Newsletters</li> <li>• County-wide Broadcasts</li> </ul>
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**Family of Measures**

Results

1. 7% increase in health assessment participation from 259 to 277.  
(this year's # of participants – last year's # of participants/last year's # of participants)
2. 10% increase in M.O.M. appointments from 135 to 148.  
(this year's # of appointments – last year's # of appointments/last year's # of appointments)
3. 7% increase in the number of employees who receive Wellness Coalition-sponsored Flu vaccines from 429 to 459.  
(this year's # of shots given – last year's # of shots given/last year's # of shots given)
4. 3% increase in the number of visits to the Wellness Coalition homepage from X\* to Y\*.  
(this year's # of visits – last year's # of visits/last year's # of visits)

(\* Baseline data not available for this measure, An estimate will be provided within 6 months of plan approval)

Outputs

1. 259 health assessments provided
2. 429 employees vaccinated

Demands

1. 277 health assessments anticipated
2. 459 employee vaccinations anticipated

Efficiencies

1. \$\_\_\_\_\_ Program expenditures per health assessment provided
2. \$\_\_\_\_\_ Program expenditures per employee vaccination provided

**Activity Manager(s)** • **Ria Petty**  
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**Activity Budget** \$x,xxx,xxx

## 2. Health Matters Program

**Purpose Statement** The purpose of the Health Matters Program is to provide health and wellness services to Pinal County employees so they can choose to reduce their health risk and live healthier lifestyles.

### Section 2.2. Ancillary Activity

**Activity Purpose Statement** The purpose of the Ancillary Activity is to provide exercise facilities and equipment, event coordination, and support services to Pinal County employees so they can have opportunities to become more physically active and enhance their mental and physical well-being.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>Physical Activities</li><li>Workout Facilities</li><li>Sport League Coordinations</li><li>Hiking Events</li><li>Reduced-Price Sporting Event Tickets</li><li>Email Responses</li><li>Healthy Recipes/Samples</li></ul>	<ul style="list-style-type: none"><li>Lunch and Learn Sessions</li><li>Contests</li><li>Exercise Accessories</li><li>Partnership Resources</li><li>Recipe Books</li><li>Telephone Responses</li></ul>
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**Family of Measures**

Results

- \*5% increase in visits to the Florence Fitness Center  
(current FY # of visits to the Florence Fitness Center- Last FY # of visits to the Florence Fitness Center / Last FY # of visits to the Florence Fitness Center)
- 5% increase in the number of reduced-price sporting event tickets sold from 169 to 177.  
(current FY # of reduced-price tickets sold – Last FY # of reduced-price tickets sold / Last FY # of reduced-price tickets sold)

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Outputs

- 10,200 visits to the Florence Fitness Center

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Demands

- 10,710 visits to the Florence Fitness Center expected

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Efficiencies

- Ancillary Activity \$ expenditures per employee utilizing the Florence Fitness Center

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**Activity Manager(s)**

- Kathy Borquez

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**Activity Budget** \$x,xxx,xxx

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