

STATE OF COLORADO

John W. Hickenlooper, Governor
Christopher E. Urbina, MD, MPH
Executive Director and Chief Medical Officer

Dedicated to protecting and improving the health and environment of the people of Colorado

4300 Cherry Creek Dr. S. Laboratory Services Division
Denver, Colorado 80246-1530 8100 Lowry Blvd.
Phone (303) 692-2000 Denver, Colorado 80230-6928
Located in Glendale, Colorado (303) 692-3090
<http://www.cdphe.state.co.us>



Colorado Department
of Public Health
and Environment

FINAL PROGRESS REPORT

Occupational Health Strategic Planning in Colorado
Project Period: 03/01/2010 – 02/29/2012

CDC/NIOSH Award Number: 1R13OH009748-01
Principal Investigator: Amy Warner, MPH
Affiliation: Colorado Department of Public Health and Environment
Division: Disease Control and Environmental Epidemiology
Address: 4300 Cherry Creek Drive, Denver, CO 80246
Email: Amy.Warner@state.co.us
Telephone: (303) 692-2673
Project Period: 03/01/2010 - 02/29/2012

Table of Contents

ABSTRACT.....	3
SECTION 1.....	5
Significant (Key) Findings.....	5
Outcomes/Impact	6
SECTION 2.....	7
Scientific Report	7
Publications.....	11
Inclusion of Gender and Minority Study Subjects.....	11
Inclusion of Children	11
Materials Available for Other Investigators	11

ABSTRACT

CDC/NIOSH Award Number: 1R13OH009748-01
Title: Occupational Health Strategic Planning in Colorado
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Occupational health is an important public health issue in Colorado. An average of 2.4 million workers are employed in Colorado and, on average, 117 work-related deaths occur each year. This accounts for approximately one work-related fatality every three days. The individuals and families affected by occupational injury bear substantial burdens that come with loss of life, income and independence. Injuries, illnesses and fatalities also cost businesses millions of dollars each year. During 2001-2008, Colorado paid out more than \$802 million in workers' compensation claims each year.

Colorado's occupational landscape encompasses some of the nation's highest risk occupations, including mining, construction and agriculture. Colorado is also leading the way in developing new technologies and manufacturing methods in the emerging fields of nanotechnology, oil & gas extraction and "green" technology. Impacts to worker health from these new industries are not well characterized. Occupational injuries, illnesses and fatalities are preventable.

The overall objective of this project was to develop a strategic plan to guide the Colorado Department of Public Health and Environment (CDPHE) in building a sustainable and comprehensive state-based occupational health surveillance program. In order to achieve this end result, we identified the following specific aims:

- Aim #1: Gather input from key stakeholders and increase stakeholder support for occupational health surveillance in Colorado.
- Aim #2: Identify priority areas for occupational health surveillance and assess legal authority and available data systems.
- Aim #3: Increase support for legislation, regulations, and policies in occupational health and surveillance.
- Aim #4: Build a sustainable surveillance system that can inform educators, policy makers, and others and that promotes effective prevention programs that decrease occupation related injury, illness, and death.

From March through July 2010, the CDPHE conducted six formal planning meetings. These meetings involved a diverse group of over fifty stakeholders from around the state, local, state and federal agencies, research and medical institutions, businesses, insurers, community members, and regulatory entities. By engaging such a diverse stakeholder group in strategic planning, CDPHE was able to increase awareness of occupational health issues and garner internal and external support for occupational health and safety surveillance in Colorado.

As a direct result of this conference support, a written Strategic Plan was produced to lay the foundation for a comprehensive state-based occupational health program. Additional meetings were held to implement the plan and these efforts culminated in:

- Surveillance funding through NIOSH's 5-year Fundamental State-based Surveillance program.
- Development of Worksafe Colorado, a network of more than 80 occupational health experts, workplace safety organizations, employers, insurers, local health departments, educators, state agencies, and other stakeholders committed to safe and healthy workplaces.
- Workplace investigations by CDPHE and its partners that were made on behalf of workers and employers.
- Integration of occupational health and safety into data collection systems such as the Colorado Public Health Indicators and the Colorado BRFSS.

SECTION 1

Significant (Key) Findings

The overall objective of this project was to develop a strategic plan to guide the Colorado Department of Public Health and Environment (CDPHE) in building a sustainable and comprehensive state-based occupational health surveillance program. In order to achieve this end result, we identified the following specific aims:

- Aim #1: Gather input from key stakeholders and increase stakeholder support for occupational health surveillance in Colorado.
- Aim #2: Identify priority areas for occupational health surveillance and assess legal authority and available data systems.
- Aim #3: Increase support for legislation, regulations, and policies in occupational health and surveillance.
- Aim #4: Build a sustainable surveillance system that can inform educators, policy makers, and others and that promotes effective prevention programs that decrease occupation related injury, illness, and death.

Key Finding (Aim#1): Through structured strategic planning workshops, the CDPHE identified key stakeholders around Colorado and secured their support for a new occupational health program (See Attachment 1). Stakeholders contributed letters of support for the CDPHE funding application to the NIOSH Fundamental Surveillance program, assisted in writing the Strategic Plan, and served on implementation teams and committees to complete activities identified by the Strategic Plan. In addition, several key partners have continued their commitment by serving on the CDPHE's Occupational Health and Safety Surveillance Advisory Committee, and participating in the development of Worksafe Colorado, a newly-formed, broad-based network of occupational health and safety stakeholders who will provide leadership to foster safe and healthy workplaces throughout Colorado.

Key Finding (Aim #2): There are a variety of routine occupational health activities as well as special projects occurring in Colorado. Each organization or project collects data for its' own purposes, resulting in a myriad of data that is captured in systems that do not communicate with one another. Furthermore, when a condition is reportable to the public health department, the department has the authority to collect additional information and analyze incidence across geographic areas, industries, legal and insured status of the worker. Colorado needs an active, sustainable occupational safety and health data network that can ensure that prevention and evaluation activities are driven by quality data. To this end, Colorado has begun to partner with the Environmental Public Health Tracking Program to explore how occupational data can be incorporated into that tool or linked to it. Colorado also widely distributes the Occupational Health Indicator data report and participates in the NIOSH Adult Blood Lead Epidemiology and Surveillance (ABLES) System.

Key Finding (Aim#3): CDPHE occupational health and safety surveillance staff have presented to a wide variety of groups including the Colorado Board of Health, the Colorado Association of Local Public Health Officials, the Western Region Epidemiology Network, the Rocky Mountain Sections of the American Industrial Hygiene Association, the American Society of Safety Engineers, and the Colorado Oil and Gas Conservation Commission. A stakeholder and expert on lead toxicity also testified before the Board of Health on behalf of a proposed rule change. The rule passed and has been implemented. As a direct result of the strategic planning process, CDPHE identified key partners who

assisted with investigations of workplace hazards. These investigations resulted in recommendations made to the workplaces and one of these investigation reports was published in the MMWR.

Key Finding (Aim#4): In July 2010, Colorado was a successful applicant for NIOSH's 5-year Fundamental State-based Surveillance program funding. With this funding, CDPHE was able to hire a Program Coordinator/Epidemiologist and launch a new Occupational Health and Safety Surveillance Program. With this program, Colorado has the capacity to annually collect, analyze and report surveillance data and to develop and provide new resources and referrals for businesses and the public.

Translation of Findings

As a result of strategic planning sessions, a written Strategic Plan was produced to lay the foundation for a comprehensive state-based occupational health program. (See Attachment 2) This plan spans July 2010 through June 2012 and documents contributions of the state-based surveillance program and external stakeholders who have the means and expertise to devise and influence education, outreach, and policy beyond the walls of CDPHE. Also, as a federal-OSHA state, Colorado state and local government workers are not covered by OSHA jurisdiction. Stakeholders have also voiced concern for small businesses, which often do not have designated health and safety staff. The new CDPHE program provides referrals for technical assistance to help external partners address safety concerns and establish safety programs. It also provides education materials and surveillance data to support research and prevention strategies implemented by external groups. The program is also working internally at CDPHE to promote policies and integration of occupational health and safety data and messaging within the framework of existing public health. Examples of this work include revising the state's reportable conditions rules to lower the required level for blood lead concentration reporting, and including NIOSH's industry and occupation questions on the state Behavioral Risk Factor Surveillance Survey (BRFSS). These BRFSS data will allow a new understanding of non-occupational health conditions by analyzing potential association by job or workplace. The plan and any subsequent products will continue to be used to prevent workplace diseases and injuries.

Outcomes/Impact

This project has improved occupational safety and health in Colorado by:

- Establishing a new state-level forum and resource for stakeholders. It also prepared CDPHE to successfully apply for a NIOSH-funded occupational health and safety surveillance program.
- Developing collaborations on worksite investigations. OSHA, NIOSH, the Communicable Disease Section at CDPHE, and the High-Plains Intermountain Center for Agricultural Safety and Health have assisted with different investigations. Issues have included indoor air quality, elevated blood lead tests among employees, and an infectious disease outbreak among prison dairy workers.
- Offering regular information sessions to stakeholders on topics such as risk reduction strategies, cost-containment programs, and available data resources along with other relevant topics.
- Providing a model for engaging stakeholders in the development of a state-based occupational health and safety program. Our experience in this project has been shared and discussed with other funded and non-funded states during bi-annual NIOSH surveillance program meetings, showcasing the desire and commitment to building occupational health and safety resources and capacity at the state level.
- Allowing CDPHE to forge key partnerships with academic institutions and become a host-site for occupational health and safety fellows, interns, and trainees.

SECTION 2

Scientific Report

Background

Occupational health remains an important public health issue in Colorado. An average of 2.4 million workers are employed in Colorado and, on average, 117 work-related deaths occur each year. This accounts for approximately one work-related fatality every three days. Every year, thousands of people are injured on the job or become ill from work-related exposures. The individuals and families affected by occupational injury bear substantial burdens that come with loss of life, income and independence. These injuries, illnesses and fatalities also cost businesses millions of dollars each year. During 2001-2008, Colorado paid out more than \$802 million in workers' compensation claims each year.

Colorado's occupational landscape encompasses some of the nation's highest risk occupations, including mining, construction and agriculture. Colorado is also leading the way in developing new technologies and manufacturing methods in the emerging fields of nanotechnology, oil & gas extraction and "green" technology. Impacts to worker health from these new industries are not well characterized. Occupational injuries, illnesses and fatalities are preventable.

Through the NIOSH Western States Office in Denver, the Mountain and Plains Education and Research Center (MAP ERC) at the University of Colorado, the High Plains Intermountain Center for Agricultural Health and Safety (HICAHS) at Colorado State university, and other recognized academic and medical research partners, Colorado is home to a wealth of expertise and commitment in the fields of occupational health and safety. However, prior to this strategic planning process, there was no coordinated approach to data collection and analysis supporting research and prevention initiatives. This conference grant supported activities to formally bring together stakeholders from various disciplines to develop a surveillance system for monitoring and improving occupational safety and health outcomes.

Specific Aims

The intent of this project was to plan for and launch a state-based occupational health and safety surveillance program in Colorado. The primary objectives of the strategic planning supported by this grant were:

- Aim #1: Gather input from key stakeholders and increase stakeholder support for occupational health surveillance in Colorado.
- Aim #2: Identify priority areas for occupational health surveillance and assess legal authority and available data systems.
- Aim #3: Increase support for legislation, regulations, and policies in occupational health and surveillance.
- Aim #4: Build a sustainable surveillance system that can inform educators, policy makers, and others and that promotes effective prevention programs that decrease occupation related injury, illness, and death.

Methods

From March through July 2010, the CDPHE conducted six formal planning meetings. These meetings involved a diverse group of over fifty stakeholders from around the state, representing many different types of public and private organizations, including local, state and federal agencies, research and

medical institutions, businesses, insurers, and regulatory entities. A list of organizations and individuals was collected and invitations were circulated for the first meeting. Notices were also posted on the MAP ERC, and the CDPHE website. There was no fee for the meetings which were open to anyone. Each subsequent meeting included additional individuals who had been invited by participants. One challenge was identifying employer and labor representatives. Staff worked with the CDPHE Environmental Leadership Program to identify employers and through labor organizations to identify labor representatives. Sessions were professionally facilitated according to ToP Methods (Technology of Participation), which invoked the principles of Participation, Teamwork, Consensus, Creativity, and Action. Brief summaries are as follows:

March 10, 2010: Environmental Scan Workshop: At this introductory event, each organization provided an overview of their work, including leading missions, guiding principles, services, customers/stakeholders, accomplishments and challenges.

April 21, 2010: Practical Vision Workshop: This meeting created a shared picture for the future of a surveillance program by asking the questions: *1) What do we want to see in place in five years and 2) What are our hopes and dreams for the future?* Stakeholders articulated a vision for a coordinated occupational health and safety network, which extends beyond state-based surveillance, to improve worker safety and health and build a strong culture for occupational safety and health in Colorado.

May 26, 2010: Best Practices from Other States: An information gathering meeting focused on how other states have developed, implemented and managed their Occupational Health Public Health Programs; and how health disparities in Colorado should be accounted for in the strategic planning process. Conclusions were many, including calls to ensure that labor is represented in occupational health and safety prevention efforts, to ensure broad and varied data sources are used for surveillance, to create education and communication materials to ‘tell the story’ behind the data, and to instill mandatory reporting requirements for all occupational injuries and illnesses in Colorado.

June 30, 2010 (Session 1): Underlying Contradictions Workshop: We identified the obstacles that block progress towards our shared vision. In order from least to most difficult to address, they are:

- We Don’t Know What We Don’t Know
- Disincentives for Data Collection, Quality, Integration and Dissemination
- Underdeveloped Central Data System with Regulatory and Statutory Barriers
- Unstructured Network with Competing Priorities without Dedicated Resources
- Ineffective Communication of Benefits to Multiple Stakeholders
- Leadership and Advocacy Vacuum

June 30, 2010 (Session2): Strategic Directions Workshop: Participants were asked: *1) What are the actions which could be taken in the next two years that will address the underlying contradictions and 2) How can we launch the more immediate parts of our vision?* The following seven strategies were identified for the strategic plan:

1. Implement a Legal, Regulatory and Funding Agenda

2. Develop and Market Our Messages
3. Create a Network of Allies
4. Develop Integrated Data Network
5. Create A Formal Infrastructural For Occupational Safety and Health Network/Coalition
6. Identify and Recruit Champions
7. Develop, Support and Share Technical Resources

July 13, 2010: Implementation Workshop: Seven small work-groups were created to develop and implement plans for successful execution of each strategy. Team Leaders were identified, and plans were documented to identify the specific action steps, including the start and end dates, evaluation measures, special considerations, and collaborators needed to assist with each task.

Results

As mentioned above in Key Findings, a written Strategic Plan was produced that lays the foundation for a comprehensive state-based occupational health program. It is constructed around the following:

- Mission:** Promote safe and healthy workplaces for all of Colorado
Vision: Prevent occupational injuries and illnesses in Colorado
Goals:
- 1) Develop and active, sustainable occupational safety and health network in Colorado.
 - 2) Foster occupational health and safety through collaboration, education, policy development and outreach.
 - 3) Ensure that network activities are driven by quality data.

Implementation Plans created at the July 2010 workshop detailed activities, measures and timelines needed to fulfill the mission, vision and goals of the plan. These plans became working documents, updated and revised as CDPHE staff and partners completed defined activities. (See Attachment 3).

An overarching theme discussed throughout the strategic planning process was the need for a broader, more coordinated occupational safety and health network in Colorado to ensure that health and safety prevention strategies are effectively implemented across sectors, and that leadership throughout the state is channeled into a cooperative and efficient effort. To address this need, after the close of the initial strategic planning workshops in December 2010, the CDPHE continued to convene and coordinate bimonthly network partner meetings. Initially attended by the approximately 30 partners engaged in strategic planning workshops, these meeting have grown to involve over 80 participants. This network is currently defining itself as an independent organization called Worksafe Colorado. (See Attachments 4-6) Some members are actively serving on committees; others are engaged more passively through our e-mail distribution list.

Worksafe Colorado serves as a state-wide network of occupational health and safety professionals, workplace safety organizations, employers, insurers, local health departments, educators and academic institutions, state, local, federal and tribal agencies, occupational health and safety professional organizations and other stakeholders who possess the experience, skills, knowledge or interest in improving occupational safety and health in Colorado. In an on-going capacity, Worksafe Colorado members will provide leadership and take the action necessary to foster safe and healthy workplaces throughout Colorado. Bi-monthly meetings have developed to typically include technical or

informational presentations by various partners or invited guests, followed by a business and networking meeting to address objectives in the Strategic Plan. Meetings are open to anyone with an interest in occupational safety and health issues in Colorado. In 2012, Worksafe Colorado participants approved by-laws governing the network, and the appointment of an Executive Board is currently underway.

The strategic planning process supported with these grant funds also allowed us to identify and mobilize key partners and experts to serve on the CDPHE Occupational Health and Safety Surveillance Advisory Committee. This Committee advises the CDPHE on all matters concerning occupational public health and safety surveillance and epidemiology in the context of state, regional and national perspectives. This includes providing guidance on methods for collection, analysis, interpretation and dissemination of data; informing development, implementation and evaluation of strategies to prevent and reduce occupational injuries and illnesses; and, reviewing proposed investigation, research and intervention initiatives. This committee will also guide the Surveillance Program in defining its role in occupational health and safety in the context of other local organizations and agencies (i.e. Colorado Safety Association, MAP ERC, NIOSH Western States Office, OSHA, and the Worksafe Colorado network);

Conclusions

In addition to securing funding and stakeholder support for the Colorado state-based occupational health surveillance program, the strategic planning process also laid the foundation for a sustainable and comprehensive program. Worksafe Colorado is expected to be a vital extension of the CDPHE program to provide a forum for engaging new stakeholders from business, labor, government and communities, and to garner additional political and monetary support for both the state surveillance program and associated policies and partnerships endorsed by Worksafe Colorado members.

As many of the initial activities identified in the Strategic and Implementation Plans have been completed, and because development of state-based occupational health and safety capacity is an on-going process, we anticipate revisions the Strategic Plan in the next year. With the established partnerships now in place through the Surveillance Advisory Committee and Worksafe Colorado, the CDPHE Occupational Health and Safety Surveillance Program will be able to solicit broad based feedback and input in this process to ensure the plan remains comprehensive with well-defined and measurable goals.

References

Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health. *Guidelines for Minimum and Comprehensive State-Based Public Health Activities in Occupational Safety and Health*. September 2008. DHHS (NIOSH) Publication No. 2008-148

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Publications

This project did not result in any peer-reviewed publications. However, several documents were produced as a result of the strategic planning workshops and on-going Worksafe Colorado network development:

- Strategic Plan (December 2010)
- Worksafe Colorado By-laws (February 2012)
- Worksafe Colorado Membership Pledge (February 2012)
- Worksafe Colorado Participant Application (February 2012)

Additionally, each meeting resulted in written summaries or minutes. All documents are currently published on the CDPHE website: <http://www.cdphe.state.co.us/dc/OH/planning2.html>.

Inclusion of Gender and Minority Study Subjects

This section is not applicable for this project.

Inclusion of Children

This section is not applicable for this project.

Materials Available for Other Investigators

Environmental Scan Survey (Attachment 7)

Implementation planning tools

- Implementation Team Worksheet (Attachment 8)
- Evaluation of Implementation Strategies (Attachment 9)
- Strategic Planning Team Member Reports (Attachment 10)

Attachment 1: List of Partners and Stakeholders

Grant # 1R13OH009748-01

PI: Amy Warner, MPH

Agency/Company

Alliance Insurance
 American Industrial Hygiene Association
 American Society of Safety Engineers
 Ball Aerospace
 Ball Aerospace & Technologies Corp.
 Boulder County Public Health
 Care Stream Health
 Children's Hospital Colorado
 City of Longmont
 Colorado Chamber of Commerce
 Colorado Department of Agriculture
 Colorado Department of Labor Division of Workers Compensation
 Colorado Department of Personnel and Administration
 Colorado Dept of Public Health and Environment - Cancer Registry
 Colorado Dept of Public Health and Environment - Center for Health and Environmental Information Statistics
 Colorado Dept of Public Health and Environment - Disease Control and Environmental Epidemiology Division
 Colorado Dept of Public Health and Environment - Environmental Leadership Program
 Colorado Dept of Public Health and Environment - Occupational Health Surveillance Program
 Colorado Dept of Public Health and Environment - Office of Health Disparities
 Colorado Dept of Public Health and Environment - Office of Planning and Partnerships
 Colorado Dept of Public Health and Environment - Prevention Services Division
 Colorado Dept of Public Health and Environment - Small Business Assistance Program
 Colorado Health Institute
 Colorado School of Mines
 Colorado State Office of Risk Management
 Colorado State University - High Plains Intermountain Center for Agricultural Health and Safety
 Denver Environmental Health
 Denver Health
 Downing Street Garage
 Flood and Peterson
 Garfield County Public Health
 Golder Associates
 Jefferson County Open Space
 Kaiser Permanente
 Lighted Promotions
 Lockheed Martin Space Systems Company
 National Institute for Occupational Safety and Health Western States Office
 National Jewish Health
 National Jewish Health
 Occupational Medicine Colorado
 Pinnacol Assurance
 Rocky Mountain College of Art + Design
 Rocky Mountain Poison and Drug Center
 TOLMAR Inc
 Tri-County Health Department
 U.S. Department of Labor, Occupational Safety and Health Administration
 U.S. Mine Safety and Health Administration
 University of Colorado Denver - Mountain and Plains Education and Research Center
 University of Colorado Denver - Anthropology Department
 University of Colorado Denver Colorado School of Public Health
 University of Colorado Denver Hospital
 WESTAT
 Willis of Colorado, Inc

WorkSafe Colorado

THE STRATEGIC PLAN: JULY 2010-JUNE 2012

WorkSafe Colorado is committed to making our state's workplaces the safest and healthiest in the nation.

Unsafe workplaces cost Colorado taxpayers and businesses millions of dollars each year. It shortens careers and steals lives. The costs are too high not to do everything we can to prevent each death, each injury, and each illness. An open, proactive and collaborative state-wide effort to prevent occupational injury and illness will ensure Colorado attracts and retains viable businesses and a dependable workforce.

Occupational health experts, workplace safety organizations, employers, insurers, local health departments, educators, state agencies, and other stakeholders have joined with the Colorado Department of Public Health and Environment (CDPHE) to create WorkSafe Colorado, signaling a commitment to safe and healthy workplaces for Colorado's 2.4 million workers.

The WorkSafe Colorado network will provide the leadership and action necessary to give workplace safety and health a higher statewide profile and make it a public health priority.

The CDPHE Occupational Health Surveillance Program is tracking on-the-job deaths, injuries and illnesses for Colorado. In collaboration with network

partners, this information will be used to highlight the economic and human burden of preventable workplace diseases and deaths and to help devise and implement solutions.

This strategic plan – the result of much thought and work by Coloradans with a shared passion for the safest and healthiest workplaces possible – outlines the vision of a strong, sustainable and active partnership that makes a lasting difference for our workers, our employers, our economy and our future.

Our Mission:

Promote safe and healthy workplaces for all of Colorado

Our Vision:

Prevent occupational injuries and illnesses in Colorado

Our Goals:

- 1) Develop an active, sustainable occupational safety and health network in Colorado.
- 2) Foster occupational health and safety through collaboration, education, policy development and outreach.
- 3) Ensure that network activities are driven by quality data.

Implementing WorkSafe Colorado Through 2011

This first-year plan identifies the activities needed to ensure that the mission and vision of the strategic plan are realized. WorkSafe Colorado's performance and progress will be tracked by the CDPHE's Occupational Health Surveillance Program Manager. Performance reports will be provided to WorkSafe Colorado members to summarize progress made on each of the goals, implementation strategies, and activities. This implementation phase will establish the infrastructure needed for a sustained effort to promote and maintain WorkSafe Colorado.

Strategic Goal 1: Develop an active, sustainable occupational safety and health network in Colorado.

- Implementation Strategy 1: Create a Formal Infrastructure for the WorkSafe Colorado network
 - Research methods to formalize WorkSafe Colorado, including infrastructure, by-laws, and membership.
 - Identify and meet with twelve or more leaders from key organizations who have not participated in WorkSafe Colorado and who can provide leadership to help enhance occupational health and safety in Colorado.
 - Implement a formal plan to evaluate progress toward meeting the mission, vision, goals, and strategies of WorkSafe Colorado
 - Hire a person to coordinate WorkSafe Colorado and guide its establishment as a stand-alone network
- Implementation Strategy 2: Create a Network of Allies
 - Develop a list of 200 stakeholders who are participating in or may be interested in participating in WorkSafe Colorado.
 - Contact and recruit community stakeholders who are not already involved in Work Safe Colorado.
 - Organize one Colorado-based awareness event/conference/meeting with all stakeholders, including planning for marketing, advertising and funding.

Strategic Goal 2: Foster occupational health and safety through collaboration, education, policy development and outreach.

- Implementation Strategy 1: Develop and Market Our Messages
 - Draft one white paper that describes how WorkSafe Colorado can contribute to workplace health and safety, incorporating best practices from other states.
 - Publish the white paper on CDPHE's web site and distribute it throughout Colorado.
 - Facilitate a half-day workshop for political leadership and media to provide information about the importance of occupational health and safety.
 - Brand the network as WorkSafe Colorado and develop consistent messages.

- Implementation Strategy 2: Implement Legal, Regulatory and Funding Agenda
 - Ensure that one occupational health indicator is placed on the Public Health Improvement Plan Indicator List.
 - Research, identify and recommend rationales for statutory and regulatory changes related to at least two occupational health and safety regulations and statutes in Colorado.
 - Identify three additional funding sources or mechanisms of capacity building which will support on-going collaboration among partners and further development of the WorkSafe Colorado network.
- Implementation Strategy 3: Identify and Recruit Occupational Safety and Health Champions
 - Identify and recruit two people in leadership positions who will serve as champions to promote and enhance the importance of occupational health and safety in Colorado.

Strategic Goal 3: Ensure that network activities are driven by quality data

- Implementation Strategy 1: Develop Integrated Data Network
 - Compile a list of all known occupational safety and health datasets in Colorado that can be incorporated into the network's integrated data network.
 - Describe all identified datasets and their use as part of the network's integrated data network.
 - Perform one needs assessment and GAP analysis by comparing available occupational safety and health data needs with existing and available datasets.
- Implementation Strategy #2: Develop, Support and Share Technical Resources
 - Assess the need for a Colorado-based Occupational and Environmental Health and Safety Listserv including focus area, audience, and logistics.
 - Compile existing resources including services, speakers, training and education programs, which are available in Colorado and regionally, for network partners and stakeholders.
 - Publish the list of existing resources on CDPHE's website.
 - Develop and administer the Listserv.

Partners in WorkSafe Colorado:

Representatives from these organizations have partnered with the Colorado Department of Public Health & Environment in the WorkSafe Colorado network.

- American Industrial Hygiene Association Rocky Mountain Section (AIHA RMS)
- American Society of Safety Engineers Colorado Chapter (ASSE)
- Boulder County Public Health
- Colorado Department of Labor and Employment (DOLE): Workers' Compensation Division
- Colorado Department of Transportation
- Colorado School of Public Health
- Colorado State University (CSU) – Department of Environment and Radiological Health Science
- Colorado State University, OSHA Consultation Service
- Department of Labor, Bureau of Labor Statistics (DOL BLS)
- Department of Labor: Occupational Safety and Health Administration (OSHA)
- Denver Environmental Health/Denver Health
- Denver Health Center for Occupational Safety and Health
- Garfield County Public Health Department
- High Plains Intermountain Center for Agricultural Health and Safety (HICAHS)
- Mine Safety and Health Administration, Rocky Mountain District
- Mountain and Plains Education and Research Center (MAP ERC)
- National Institute for Occupational Safety and Health (NIOSH)
- National Jewish Health - Division of Environmental and Occupational Health Sciences
- Occupational Safety and Health Administration, Region VIII
- Pinnacol Assurance
- Rocky Mountain Poison and Drug Center (RMPDC)
- Tri-County Environmental and Occupational Health
- Salud Family Health Center
- State of Colorado Risk Management
- US Department of Health and Human Services, Federal Occupational Health

Conclusion

On-the-job illnesses and deaths create a significant burden on business as well as on workers and their families. It negatively affects the economic health and well-being of our state by increasing business costs for worker training and insurance and by diminishing the strength of the Colorado workforce.

The goal of WorkSafe Colorado is to place workplace safety and health on equal footing with chronic diseases and infectious diseases as important public health issues, emphasizing the role that safe workplaces play in the overall health of a community.

WorkSafe Colorado will take a strong and active lead in understanding and combating preventable on-the-job illnesses, injuries and deaths in Colorado.

Identify and recruit champions

(Supports Goal # 2)

Objective: Gather political support for sustainability

Goal: Recruit one or two champions

Planning Dates:

Start: now

End: October 15

Accomplishments to date:

- Active Leadership Committee
- By-laws finalized
- Membership structure and recruitment tools approved

Implementation Steps		Initial Due Date	Completed	Who
1	Summarize salient needs in Colorado. White paper	September 30, 2010	Assess Responsibility and Need	
2	Ask mentors for guidance on process	December 30, 2010		
3	Get feedback from legislative liaisons	December 30, 2010		
4	Finalize packets	February 2011		
5	Make some visits	July 15, 2011		

Evaluation Measures:

Number of visits

Number of champions recruited

Number packets developed

Collaborators:

Depends on leaders area of interest

Team:

Amy Warner (lead)

Steve Reynolds

Lee Newman

Special Considerations:

Develop and market our messages

(Supports Goal # 2)

Objective: Identify program benefits targeted towards political leaders and media

Goal: White paper completed

Planning Dates:

Start: July 2010

End: Nov/Dec 2010

Accomplishments to date:

- Summary of other state data available on CSTE website and NIOSH clearing house
- Data resources compiled
- OSH grad students summarized state programs and Colorado resources
- One-page fact sheet published

Implementation Steps		Initial Due Date	Status	Who
1	Gather program reports from other States	Aug 15	Completed, Need to circulate or link from website?	CDPHE/Meredith
2	Summarize Colorado data in a Fact Sheet, publish on website	Aug 15	Completed	CDPHE/Meredith
3	Draft white paper and circulate for feedback	Aug 30	Assess Responsibility and Need	CDPHE/Meredith
4	Final draft of white paper published	Sept 30	Assess Responsibility and Need	CDPHE/Meredith
5	Circulate and solicit interest	Oct/Nov	Assess Responsibility and Need	Corey Michael Lili
6				

Evaluation Measures:

- Completion of report
- Circulation numbers
- Distribution measures

Collaborators:

- CDPHE
- MAP-ERC
- CSPH
- CSU
- NIOSH
- Legislative Liaisons
- Media/NPR/9 news/Denver post

Team:

- Michael Kossnet
- **Corey Campbell (lead)**
- Lili Tenney
- Liz Dalsey

Special Considerations:

Implement legal, regulatory and statutory agenda (Supports Goal # 2)

Objective: Gather data; Raise awareness of Occupational Safety and Health; Establish stronger ties with public health community and local health departments
Goal: Occupational Health Indicators included in the Public Health Improvement Plan

Planning Dates:
Start: July 13, 2010
End:

Accomplishments to date:

- Initial goal accomplished
- 3 OHI measures included in CDPHE Health Indicator Website
- OHI data included in Denver Public Health Community Health Assessment

Implementation Steps		Initial due date	Status	Who
1	Identify time frames	Immediately	Complete	Ken Scott
2	Identify two Occupational Health Indicators with Team and Health Department Input	1 week	Complete	Team
3	Incorporate Occupational Health Indicators into Colorado Public Health Improvement Plan- for local health department implementation if necessary	ASAP	Complete	CDPHE/ Meredith
4	Identify what/how other states routinely report at county level		On-going, Examples Identified	CDPHE/ Meredith

Evaluation Measures:
Occupational Health Indicator data measured and provided to local health departments

Collaborators:
Staff at Health Department

Team:

- **Ken Scott (lead)**
- Joan Sowinski
- Greg Marsh
- Meredith Towle

Special Considerations: Local health departments have limited resources

OH indicators have #'s too low to report at county level

Adjunct and advice

- Gene Hook, DEH
- Michael Richen, BCEH

Develop an integrated data network

(Supports Goal # 3)

Objective: Understand what data is out there
Goal: List of existing data sources

Accomplishments to date:

- Created list of data sources for OHI's

Planning Dates:

Start: now

End: December 31, 2010

Implementation Steps		Initial due date	Status	Who
1	Determine what to ask	July 21	Completed	Team/Roxanna
2	Build excel spreadsheet to compile responses	July 31	Completed	Barb Stone
3	Ask strategic planning group via e-mail	July 31	Completed	Corey Campbell
4	Compile responses	December 31	Completed	Barb Stone
5	Evaluate COHID (availability/access)	Dec 31	On-going	CDPHE/Meredith
6	Summarize data resources, distribute among group	--	Distributed to SAC	CDPHE/Meredith

Evaluation Measures:

- Response rate
- List created

Collaborators:

- Planning Team and colleagues

Team:

- Roxana Witter
- Jim McMillen
- Barb Stone
- **Meredith Towle (lead)**
- Cecile Rose

Special Considerations:

- Can generate initial pass with group if we have a meeting
- Coordinate

Create a network of allies

(Supports Goal # 1)

Objective: A network of allies to support occupational health in Colorado

Goals: Develop a list of representative stakeholders

Planning Dates:

Start: July 2010

End: December 2010

Accomplishments to date:

- List compiled and distributed to entire group
- Ken tracking interest on list of OccHlth RN trainees

Implementation Steps		Initial due date	Revised date	Who
1	Send existing list to Team Members	July 31	Completed	Yvonne
2	Team Members review and expand list	August 31	Completed	Team
3	Add revised list to database	September 30	Completed	Yvonne
4	Ask for input at quarterly meeting	October 31		Team
5	Compile list for distribution	December 31		Team
6				

Evaluation Measures:

- Did we identify representative stakeholders
- Did we get input from everyone
- Did we compile the list

Collaborators:

- Strategic planning team

Team:

- **Yvonne Boudreau (lead)**
- Mike Richen
- Paul Reaser
- Gene Hook

Special Considerations:

- Holidays, Labor Day, Thanksgiving, December Holidays

Develop, support and share technical resources

(Supports Goal # 3)

Objective: 1) To share occupational health and environmental health information unique to Colorado **2)** Have a centralized list of resources to make available to stakeholders

Goal: 1) Assess needs for Listserv; **2)** Compile existing resources from network

Planning Dates:

Start: July, 2010

End: December, 2010

Accomplishments to date:

- Pilot survey had limited response (19 responses of 500 recipients-all yes)
- Distributed interest survey to the MAPERC and others

Implementation Steps (Obj 1)		Initial due date	Status	Who
1	Develop a list of questions to assess the need for a Listserv	August	Completed	Kaylan and Nancy
2	Distribute questions to the Network via an online survey.	September	Completed	Kaylan
3	Develop questions to survey RoadMap/NIOSH subscribers about the usefulness of the Listserve	August	Completed	Team and Collaborators
4	IF the feedback from the network is positive, solicit feedback from a larger group. The larger group to include RoadMAP (MAP ERC) subscribers and contacts from the list developed by the "create a network of allies" group.	Sept/Oct	Completed	Team and Collaborators
5	Analyze feedback	December	Completed	Kaylan
6	Develop listserve (logistics, format, management)	February-April		Kaylan, Nancy, CDPHE/Meredith
Implementation Steps (Obj 2)		Initial due date	Status	Who
1	Send an email to the Network to request a list of topic/speakers for speakers bureau	October		Kaylan
2	Collect/organize list of speakers	October-December		Kaylan
3	Publish speakers bureau on the website	Jan-March		CDPHE
4	Develop ideas for additional resources to make available on the website			Team & CDPHE

Evaluation Measures: 1) Amount of positive response to concept or Listserv, Development of Listserv; 2) Creation of speaker/topic list, Speaker/topic list published on website

Special Considerations:

Collaborators:

- NIOSH WSO
- CDPHE
- MAP ERC
- Network

Team:

- Nancy Williams
- **Kaylan Stinson (lead)**

Create a formal infrastructure for an occupational safety and health network

(Supports Goal # 1)

Objective: Hire a surveillance program coordinator, Need active advisors to help guide the OHS coordinator and to implement strategic plan
Goal: Advisory Board/Panel(s) is established and meets

Accomplishments to date:

- OHS Program Coordinator hired
- Surveillance Advisory Board convened and active
- Leadership Committee seeking Worksafe Executive Board nominations
- By-laws Finalized

Planning Dates:

Start: October 2010

End: March 2011

Implementation Steps		Due dates	Status	Who
1	OHS coordinator meets with strategic planning group	Oct 14	Completed	New OHS coordinator
2	Define structure and role of advisory board/panel for the surveillance program and the network	Tbd	Surveillance program completed, Worksafe in process	CDPHE/Meredith Worksafe/Leadership Team
3	Identify members to invite	Tbd	Surveillance program completed, Worksafe in process	CDPHE/Meredith Worksafe/Leadership Team
4	Invite members	Tbd	Surveillance program completed, Worksafe in process	CDPHE/Meredith Worksafe/Leadership Team
5	First advisory board/panel meeting held	Tbd	Surveillance program completed, Worksafe in process	CDPHE/Meredith Worksafe/Leadership Team
6				

Evaluation Measures:

- Meeting # 1 is completed
- Structure and members are identified
- Advisory board/panel meeting completed

Collaborators:

- Strategic planning group

Team:

- **Karen Mulloy (lead)**
- Tserling Dorjee
- Sara Funk
- Meredith Towle

Special Considerations:

Might need to meet a second time if some invited members do not join board/panel

Bylaws

Worksafe Colorado

Article I: Name

The name of this organization shall be Worksafe Colorado.

Article II: Purpose

Worksafe Colorado shall serve as a network of occupational health and safety professionals, workplace safety organizations, employers, insurers, local health departments, educators and academic institutions, state, local, federal and tribal agencies, occupational health and safety professional organizations and other stakeholders who possess the experience, skills, knowledge or interest in improving occupational safety and health in Colorado. Worksafe Colorado members will provide leadership and take the action necessary to foster safe and healthy workplaces throughout Colorado.

Article III: Worksafe Colorado Duties

General

The duties of Worksafe Colorado are to:

- Develop an active, sustainable occupational safety and health network in Colorado
- Foster occupational health and safety through:
 - collaboration,
 - education,
 - policy development, and
 - outreach.
- Ensure that network activities are driven by quality data.

To perform these duties, Worksafe Colorado will promote collaborations between and among the employer, labor, academic, occupational health and safety professional organizations and public sectors of Colorado.

Policy and Programming

Worksafe Colorado will form a minimum of two and no more than five committees at one time to address specific strategic initiatives. The number of committees formed and their issues of focus will be proposed by the Executive Board and voted on by the Worksafe Colorado membership.

ARTICLE IV – MEMBERSHIP

The general membership of Worksafe Colorado will be open to any resident of Colorado, employers doing business in Colorado, or representatives of labor organizations, academic institutions, occupational health and safety professional organizations, and state, local, federal and tribal agencies working in Colorado. Membership is voluntary and does not require the payment of any fees. However, members must declare their membership by signing a membership form and attending meetings.

To become a member, an individual must complete a form stating that he/she is participating as a member. In addition, the member must read and sign the “Worksafe Colorado Member Pledge”. Membership will be renewed annually during the first two months of every calendar year.

ARTICLE V – Leadership

Worksafe Colorado will be led by an Executive Board of no fewer than five and no more than nine members. The Board will serve to lead the Worksafe Colorado membership.

The board members will include representatives of the following interests:

- 1 private employer representative,
- 1 labor ,
- 1 academia,
- 1 local/tribal government,
- 1 state government,
- 1 Worker’s compensation
- 1 Community,
- 2 representatives from professional organizations associated with occupational safety and health.

One person on the Executive Board may serve more than one interest. To the extent possible, the Executive Board members should represent urban and rural parts of Colorado as well as Colorado’s diverse ethnic and racial communities.

The terms of the Executive Board members shall be for four years; except that the initial terms of four of the members of the Board shall serve only two years. All members selected following the expiration of the initial two-year terms shall be for four years. Members of the Board shall serve no more than three consecutive four-year terms on the Board.

The Executive Board will include four officers selected by the Executive Board and serving a one year term. The primary roles of the Board officers are as follows:

President: Chair meetings of the executive board and general membership. Serve as the primary representative of the organization; assure timely action on board and membership proposals;

Vice-president: Coordinate the preparation of any proposals to other agencies. Serve as President when the Board President is unable to do so;

Secretary: Oversee the administrative functions of the organization. This includes official note taking during Executive Board and general membership meetings, circulation of meeting minutes, membership registration and attendance, and maintenance of correspondence files for Worksafe Colorado;

Treasurer: Oversee the financial concerns of Worksafe Colorado and make proposals that promote the organization’s financial well-being;

Executive Board members not holding a designated office will Chair Worksafe Colorado committees as needed, recruit committee members, and support Executive Board officers as needed.

Members of the Executive Board shall serve without compensation.

Any member may resign from the Executive Board at any time by notifying the President of the Executive Board, in writing. If a member finds it necessary to resign from the Executive Board, he/she is encouraged to assist the Executive Board in nominating a suitable replacement and is encouraged to remain until a suitable replacement has accepted his/her nomination.

Any member of the Executive Board may be recommended for removal from office by majority vote of the Executive Board as a result of a legal issue, lack of participation, or other issues that prevent the member from successfully serving on the Executive Board. The recommendation to remove someone from the Board shall then be presented to the general membership by the Executive Board President or his/her designee. The general membership will vote on whether or not the individual nominee should be removed or complete the term. A notice shall be sent to the Executive Board member, using the last address on file, setting forth the removal of a Board member and the reasons therefore. Such notice shall be sent within fifteen days of the general membership decision. .

Any premature vacancy on the board shall be filled by nominations of the Board to the general membership. The new board member will be elected by the general membership for the remainder of the original term.

Article VI – MEETINGS

Executive Board

Executive Board meetings will be held every odd numbered month. An Executive Board member is considered in attendance when (s)he is present for at least two-thirds of the total length of the meeting and present at $\frac{3}{4}$ of the meetings each year. In general, the meetings will follow Robert's Rules of Order.

Regular attendance and participation is vital to the purpose of the Executive Board. Members accept the duty and obligation to attend meetings either in person or by teleconference and shall provide advance notice if they are unable to do so. Repeated, unexcused absences may be considered an abdication of the appointment and may be grounds for removing a member's appointment.

General Membership and Participants

Worksafe meetings of the general membership shall be held the first week of every even numbered month. These meetings will be open to the public and will be approximately 2 hours in length. Formats will vary depending on agenda, setting, timing and need. Meetings may be hosted by any member as long as teleconferencing can be made available and the Board approves of the venue.

General membership meetings will be chaired by the Worksafe Colorado Executive Board President who may also delegate that role to another Executive Board Member. Notices and tentative agendas shall be sent to the general membership at least 15 (fifteen) days prior to the general meeting by the Executive Board Secretary. Such notice shall include the date time, and place of the meeting. Meeting attendance will be tracked by the Executive Board Secretary.

ARTICLE VI – QUORUM/DECISIONS

The Executive Board will prioritize issues and proposals to be discussed and voted on by the general membership.

In order to be eligible to make and vote on proposals within the general Worksafe Colorado membership, a member must have signed the membership form and the “Worksafe Colorado Member Pledge” The member must have attended at least two Worksafe meetings within the previous year. Once seconded by another eligible member, the proposal may be discussed by the general membership.

The presence of half of eligible members shall constitute a quorum for the purpose of decision making. In the absence of a quorum, those present may decide to table the decision until a quorum shall be present. An individual is present if he/she participates in an electronic/online vote or attends a meeting at a specific location or by phone.

Decisions should be based on a consensus of the quorum . A consensus means that most eligible members agree that the proposal is acceptable even if several members do not agree that it is the “best” solution. If the quorum cannot achieve consensus, eligible members may propose a majority vote. A majority vote requires over half of the attending membership to pass.

ARTICLE VII – WORKSAFE COLORADO PROGRAM STAFF

Until funded, Worksafe Colorado does not have a staff. Administrative functions will be overseen by the Executive Board who may ask for volunteers to complete specific tasks.

ARTICLE VIII - AMENDMENTS TO BYLAWS

Proposed amendments to these Bylaws must be sent to the Worksafe Colorado general membership at least thirty (30) days in advance of a scheduled meeting. Discussion of proposed amendments shall appear as a separate item on the meeting agenda. Passage of amendments shall require a majority agreement of eligible members.

Worksafe Colorado Pledge

I pledge to:

- promote a culture of workplace health and safety in Colorado
- actively promote “best practices” that underlie safe and healthy workplaces.
- continually improve my understanding of workplace health and safety issues.
- promote Worksafe Colorado and its mission and goals.

Printed Name

Signature

Date

Affiliation

Can you we include your name on our website as a signor to this pledge? Yes _____ No _____

Work Safe Colorado Participant/Membership Application

Worksafe Colorado is a network of individuals and organizations who are committed to making Colorado workplaces the safest and healthiest in the nation. Membership in the organization is voluntary and requires only that you:

- a. Complete this membership application and check the member box. *If you do not check the member box, you may still be included on the distribution list but you will not be able to vote on proposed action items.*
- b. Attend two meetings per year in order to vote on Worksafe Colorado proposals (meetings are held during even numbered months); and
- c. Read and sign the “**Worksafe Colorado Pledge**”

Name:		
Degrees/Certifications:		
Organization:		
Mailing Address:		
Email:		
Phone:		
Please describe your interests in occupational safety and health:		
What would you like to gain from membership in Worksafe Colorado?		
Are you interested in participating as a Member?	YES <input type="checkbox"/>	NO <input type="checkbox"/> (Note, you may still be included on the e-mail distribution list)

Attachment 6: Worksafe Colorado Member Application
Grant #1R13OH009748-01
PI: Warner, A



Colorado Department
of Public Health
and Environment

Colorado Occupational Safety and Health Environmental Scanning Survey

The Colorado Department of Public Health and Environment (CDPHE) will be conducting a series of strategic planning meetings that will set the direction for occupational health and safety (OHS) surveillance efforts at CDPHE. For more information about this program or these meetings, please go to the Colorado Occupational Health Surveillance Program website at <http://www.cdphe.state.co.us/dc/OH/index.html>.

We are hoping you will participate in these meetings and the strategic planning process to ultimately develop an OHS surveillance system that works constructively with all partners to monitor and improve OHS measures.

To begin the strategic planning process, CDPHE is conducting this survey to assist with gathering, analyzing and dispensing OHS information and activities in Colorado. The data collected from this activity will be discussed and disseminated to participants at the first strategic planning meeting to facilitate development of the strategic plan.

If you are attending these meetings, please PRINT this survey and be prepared to discuss your responses DURING the strategic planning process.

If you cannot attend these meetings, please answer the following questions electronically by clicking [HERE](#).

Your answers will be incorporated into our strategic planning process.

Please answer the following questions as they relate to you and your organization's current OHS research, programs, activities and interests.

1. What type of organization do you represent? (Please circle all that apply)

- | | |
|-------------------------|------------------------|
| a. Academia | g. Research |
| b. Business | h. Safety Organization |
| c. Government (federal) | i. Self |
| d. Government (state) | j. Small Business |
| e. Government (local) | k. Union |
| f. Healthcare/Hospital | l. Other_____ |

2. What is your role in this organization? (Please circle all that apply)

- | | |
|-------------------------------|-----------------------------------|
| a. Epidemiologist | g. Physician/Medical Professional |
| b. Executive | h. Other Professional |
| c. Public Health Professional | i. Researcher |
| d. Industrial Hygienist | j. Safety Professional |
| e. Laborer | k. Statistician |
| f. Manager | l. Other_____ |

3. What are your current OHS and/or public health activities?

4. Do you currently conduct or participate in any of the following? (Please circle all that apply)

- a. Occupational health or safety surveillance activities *(The ongoing, systematic collection, analysis, and interpretation of occupational safety and health data regarding agent/hazard, risk factor, exposure, health event, etc.)*
- b. Occupational health or safety research *(A systematic investigation, including research development, testing, and evaluation designed to develop or contribute to occupational health and safety knowledge and practice.)*
- c. Occupational health or safety programs/services *(A set of planned, strategies, activities and services designed to promote the optimal occupational health and safety or to reduce the incidence of occupational illness, injuries, and exposures.)*
- d. Occupational health or safety outreach activities *(The process of actively engaging new and target audiences in occupational safety and health surveillance, research, programs and/or educational services.)*
- e. Occupational health or safety academic or educational services *(Academic programs, education programs, trainings offered in occupational safety and health in a variety of settings including academia, continuing education classes, training courses, OSHA trainings etc.)*
- f. Occupational health or safety evaluation services *(The process of systematically evaluating ways to improve and account for occupational health and safety actions that involves procedures that are useful, feasible, ethical, and accurate.)*
- g. Other public health surveillance/research/programs/activities that may be beneficial to an occupational health surveillance program
- h. Other _____

5. If you circled any of the activities in question 4, please describe in more detail. (Please provide web links if possible.)

6. Do you think that an OHS surveillance program at CDPHE be beneficial to you?

- a. Yes
- b. No
- c. Unsure

6a. If yes, please describe how?

6b. If no, why not?

7. What do you consider to be priority areas, injuries, illnesses for OHS surveillance in Colorado? Please be specific.

- 8. The Colorado Department of Public Health and Environment is developing an OHS Surveillance Program. What do you view as CDPHE's role?** (Please circle all that apply)
- a. To collect, analyze, and interpret information about work-related injuries, illnesses and hazards in Colorado.
 - b. To expand and refine dissemination of surveillance information and access to data for public health action.
 - c. To prioritize state OHS needs, identify gaps in safety and health surveillance.
 - d. To partner with workers, employers and health care providers to address identified OHS problems, placing special emphasis on reaching underserved worker populations.
 - e. To promote the link between surveillance and intervention activities.
 - f. To provide technical assistance to others to prevent work-related injury and illness.
 - g. To develop training and informational materials.
 - h. To encourage the inclusion in information systems of standardized codes and narrative information on work-relatedness, occupation, industry and circumstances of injury or disease.
 - i. To promote and support state-based intervention activities to address identified problems.
 - j. To promote and support OHS policies.
 - k. Other _____
- 9. Some state health departments create registries of adults with potential workplace exposures by obtaining electronic reports from clinical laboratories. These reports form the basis for certain occupational health surveillance activities, including sentinel event investigations. Do you think a program of this nature would be of value in Colorado?**
- a. Yes
 - b. No
 - c. Unsure
- 10. What so, if any analyses might be collected for a registry?** (e.g. lead, arsenic, mercury, cholinesterase, cadmium, pesticides, carbon monoxide, burns, others)
- 11. Are you aware of any available data systems that could be shared to develop a more comprehensive state OHS surveillance system in Colorado?** (e.g. Violent Death Reporting Registry, Trauma Registry, Workers' Compensation database, etc)
- a. Yes
 - b. No
 - c. Unsure
- 11a. If yes, please provide more information about the data systems.** (e.g. Current authority and usage of the data system, whether the data system collects information on underserved populations in Colorado, etc)

Implementation Team Worksheet:

DIRECTIONS: Please review the following items with your Team. Fill out an updated implementation plan and be prepared to report back to the larger group.

- 1) Please review your membership on this Team. Is this Team appropriate for you? If not, would another Team better align with your interests? *If so, feel free to change Teams at this time.*
- 2) Please revisit your implementation plans and discuss the progress your group has made.
- 3) Reevaluate your implementation plans and identify next steps and milestones to meet your objectives. Rewrite your implementation plans (on the back side of this sheet) to adequately reflect your next steps and milestones.
- 4) Discuss your Team's work process
 - a. Discuss how much time each Team Member will realistically have to work towards your implementation strategy and the activities.
 - b. Will it be feasible to meet or discuss these activities in the next 90-180 days, if so how often, when etc?
 - c. What is the best way to communicate with each other?
 - d. What resources/support are needed from CDPHE to move forward on these plans?

180 Day Implementation Plans

Objective:

Accomplishments:

Planning Dates:

Start: End:

Implementation Steps		When	Who
1			
2			
3			
4			
5			
6			

Evaluation Measures:

Collaborators:

Team:

Special Considerations:

Evaluation Check of Implementation Strategies

Implementation Team: _____

Current Status:	Milestone Accomplishment:

Implementation Steps:	Status: Completed, Postponed, Abandoned

Evaluation Measures:	Collaborators:
Recommended Changes:	

Attachment 9: Evaluation Check of Implementation Strategies

Grant #1R13OH009748-01

PI: Warner, A

Strategic Planning Team Member Reports

Date_____ Team Member_____

Key Accomplishments	
Project Status	
Challenges	Breakthroughs
Special Needs	
Notes:	