

V C S O



L I F E T I M E
W E L L N E S S
P R O G R A M

April 3, 2013

Kaizen Project Recommendations

On January 17 and 24, 2013, a diverse group of employees from the Sheriff's Office and other county departments discussed solutions to the growing problem of obesity and lack of wellness within the Sheriff's Office. These are their findings.

V.C.S.O. Lifetime Wellness Program

KAIZEN PROJECT RECOMMENDATIONS

INTRODUCTION|OBESITY

The problem of obesity has reached epidemic proportions within the Ventura County Sheriff's Office. During a recent survey in which 75 random Sheriff's employees (72 Deputies and 3 Sheriff's Service Technicians) volunteered to have their body fat measurements taken and recorded, it was found that 71% of those surveyed were overweight or obese. The survey revealed that the Sheriff's Office is approximately 10 percentage points higher than California's average which was recorded at 61% in 2010.

The problems caused by excess weight gain are numerous including type two diabetes, heart disease, joint and back problems, hypertension and high blood pressure, cancer and more. For law enforcement, the problems are magnified. The public entrusts Peace Officers to protect them in difficult situations including domestic disturbances, robberies, disturbing subjects and other potentially violent incidents. Being overweight or obese seriously inhibits the officer's ability to serve the public as well as provides a poor public image to those we are sworn to protect.

These problems are not just theoretical. The V.C.S.O. Arrest and Control (Arcon) Team has for several years observed the negative effects of obesity during defensive tactics training at the Ventura County Criminal Justice Training Center. From observing deputies having difficulty completing light warm-ups to the inability to perform simple techniques like standing up properly when on the ground, the Arcon instructors have noticed this problem increase in severity over the last several years. If a deputy cannot stand up off the ground more than a couple times without getting winded, how will that deputy perform under stress in a real fight situation? In addition, it is well known that many deputies medically retire due to complications from bad backs, hypertension, joint problems, and other injuries. Although there is no way to attribute hard statistics to the

number of deputies who retire due to a lack of wellness, few can argue that lack of wellness is not a leading cause of many of these retirements.

The Solution | V.C.S.O. Lifetime Wellness Program

After the survey of the 75 Sheriff's employees was conducted, permission was obtained from Sheriff Geoff Dean for creation of the V.C.S.O. Lifetime Wellness Program.

Goal: Within two years of implementation, lower the rate of Sheriff's employee's who are overweight or obese from 70% down to 50%.

This program would have a mission of changing the culture of the Sheriff's Office to be more wellness minded. As a hard target, the program has an ambitious goal to reduce the rate of Sheriff's employees who are overweight or obese from 70% down to 50% within two years of full implementation of the program. The program would begin with a Lean Six Sigma Kaizen project incorporating representatives from various Ventura County agencies. The purpose of the Kaizen project was to develop ideas for changing the culture of the sheriff's department. Those ideas would then be implemented by the permanent Ventura County Sheriff's Office Lifetime Wellness Committee.

Lean Six Sigma|Kaizen Project

The Kaizen Project took place over two days, January 17 and 24, 2013. The three topics discussed were Nutrition, Exercise and Motivation. The group was tasked with coming up with realistic, creative ideas that were relatively easy to implement and would have a moderate to strong impact on the culture of the Sheriff's Office in relation to these three topics. The following pages represent their findings:

Committee Members:

Champion: Sheriff Geoff Dean

Lead: Commander Rick Barrios – Support Services

Facilitators: Deputy Jason Louis – Sheriff’s Training Center

Deputy Tyler Abbott – Sheriff’s Training Center

Senior Deputy Joe Mulrooney – V.C.D.S.A. representative

Members:

SST Tristan Higgason – PTDF

SST Kari Qualls – PTDF

SST Anna Eichman – PTDF

Deputy Jason Havelka – PTDF

Deputy Danielle Thompson – PTDF

Deputy Chris Dyer – PTDF

Deputy Alice Patton – Moorpark Station

Deputy Garret Frates – Court Services

Senior Deputy Jason Stephens – JJC

Senior Deputy Guillermo Valencia – PTDF

Senior Deputy Frances Saleh – PTDF

Senior Deputy Dave Brantley – Major Crimes

Sergeant Mark Franke – Internal Affairs

Sergeant Cecil Valenti – Internal Affairs

Sergeant Joe Devorick – Sheriff’s Training Center

Captain Dave Wareham – Sheriff’s Dispatch

Dispatcher Christy Chalfant – Sheriff’s Dispatch

Food Services Manager Gary Stallings – PTDF

Food Services Manager Henk Vanderkraan – TRJ

Ronnalee Riley – Employee Health Services

Rebecca Whillhite – Sheriff’s Human Resources

Claudia Flores – Ventura County Probation Agency

Susan Heller – Ventura County Wellness Program

Nutrition

SHORT TERM (0-6 MONTH IMPLEMENTATION)

Label food in Staff Dining with nutrition information.

CONCEPT:

- Currently the Food Services Managers post nutrition information for the daily meals at the jails on one sheet of paper in a location that is away from the food being served. Many employees we spoke to did not even know this was already being done. Instead, we would like to create labels for each food item being served in staff dining.
- The labels will include the name of the food, nutrition information, Weight Watcher's Points, and a visible symbol indicating whether the item is healthy or unhealthy.

IMPLEMENTATION:

- Obtain meal information from Gary Stallings and Hank Vanderkraan.
- Design labels for each item.
- Work with Weight Watchers to build point system for each food item.
- Use nationally recognized dietary guidelines (American Heart Association or other) to decide if food item fits within their dietary guidelines.
- Assign a symbol such as an apple for a healthy item and a trash can for unhealthy.
- Give labels to Gary Stallings and Hank Vanderkraan for placement directly in front of each item in Staff Dining.
- Ensure that Staff Dining serving portions stay in sync with labels.

COST: Nominal cost for printing of labels.

Develop a partnership with Weight Watchers.

CONCEPT:

- Develop a working relationship with Weight Watchers throughout the county.
- Get them to hold meetings in Ventura at the Government Center for all county employees.
- Work with Weight Watchers to incorporate their point system into signs at staff dining.

By partnering with a company like Weight Watchers, you give Sheriff's employees easy access to a weight loss company with an established support network that includes pre-made meals, meetings, training, etc...

IMPLEMENTATION:

- Requires one committee member to begin a relationship with Ventura Weight Watchers.
- Coordinate meetings to be held in Sunset Conference Room at HOJ.
- Obtain meal descriptions from Gary Stallings and Henk Vanderkraan (Food Services Managers).
- Work with Weight Watchers Staff to designate accurate point system for all food served in staff dining.
- Add points to the food labels listed below on all staff dining food.
- Maintain long-term relationship between Weight Watchers, County employees and V.C.S.O. Lifetime Wellness Committee.

COST: Nominal cost for printing of food labels by Todd Road Jail Print Shop.

Add food scales to staff dining.

CONCEPT:

- Purchase and place food scales in staff dining at both jails so employees who are on diets can weigh out their food portions.

IMPLEMENTATION:

- Purchase two food scales and place them in visible area of staff dining at both jails.

COST: Approximately \$40 for two scales.

Encourage healthy snacks at sheriff's office meetings.

CONCEPT:

- Often times at meetings or classes, donuts are purchased and placed in the back of the room encouraging people to eat empty calories that they would not otherwise be consuming.
- We should encourage all employees to provide healthier options at Sheriff's Office meetings such as fruit or vegetable plates.

- Work with PTDF to create a fruit and vegetable tray option that instructors can pay for and have delivered to the class.

IMPLEMENTATION:

- Must be implemented by Sheriff's Administration through simple messaging via e-mail and meetings with line level supervisors.
- Work with Gary Stallings to create food and vegetable tray option.
- Encourage instructors to provide better options (other than donuts) during meetings. Put notice on fliers for classes as well.

COST: Free.

Provide access to free water in Court Services and Thousand Oaks Police Station.

CONCEPT:

- Most work locations in the Sheriff's Office provide free drinking water to the employees, however, personnel currently assigned to Court Services and Thousand Oaks P.D. need to bring water or pay it for it at their work locations.
- We would like to have water provided free of charge at these locations.

IMPLEMENTATION:

- Find out how other work locations are paying for the water and which vendors they are using.

Kaizen Project Recommendations

- Contact the vendors and have them install the water machines in Courts Services and Thousand Oaks Police Station.
- Contact GSA and ask about adding Hydration Stations to private hallway of Court Services.

COST: Unknown monthly cost.

LONG TERM (6 MONTHS TO 1 YEAR IMPLEMENTATION)

Modify staff dining to meet American Heart Association Dietary Standards.

CONCEPT:

- Over the course of one year, work with county nutritionist to modify all of the food in Staff Dining at P.T.D.F. and Todd Road to meet the guidelines set forth by the in the American Heart Association (or other nationally recognized authority) diet.
- Remove sugar laden drinks and foods from staff dining like “Passo–Guava” and Lucky Charms.
- Replace those drinks and foods with higher quality items but fewer choices to maintain budgetary guidelines. For example, replace the four different sugar laden syrup drinks with one selection of real orange juice.

This concept was developed in partnership with Gary Stallings, Henk Vanderkraan, and the Ventura County Wellness Program.

IMPLEMENTATION:

- Obtain support from Administration and Management at both facilities. Hold meetings with supervisors explaining what we are trying to do and why we are doing it.
- Begin facilitating meetings between County Nutritionist Susan Speers, Gary Stallings, Henk Vanderkraan, and the V.C.S.O. Lifetime Wellness Program.
- Identify official dietary guidelines we would like to adopt.
- Obtain meal descriptions from Gary Stallings and Henk Vanderkraan (Food Services Managers).
- Identify which foods currently do not fit within those guidelines.
- Over the course of the year, replace or completely eliminate foods that do not fit within the new guidelines.
- Replace obviously bad offerings like the several different types of sugary cereals with one high quality cereal like granola.
- Inform employees as to why we are changing the food and push positive messaging such as “V.C.S.O. cares about your health” and the positive benefits they are receiving like the ability to work out on duty (mentioned later in this report).
- Maintain regular watch over staff dining to ensure compliance with the new dietary guidelines continues.
- Remove soda vending machine from Staff Dining or replace soda with better options like Muscle Milk, water, sugar free ice tea, etc...

COST: No additional cost. Food will be modified to work within established budget.

Television monitors that display wellness information in briefing rooms.

CONCEPT:

- Place television monitors in briefing rooms that continuously display and rotate wellness related information like diet advice, reminders to get physicals, upcoming wellness classes, etc...
- Regularly update information so it stays fresh.

IMPLEMENTATION:

- Purchase five dedicated television screens that will be mounted in briefing rooms.
- One Wellness Committee Member will be responsible for gathering 10 – 20 slides worth of wellness education information that will be displayed during a two month period.
- The Wellness Member will build the slides and put the information on a media storage device (Flash drive or DVD).
- That flash drive or DVD will be sent to the mentors at each station who will ensure the information is displayed 24/7 in the briefing rooms.

COST:

- Approximately \$3,500 for five television screens.
- No overtime as work will be completed during normal hours.

Remove unhealthy options from vending machines.

CONCEPT:

- Work with GSA or current vendors to remove high sugar/high calorie items from vending machines and replace them with healthier options.

IMPLEMENTATION:

- GSA's vending machine contract is up in June. Susan Heller, from the County Wellness Program, is looking for support from the Sheriff's Office to pressure GSA into providing healthier options.
- Begin forming a relationship between GSA or current vendor, the V.C.S.O. Wellness Program, and V.C.S.O. Administration.
- Identify other agencies like Simi Valley who have already begun installing healthier vending machines from Avanti Market.
- Work with all involved parties over time to change out the items inside the machines.
- Begin a pilot program with Thousand Oaks and Special Services to include Avanti Markets in their buildings.

COST: Unknown monthly cost.

Exercise

SHORT TERM (0 - 6 MONTH IMPLEMENTATION)

Provide white card access to use station gyms.

CONCEPT:

- Provide white card access for every department member that wants to use a gym that is located at a station where they do not normally work.

IMPLEMENTATION:

- Obtain approval from the administration and then have the employees' card programmed.
- Can either have the entire department given access or put out a notice that anyone who wants their white card activated for another station can contact one person in charge.

Have certified fitness instructors teach classes on site at Sheriff's facilities.

CONCEPT:

- On a continuous rotating schedule, have certified instructors teach fitness classes on site at Sheriff's facilities.
- Either hire private instructors to teach the classes or utilize department employees who are currently certified in various areas of fitness (Crossfit, TRX, etc.).

IMPLEMENTATION:

- Obtain budgetary approval from Administration and VCDSA and have them set aside funds to hire private instructors.
- Seek donations from Sheriff's Foundation to pay private instructors.
- Utilize current department employees to teach the classes and either pay OT, or let them flex their time.

COST: Potentially could require some costs to pay for private instructors or overtime.

Establish time and protocol for custody staff to exercise on-duty.

CONCEPT:

- Allow custody employees to exercise during shift while in custody during dawn shift.
- Also, explore ways that staff outside of custody can exercise during work hours.
- This would raise moral in the jails, limit the sleeping and movie watching, and help keeps deputies in shape for rotation out to patrol.

IMPLEMENTATION:

- Obtain approval from Sheriff's Administration.
- Have sign up lists located in specific locations at our various facilities.

Kaizen Project Recommendations

- Require Sergeant/Senior Deputies to schedule a rotation list for the employees who have signed up prior to the start of shift.
- Allow each employee who has signed up 30 to 60 minutes to work out as per the rotation list.

COST: No foreseeable direct costs. Soft costs to patrol, however, no foreseeable soft costs in the jails.

LONG TERM (6 - 12 MONTH IMPLEMENTATION)

Improve workout equipment at stations with aging gyms.

CONCEPT:

- Repair/replace broken workout equipment at Sheriff's facilities.
- Completely refurbish PTDF Gym
- Add a mini gym to meeting room in Quad F.

IMPLEMENTATION:

- Obtain budgetary approval from Administration and VCDSA and have them set aside funds to repair/replace equipment.
- Seek donations from Sheriff's Foundation.
- Seek out private donations of pre-owned equipment.
- Find volunteer staff members at various facilities to maintain/clean equipment on a routine scheduled basis.

- Perhaps build a smaller gym in Quad F at PTDF where employees on dawn shift can work out.

COST: \$26,240 for PTDF gym.

Require a passing score on a standardized fitness/medical test prior to rotating out to patrol or being reassigned to a specialized assignment.

CONCEPT:

- Require sworn staff to pass a standardized fitness/medical test prior to rotating out to patrol or being selected to a specialized assignment.
- Association supports this in hopes it will slow health insurance price increases.

IMPLEMENTATION:

- Obtain approval from our Administration and VCDSA.
- Establish a simple standardized fitness test with input from our Administration, the Wellness Committee and the VCDSA.
- Work with VCDSA to establish a new policy which clearly states the new requirements.
- Set up schedule for deputies rotating into new assignments to come to the Academy and get tested.
- Additional avenue of implementation is having VCDSA vote the fitness test in.

COST: No foreseeable costs.

Motivation

SHORT TERM (0 – 6 MONTH IMPLEMENTATION)

Strong and consistent messaging from Sheriff's Administration in support of the Lifetime Wellness Program.

CONCEPT:

- Employees should see a consistent message of support from the administration that they are expected to stay healthy.
- Message should be positive and pointing out the benefits that the Wellness Program will bring to their work and personal lives.

IMPLEMENTATION:

- Begin with a Sheriff's Office wide message from the Sheriff introducing the V.C.S.O. Lifetime Wellness Program and expressing his support.
- Administrators should follow up the message from the Sheriff with messages of their own.
- Employees who bring complaints to their supervisors about topics like being upset over losing free cookies and ice cream should be reminded about the benefits they are receiving in lieu of free cookies.

COST: None.

Place motivational posters throughout Sheriff's Office.

CONCEPT:

- Place motivational posters about weight loss and living a healthy lifestyle in various locations such as briefing rooms, locker rooms, staff dining, etc...

IMPLEMENTATION:

- Identify posters we would like to place (available on-line and through the County Wellness Program).
- Order posters or have them printed by Todd Road Jail.
- Mentors place them in conspicuous places in their respective stations.
- Change posters every two months to remain fresh. Posters can be swapped between stations to keep costs low.

COST:

- Varies. Free if printed by Todd Road. \$10 to \$20 per poster if purchasing professional posters on-line. Initial budget of \$500 is being requested for purchasing posters.

Create training videos for briefings.

CONCEPT:

- Create bi-monthly training videos that incorporate nutrition and exercise information that can be played during briefings.

IMPLEMENTATION:

- Plan out a ten minute video that incorporates both nutrition and exercise information.
- Contact people to interview and set up the filming through the academy.
- Several training videos can be filmed all at once to save time.
- The end of the videos can include a workout that can be conducted at any station gym.
- Distribute the videos to station sergeants on a bi-monthly basis.

COST: Nominal. Some overtime for interviews may be incurred.

Place blood pressure monitors and weight scales with body fat measurements in all locker rooms of the Sheriff's Office.

CONCEPT:

- Place portable blood pressure monitors and weights scales with electronic body fat measuring capabilities in all locker rooms of the Sheriff's Office.

IMPLEMENTATION:

- Purchase 14 blood pressure monitors and scales.
- Have the scales placed in locker rooms and maintained by wellness mentors at each station.

COST: Approximately \$2,500 for 14 body fat scales and blood pressure monitors.

Better/messaging notifications of currently available programs.

CONCEPT:

- There are currently numerous county programs and other measures that are in place to help employees manage their health. Many employees are not aware of these programs.
- Programs/Measures that are already in place include free physicals, wellness profiles, wellness classes, Textbook and Tuition for exercise, food scoops in Staff Dining equivalent to posted nutritional requirements, healthy dining options in Staff Dining, VCDSA support for teams during race events, etc...
- The Wellness Program will help manage better messaging of these programs through sources like e-mail, briefing topics, training DVD's, posters, association newsletters, mentors, etc...

IMPLEMENTATION:

- Identify programs that need better messaging.
- Indentify all available messaging options.
- Decide on best messaging for each program.

COST: Free.

LONG TERM (6 - 12 MONTH IMPLEMENTATION)

Add a Wellness Section to the Sheriff's Intranet.

CONCEPT:

- Create a new section on the Sheriff's Intranet site with pages about diet options, success stories, exercise routines, and nutrition education.

IMPLEMENTATION:

- Obtain access to the Sheriff's Intranet site content management system.
- Develop content for pages from various sources.
- Create new pages and add content.
- Add Wellness Program logo to Intranet home page.

COST: Free. The Intranet site already exists and pages would be created by wellness committee members during work hours.

Explore unique and realistic incentives for staying healthy.

CONCEPT:

- Identify unique ways employees can be incentivized for staying fit.
- May include trying to increase Textbook and Tuition from \$250 and making it easier to collect that reimbursement for working out.
- Also will include working with businesses to provide certificates so employees can be reimbursed.
- Can also include incentives for passing a wellness test.

IMPLEMENTATION:

- Research other agencies who have already implemented financial incentives.
- Collaborate with VCDSA and Sheriff's Administration to explore the feasibility of all possible ideas.
- Run cost analysis numbers on all feasible ideas.

COST: Unknown

Assign mentor's at each station who can help advise employees on nutrition and exercise.

CONCEPT:

- Develop and maintain one or two mentors at each station and both jails.
- Mentor's will be people who have experience with staying fit and who have some level of training from the department on wellness.
- Mentor's will also be responsible for executing plans at their respective stations that were created by the V.C.S.O. Wellness Committee.

IMPLEMENTATION:

- Assign a committee member to manage the mentor program.
- Post department wide openings for mentors at each station.
- Interview and select mentors. This will be ongoing as mentors transfer to other stations or patrol, new mentors will need to be selected.
- Train mentors on Wellness Program expectations. Send mentors to training for exercise and nutrition so information given to employees is relatively standardized.

- Committee member in charge of mentor program is responsible for communication between Wellness Committee and Mentors.

COST: Moderate. Some overtime will be created in overtime and training.

**Implement an annual Health and Wellness Fair
sponsored by V.C.D.S.A.**

CONCEPT:

- Create an annual Health and Wellness Fair located at the Sheriff's Academy.
- Have vendors attend with booths. These would be companies like Weight Watchers, Road Runner Shoes, Cross Fit, etc...
- Incorporate a 5k run into the event.
- Provide V.C.D.S.A. members with a reward, such as \$100 cash, for obtain stamps from every vendor and participating in the 5k.
- Hold the event over two days so people from both shifts can attend.

IMPLEMENTATION:

- Select committee members in charge of event.
- Select a target date. Probably next Fall or Spring.
- Contact vendors and ask if they would like to set up a booth.
- Map out a 5k run.
- Budget with V.C.D.S.A. for money give-away. Possibly partner with vendors so V.C.D.S.A. members can either get \$100 cash or a \$150 gift card from a vendor.

- Create fliers and send out e-mails. Include event in V.C.D.S.A. newsletter.
- Hold event.

COST: None. Sponsored by V.C.D.S.A.

Develop a department wide Biggest Loser Contest.

CONCEPT:

- Develop an annual department wide Biggest Loser Contest.
- Contest can incorporate competitions like station vs. station or administration vs. rank and file.
- Donated prizes would be won that are similar to those won at the department shoot.

IMPLEMENTATION:

- Develop structure and rules for the contest. For example, the same person cannot win the contest two years in a row but they could win for staying the closest to their weight from the previous year.
- Contact businesses like hotels and Cold Steel to obtain donated prizes.
- Announce event with fliers, e-mail, V.C.D.S.A. newsletter, etc...
- Accept sign-ups and have the people weigh in with the station mentor.
- After a fixed period of time, hold an event and have the final weigh in. This could possibly be done during the V.C.D.S.A. sponsored wellness fair.
- Award prizes.

COST: Moderate. May incur some overtime costs to mentors during weigh-ins.

RECAP - ITEMS THAT NEED FUNDING

Add Food Scales to Staff Dining.....	\$40
Add Dedicated Television Monitors to Briefing Rooms.....	\$3,500
Update PTDF Gym.....	\$26,240
Placement of Motivational Posters at Stations.....	\$500
Place Blood Pressure Monitors in Locker Rooms.....	\$2,100
 Total.....	 \$32,380