



COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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JERRY E. POWERS
Chief Probation Officer

March 8, 2012

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Jerry E. Powers
Chief Probation Officer

William T Fujioka
Chief Executive Officer

JOINT STATUS REPORT ON PROBATION DEPARTMENT RETURN-TO-WORK PLAN

On October 11, 2011 your Board requested an implementation plan from the Chief Executive Office (CEO) and Probation Department (Probation), specifying how Probation will accomplish the below goals. This report provides a status report on the implementation plan that was presented to your Board on November 1, 2011.

Goals:

- Take preventive measures to reduce the amount of employees suffering from on-the-job injuries;
- Identify the outcomes hoped to be achieved in terms of returning employees to work;
- Identify how the CEO and Probation will meet these goals; and
- Describe how Probation will implement the Sheriff's Department (Sheriff) best practices.

RETURN TO WORK

A decentralized Return-to-Work (RTW) program based on the Sheriff's decentralized RTW model has been implemented in Probation. The Department is continuing to strengthen and adjust the practices, policies and procedures implemented to ensure the

Rebuild Lives and Provide for Healthier and Safer Communities

efficient and effective oversight and management of the return to work program throughout the Department. Probation continues to work with CEO and Sheriff on the implementation and sustainability of the new model. The Return-to-Work Action Plan, which describes how Probation is implementing the Sheriff's best practices, is attached with status updates for each task. As of February 15, 2012, 9 of the 14 steps were completed, 2 steps have been eliminated as moot, and the remaining 3 steps are partially completed. Attachment 1 provides additional detail on the status of these steps.

Outcomes that have been achieved since November 2011 as a result of efforts being made in the RTW area include:

- Localized RTW Coordinators have been designated at each hall, camp and regional field office area in order to establish an on-site contact for all assigned employees.
- In January 2012, Probation formally issued three directives for practices that were beginning to be implemented in the Department in September 2011, and are based on the internal practices of the Sheriff's policies and practices for the RTW area:
 1. Directive 1277: Reference for line supervisors and provides information for work-related injuries and exposures.
 2. Directive 1278: Internal processes with specific delineation of duties and responsibilities of both the RTW Unit Case Manager and support staff (central unit) and the on-site RTW Coordinators (line operations) related to the facilitation of the work restriction notification letters from AIMS, the County's Third Party Administrator (TPA).
 3. Directive 1279: Reference for supervisors, directors and RTW Coordinators of foundational information for work related injuries.
- The Department has implemented the weekly Absence Follow-Up Report (AFR) which lists all employees "off work" due to an industrial injury or illness for five or more days; this is a weekly report required from each localized RTW Coordinator. The report records weekly contact made with each employee by the assigned work location, and allows Directors, Bureau Chiefs, and Deputy Chiefs in the chain of command to ensure appropriate contacts are being made and to monitor these employees' work status.
- The Department has implemented the weekly Light Duty Follow-Up Report (LDFR) which lists all employees working a temporary modified assignment or a temporary conditional assignment; this is a weekly report required from each localized RTW coordinator. For employees with work restrictions, the report

records the work status of each employee by assigned work location, and allows the Directors, Bureau Chiefs, and Deputy Chiefs in the chain of command to monitor employees' work status, and provides information to the centralized RTW Case Manager to monitor for case progress, and alerts potential action that may be needed with the TPA.

- An initial review was conducted of the 77 employees who were working "Conditional Assignments" as of November 1, 2011. Based on this review, 4 employees were returned to full duty, 3 employees were administratively reassigned to other positions and are working full duty in the new assignment, and 1 employee separated from County service. The remaining 69 employees require additional action through the interactive process which will be completed during the next quarter (See Attachment 2).
- The new structure for conducting Interactive Process Meetings (IPM) has been implemented. Localized RTW Coordinators will conduct IPMs when work restrictions are temporary, or an employee's medical condition becomes permanent and stationary with no work restrictions. IPMs will continue to be conducted by the centralized RTW Unit Case Managers for employees whose work restrictions become permanent, or employees who return to work with permanent work restrictions.
- The Department has implemented employees returning to work through the localized RTW Coordinator rather than the centralized RTW Unit. Prior to implementation of the new model, employees on leave had to be cleared by the central RTW Unit prior to returning to work.
- The Department has begun closely tracking and processing Work Restriction letters from the TPA. Upon receipt of a TPA notification letter, an IPM is being conducted by the centralized RTW Unit (Case Manager) when work restrictions are permanent, or by the localized RTW Coordinator when work restrictions are temporary. As work restriction notifications provided by the TPA are generally for employees with open claims for employees out on leave or at work with restrictions, the tracking of these notifications and expediting of the IPMs under the new model results in a more expeditious return of employees to full duty assignments or separation from County service, and a fiscal savings if permanent disability is awarded to an employee. For the period of November 1, 2011 through February 15, 2012, a total of 216 notices were received from the TPA, with 153 IPMs conducted and 63 IPMs currently pending.
- Training classes for the new RTW policies and processes based on the Sheriff's model have been developed and implemented:

- Initial training classes for the RTW Sheriff's model were conducted by Sheriff staff.
 - Additional, on-going training classes specifically geared towards the RTW Coordinator responsibilities, the Supervisor/Director responsibilities, and an overview of Probation's new decentralized RTW program were developed and are on-going.
 - A total of 18 classes have been conducted with over 300 employees attending.
 - As of February 15, 2012, a total of 94 RTW Coordinators and back-ups have attended training classes, with 15 remaining to attend. The remaining 15 will complete training by March 2012.
 - While training for Directors/Supervisors has commenced, during the next quarter, the Department will be identifying all Directors, managers and line-supervisors required to complete RTW training, and the development of a training schedule for this group.
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- Probation is pursuing service connected disability retirements and medical releases, where appropriate. For the period of November 1, 2011 through February 15, 2012, the Department has initiated the processes and medically released 7 employees, and 14 additional employees have applications submitted and pending approval by Los Angeles County Employees Retirement Association (LACERA).
 - Probation is pursuing deemed resignations for employees, where appropriate. For the period of November 1, 2011 through February 15, 2012, the Department has initiated the deemed resignation process for 22 employees. Of these cases, 11 employees have been deemed resigned and been separated from County service, 5 employees returned to duty during the process, and 6 employees are pending completion of the deemed resignation process.
 - Probation is continuing established monthly meetings with the central RTW Unit and the TPA. These meetings are conducted as a roundtable discussion on pending cases that are more complex in nature, for cases that the Department is requesting investigation on for possible fraud, for cases that appear to need additional attention from the TPA to bring closing resolution, etc. These roundtable discussions have resulted in surveillance on possible employee abuse of leave, expedited approvals of medical treatment for claim resolution, and more timely reports and notifications to Probation from the TPA. These joint efforts by Probation and the TPA result in a more expeditious resolution to employee claims and the return of employees to work in appropriate full-duty positions and/or assignments.

- Probation is providing written notification to all employees that are “off work” due to an illness or injury (industrial and non-industrial) for five or more days that pursuant to Directive 1102 they are to be home between the hours of 8:00 a.m. and 5:00 p.m., on Monday through Friday.
- Probation makes weekly contact with employees on leave that meet the criteria defined in the newly issued directives, including welfare checks (home visits) to employees where appropriate. Contact of employees is now being monitored and overseen by the line operation Bureau Chiefs and Deputy Chiefs through the newly implemented weekly reports (AFR and LDFR). The employees who are not reached through the weekly telephonic attempts, and that management is not aware of a legitimate reason for the employee to not be at home during the designated work hours (at a doctor’s appointment, in the hospital, etc.) are given priority for home welfare checks.

During the next quarter, Probation will continue to focus on consistency and quality of meeting requirements for contact of employees on leave for five or more days. Additionally, the reports are being submitted to the centralized RTW Case Managers to ensure timely and complete communication on employee status between the localized RTW Coordinators and the centralized RTW Case Managers. As development of the newly implemented model continues, the RTW Case Managers will also be conducting regular reviews on the quality of the data in the reports. These quality reviews will be used to provide immediate feedback to a RTW Coordinator by their assigned Case Manager, and identify any additional training that may need to be provided to all RTW Coordinators.

Probation has continued to conduct welfare checks on employees during this reporting period with favorable results. For example, in a welfare check on a high-cost case, the Department explored various options available to an employee who has been on a long-term industrial accident medical leave, resulting in the Department and employee agreeing that the employee would submit a request for service connected disability; the employee has since submitted an application which is pending approval by LACERA. Upon receipt of additional requested resources, it is expected that such favorable outcomes will continue to be achieved. In the interim, the Department has also begun proceeding with the deemed resignation process for employees who are on leave and non-responsive to the Department’s telephonic attempts to reach the employee and obtain current medical documentation.

- Probation has a pending request for additional resources to expand welfare checks. Currently, there is \$1.3 million set aside in Provisional Financing Uses (PFU) designated for the risk management and RTW functions of the

Department. The Fiscal Year 2012-13 Departmental Budget Request includes a request for \$1.2 million net County cost and 13.0 new budgeted positions for the centralized RTW Unit; and 13.0 new assistant directors for line operations which will have varied and numerous duties, which includes enhanced oversight, monitoring and handling of welfare checks. This budget request will be evaluated by the CEO and a recommendation made to your Board during the FY 2012-13 budget process.

- Since the last report to your Board, the Department and CEO reviewed the methodology for tracking and generating reports for Probation's RTW issues and statistics. Reports generated were based on a count of open claims, not the actual number of employees with claim(s). As one employee can have one or more open claims simultaneously, this methodology resulted in some employees being counted more than once and did not reflect the clearest impact of RTW issues on the availability of the departmental workforce (i.e., number of employees not at work, number of employees with work restrictions, etc.). In November 2011, the Department adjusted the methodology of entering data into its return to work system and generating reports in order to eliminate counting some employees unavailability more than once; the Department is now counting the actual number of employees with claim(s), and not the number of open claims. Attachment 2 to this report provides employee RTW statistics as of November 1, 2011 and February 15, 2012 utilizing this new methodology.
- As of February 15, 2012, Probation is realizing the following improvements in the impact of RTW issues on its available workforce:

	As of 11/1/11	As of 2/15/12	Variance	
			No.	%
Employees Off Work (Work Related and Non-Work Related)	421	349	-72	-17.1%
Employees Working Modified Duty (Conditional Assignments or Work Hardening Assignments)	354	350	-4	-1.1%
Total Employees in Return to Work Status	775	699	-76	-9.8%

- Probation has begun a preliminary review of the database and computer systems being utilized to monitor and track employees' RTW status, the reports being utilized to manage the return to work area, and the statistics being tracked and

reported. Based on this review, during the next quarter the Department will be working with the CEO to identify the need for enhancements to or replacement of the current system and the development of system capabilities, and report generation to electronically capture identified information and statistics. The new, mandated Countywide Absence Management System will be implemented this summer, and a determination will be made as to whether the features in the new system will meet all departmental needs for case information, report generation, and case management and oversight, or if existing internal systems will also need to be maintained with modifications and/or enhancements. An update on this system review will be provided to your Board in the next status report.

While implementation of the Sheriff's decentralized RTW model has been initiated, there continues to be a need for enhancement and/or modifications to the implementation of the decentralized RTW model to Probation. The Department expects additional modifications to implemented processes and procedures, tracking and managing of case information, and generation of statistics and reports. During the next quarter, Probation will continue to partner with CEO in adjusting and enhancing the model to ensure the efficient and effective work being done in this area, and to identify any process, practice and technology improvements needed. Probation will continue to consult with the Sheriff's RTW staff and management as adjustments are made or issues identified. Probation will continue to focus on quality and compliance reviews, and the management tools that are available for oversight of the RTW area at both the assigned work locations and the central RTW Unit; Probation will continue to make adjustments where needed to ensure the success of this new RTW model.

RISK MANAGEMENT

Probation is continuing its efforts to prevent accidents and injuries in the work place. As part of these efforts, the Department is utilizing analysis of Worker's Compensation Claim data provided by the CEO Risk Management Bureau to ensure planned preventative actions being taken by the Department are appropriately planned, prioritized and implemented.

Additionally, Probation has implemented quarterly audits of facility/office inspections at Juvenile Halls, and initiating accident investigations when Preliminary Incident Reports or Special Incident Report are filed. As these reported accidents/incidents may indicate on-going potential conditions in the work place for staff injuries or accidents, the Department is conducting immediate accident investigations upon receipt of the reports. Utilizing the findings of these accident investigations, the Department is able to identify potentially unsafe conditions, and initiate and implement Preventive Action Plans (PAPs) with various bureaus and operations management.

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Probation formed a Safety Committee in November 2011. The committee is comprised primarily of Bureau Chiefs and Risk Management staff from within the Department and is designed to facilitate and encourage a safe working environment at departmental work locations. The committee evaluates and makes recommendations for change regarding occupational safety and health concerns which are either identified by the Committee or brought to its attention by others, and to address potential safety issues prior to an incident or injury. The Safety Committee serves to facilitate and encourage employee knowledge about safe work practices and accident prevention. Two subcommittees are being formed as part of this committee: (1) the Safe Crisis Management Review Sub-Committee was formed to review incidents that resulted in worker's compensation claims, to develop preventative action plans, and to develop and present to the Safety Committee processes that will mitigate potential reoccurrences of similar incidents. The members have been identified and the first meeting will take place in March 2012; and (2) the Office Ergonomics Sub-Committee is currently being formed and will be meeting on a monthly basis to review ergonomic statistics, trends, and issues identified within the Department. Based on their reviews, recommendations will be provided to Risk Management and the Safety Committee which focus on efforts to prevent injuries before they happen in the workplace.

Efforts being made in this area are producing positive outcomes. In the last half of 2011, the number of Worker's Compensation claims dropped by 30.87 percent, the largest decrease among County departments. The Department will continue its efforts to reduce accidents and injuries at departmental locations, and continue the resulting reduction in workers' compensation claims.

NEXT STATUS REPORT

Joint status reports on the RTW program will continue to be provided to your Board on a quarterly basis regarding progress made in the RTW areas of the Department. If you have any questions you may contact Chief Probation Officer Powers, or your staff may contact Assistant Chief Cal Remington at (562) 940-2851.

WTF:JEP:CCR:yb

Attachments (2)

c: Sheriff
Executive Office, Board of Supervisors
County Counsel

Probation Department Return-to-Work Action Plan
FY 2011-12
As of February 15, 2012

Return-to-Work Action Plan			
Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
1) RTW Operation Analysis	Sheriff's Department Captain	n/a	COMPLETED: 7/22/11 – Sheriff's Dept. identified the need to: <ul style="list-style-type: none"> • Reconfigure operation & decentralize • Policy development & enhancements
2) Create draft directives on behalf of Probation Department covering responsibilities of Line Supervisors, RTW Coordinators and Case Managers	Sheriff's Department	n/a	COMPLETED: 8/22/11 – Draft Directives completed and delivered to Probation
3) Review, enhance, approve and disseminate RTW-related directives: <ul style="list-style-type: none"> • Supervisors Responsibilities-Work Related Injury/Illness • On-site RTW Coordinators' Responsibilities • RTW-AIMS Notification Letter Responses 	Probation Centralized RTW Managers and HR Manager	n/a	COMPLETED: 9/4/11 – Practices in draft Directives implemented. 9/9/11 – Unions given notice of draft Directives and Request to Meet Meetings held with Unions on draft Directives 12/14/11 - Meetings scheduled; meetings held with one union, other unions did not show; meet and confer requirements met 1/5/12 – Directives 1277, 1278 and 1279 formally issued
4) Creation of email groups. <ul style="list-style-type: none"> • Help desk • TPA NOBs • TPA W/R letters 	Probation Centralized RTW Managers and HR Manager	n/a	COMPLETED: 09/15/11 - Email groups created and being utilized by TPA

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
5) Implementation of Sheriff's Department draft directives into Probation Department's organization	Chief Probation Officer	n/a	COMPLETED: 9/4/11 – Practices in draft Directives implemented. 1/5/12 – Directives 1277, 1278 and 1279 formally issued
6) Decentralized RTW- Localized (on-site) RTW Coordinators <ul style="list-style-type: none"> • Identify coordinators • Assign to specific RTW Case Managers • Case Managers to conduct on-going training with Coordinators 	Probation Centralized RTW Managers and Probation HR Manager	November 2011 March 2012	COMPLETED: 12/2011 – Localized (on-site) RTW Coordinators have been identified. Localized (on-site) RTW Coordinators have each had RTW Case Managers in centralized RTW Unit assigned to them. List of contacts developed in 1/2012. PENDING: Training commenced September 2011 through present – 91 RTW Coordinators trained, 12 RTW Coordinators and 7 back-ups are pending completion of training in March 2012. On-going training for new/replacement RTW Coordinators will be conducted.

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
<p>7) RTW Trainings associated with enhancements and decentralization:</p> <ul style="list-style-type: none"> • RTW Case Manager Training <ul style="list-style-type: none"> ○ Oversee and facilitate on-site operations, etc. • RTW Support Staff <ul style="list-style-type: none"> ○ Process and log TPA Work Restriction Letters. • Leaves Section (Payroll & RTW Support Staff) <ul style="list-style-type: none"> ○ FMLA, etc. • Notice of Benefits Section (Payroll & RTW Support Staff) <ul style="list-style-type: none"> ○ Processing pay benefits • Director, Managers and On-site RTW Coordinators related to their duties: <ul style="list-style-type: none"> ○ I/A packets ○ Absence Follow-ups ○ On-site contact related to RTW issues, etc. 	<p>Sheriff's Department and Probation Centralized RTW Managers and HR Manager</p>	<p><u>September 2011</u></p> <p><u>Phase 1: Completed</u> Training of RTW Case Managers, RTW Support Staff, Leaves Section and Notice of Benefits Section</p> <p><u>Phase 2: March 2012</u> Training of Localized (on-site) RTW Coordinators and back-ups</p> <p><u>Phase 3: March 2012</u> Develop list of all Directors, Managers, and line supervisors to be trained and develop training schedule with target completion dates</p>	<p>COMPLETED: Phase 1: 9/2011 – Sheriff's Dept. conducted RTW Case Manager training, RTW Support Staff training, Leaves Section training, and Notice of Benefits Section training.</p> <p>PENDING: Phase 2: Remaining 19 localized RTW Coordinators and back-ups are being scheduled for training by the end of March 2012.</p> <p>Phase 3: Will develop comprehensive list of all Directors, Managers and line supervisors by end of March 2012. Timeline and schedule for training will be developed. <i>(Note: Training for Directors, managers and line supervisors is currently in progress and is not being delayed pending development of comprehensive list.)</i></p>
<p>8) Chief Executive Office identification of proposed staffing level of Probation RTW Unit</p>	<p>Chief Executive Office and Sheriff's Department</p>	<p>n/a</p>	<p>COMPLETED: 09/26/11 – Items were identified in September 2011, and are included in Department's FY 2012-13 Budget Request.</p>

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
<p>9) Absence Follow-up Report – Weekly report to be completed and utilized by RTW Coordinators of all Facilities/Area Offices, etc.</p> <ul style="list-style-type: none"> • RTW Unit will maintain Quality Control Communications w/Division Management 	<p>Probation RTW ASM and HR Manager, and executives</p>	<p>n/a</p>	<p>COMPLETED: 11/2011– Absence Follow-Up Report was implemented. Centralized RTW Unit are continuing to work with localized RTW Coordinators, and Deputy Directors on quality control and compliance.</p>
<p>10) In depth one-to-one training provided to Probation RTW Case Managers (100 cases reviewed alongside Probation case managers)</p>	<p>Sheriff's Department</p>	<p>n/a</p>	<p>COMPLETED: 10/14/11 – LASD Return to Work staff partnered with Probation RTW Case Managers and conducted case review on 100 cases</p>

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
<p>11) Upgrade logistical elements of RTW</p> <ul style="list-style-type: none"> • Computers • Software • Unified working area • Pool car for home visits • Central Reception phone number 	<p>Probation RTW ASM and HR Manager</p>	<p>January 2012 June 2012</p>	<p>COMPLETED: <u>Pool cars:</u> Completed. Car pools are available.</p> <p>PENDING: <u>Computers:</u> Order placed and anticipated roll out date of March 2012.</p> <p><u>Software/systems:</u> CEO will be working to evaluate in March 2012 and make recommendations for enhancements / replacement. Review will include new mandated Countywide Absence Management System. Update will be included in next status report</p> <p><u>Unified space area:</u> Development of a headquarters space reallocation plan in progress by the Department and CEO. Estimated to be completed in June 2012.</p> <p><u>Central reception phone number:</u> A staff member has been designated to receive and direct incoming calls. Publication of this number will be completed in March 2012.</p>

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
<p>12) Work Hardening (WH) Lobby</p> <ul style="list-style-type: none"> • Develop several WH lobbies in various parts of the County • Provide on-site training associated with lobby assignments and suitable placement in work location 	<p>Probation RTW Manager and Risk Manager</p>	<p>n/a</p>	<p>COMPLETED – ACTION PLAN ELIMINATED: Upon review of new model, work hardening lobbies are not needed.</p>
<p>13) Strategic Case Management Initiative</p> <ul style="list-style-type: none"> • Roundtable discussion of critical case issues <ul style="list-style-type: none"> ○ Major issues ○ Potential W/C abuse 	<p>Probation RTW Staff with assistance from management</p>	<p>n/a</p>	<p>COMPLETED: 10/2011 : Centralized RTW Unit supervisors holding daily one-on-one meetings with RTW Case Managers on critical case issues as needed.</p> <p>Centralized RTW Unit has internal monthly meetings to discuss identified critical case issues and prepare for roundtable meetings with TPA.</p> <p>Monthly roundtable meetings with TPA commenced and on-going.</p>

Return-to-Work Action Plan

Task	Responsible Person	Target Date for Outstanding Tasks	Status Update
14) RTW Vacant Position Book, which includes: <ul style="list-style-type: none"> • Categories of worksites and all available positions by classification and salary to employees returning to work with restrictions 	Probation RTW Manager and Risk Manager	n/a	COMPLETED – ACTION PLAN ELIMINATED: Determination made for employees returning to assigned work location with temporary work restrictions to remain assigned on work hardening assignment at their regular location, eliminating need for this action plan. In cases where employee cannot be accommodated at their assigned location, the Bureau Chief will identify position within bureau on a case-by-case basis. For employees with permanent work restrictions, conditional assignments will be coordinated on a case-by-case basis through the centralized RTW Unit Case Manager.

Note: Where target dates for outstanding tasks have been modified, the prior target date is crossed out and the new target date inserted.

PROPOSED OUTCOMES

Outcome	RESPONSIVE ACTION ITEM RTW Action Item #
Key stakeholders enhanced identification and notification of needed preventive actions and/or suspected potential workers' compensation fraud resulting in reduction in accidents, injuries and/or liability issues	<ul style="list-style-type: none">• #13
Reduction in the days away from work and appropriate transition back to work in a suitable position	<ul style="list-style-type: none">• #2• #3• #4• #5• #6• #7• #8• #9• #13

**PROBATION DEPARTMENT
RETURN TO WORK STATISTICS
FOR THE PERIOD OF NOVEMBER 1, 2011 THROUGH FEBRUARY 15, 2012**

RETURN TO WORK STATISTICS

<u>NUMBER OF EMPLOYEES</u>	AS OF	AS OF	VARIANCE	
	11/1/11	2/15/12	No.	%
Off Work: Worker's Compensation/Industrial Accident	310	264	-46	-14.8%
Off Work: Medical (Non-work related)	111	85	-26	-23.4%
Total: Employees Off Work	421	349	-72	-17.1%
Working: On Conditional Assignment	77	95	18	23.4%
Working: On Work Hardening Assignment	277	255	-22	-7.9%
Total: Employees Working Modified Duty	354	350	-4	-1.1%
Total Employees Off Work or Working Modified Duty	775	699	-76	-9.8%
% Employees Off Work	54.3%	49.9%	-	-4.4%
% Employees Working Modified Duty	45.7%	50.1%	-	4.4%

Note: All above data is based on new methodology of counting actual employees, and not number of open claims

MEDICAL RELEASES / DEEMED RESIGNATIONS

Number of employees medically released from 11/1/11 through 2/15/12:	<u><u>7</u></u>
<i>(Note: One (1) medical release is currently being appealed)</i>	
Number of deemed resignations processed from 11/1/11 through 2/15/12:	<u><u>22</u></u>
Deemed resignations finalized; employees out of County service	11
Deemed resignations started but not completed; employees returned to work during process	5
Deemed resignations in process	6

CONDITIONAL ASSIGNMENTS

Employees with conditional assignments as of 11/1/11	<u><u>77</u></u>
New employees with conditional assignments:	31
Employees removed from conditional assignments:	13
Returned to Full Duty	4
Separated from County Service	1
Administratively Reassigned (full duty in new assignment)	3
Employees out on leave	5
Employees with conditional assignments as of 2/15/12:	<u><u>95</u></u>

Note: Of the 95 employees with current conditional assignments, 14 have processes pending for service connected disability retirement and 4 are pending reassignment to new full duty positions