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RISING HEALTH CARE COSTS
Drive Local Governments To Shift Strategies

ALTHOUGH HEALTH CARE COSTS have slowed recently, rising costs over the last decade have prompted many local governments to make changes to their plans and strategies, according to a new nationwide survey released by the Center for State and Local Government Excellence in partnership with The University of Tennessee (UT) Institute for Public Service. The top cost drivers of local government health care increases cited by survey respondents were:



1. increased claim costs (64 percent)
2. prescription drugs (57 percent)
3. an aging workforce (46 percent)
4. insurance company price increases (45 percent) and
5. federal health care policy (45 percent).

"Local Government Strategies to Address Rising Health Care Costs" describes the findings from a national survey conducted by the Center for State and Local Government Excellence (slge.org) and the International Public Management Association for Human Resources (ipma-hr.org). Two hundred fifty-two (252) IPMA-HR members took part in the survey, which was conducted in August 2015 at the request of the UT Institute for Public Service (IPS).

(**Health Care** *continued from cover)*

Fifty-seven (57) percent of respondents increased cost sharing of premiums paid by employees and nearly half of respondents reported that their local governments changed the way health insurance is provided. Nineteen (19) percent of those reporting changes shifted employees to a high-deductible plan with a health savings account and 14 percent established a health reimbursement arrangement.

The report includes six case studies describing how local governments have produced savings in their health benefit costs.

- Disease management programs, on-site clinics, dependent eligibility audits, and regular review and rebidding of health care vendor contracts have achieved significant savings. Asheville, North Carolina, reports it has saved $4 for every $1 invested in chronic disease management.
- Corpus Christi, Texas, reduced health care costs by $1.84 million by conducting a dependent eligibility audit and establishing an on-site wellness clinic.
- Greater access to comprehensive medical care and related support services for offenders resulted in lower reincarceration rates and total inmate population in Hampden County, Massachusetts.
- Diverting offenders with extreme behavior problems into mental health services opened up capacity at the Buncombe County, North Carolina, Detention Facility, making it possible to rent the facility to crowded community jails and to generate $1,038,717 in new revenue.

Local governments report that providing easy access to health services at work sites not only supports employee wellness, but also reduces employee absenteeism and health care costs. With the percentage of employee compensation that goes to health benefits rising over the past 10 years, many local governments have made significant changes to their health benefits.

"Local government programs that contain costs and improve employee health are among the most important strategies," noted Elizabeth Kellar, president/CEO, Center for State and Local Government Excellence. "Wellness and disease management programs are offered by a majority of local governments and are valued by employees."

Download Local Government Strategies to Address Rising Health Care Costs at **http://www.ips.tennessee.edu/content/health-care-costs-drive-local-governments-shift-strategies**

Access all the Center's workforce research at **http://slge.org/research/workforce** *x*

IPS Agencies to Receive TNCPE Commitment Awards

THE CENTER FOR INDUSTRIAL SERVICES, the County Technical Assistance Service, the Law Enforcement Innovation Center and the Municipal Technical Advisory Service have earned the Commitment Award in the annual Excellence in Tennessee recognition program administered by the Tennessee Center for Performance Excellence (TNCPE). TNCPE is Tennessee's only statewide quality program and is patterned on the Baldrige Performance Excellence Program, the national standard for recognizing performance excellence through innovation, improvement, and visionary leadership. The agencies will accept their awards at the 22nd Annual Excellence in Tennessee Awards Banquet on February 18, 2015 at the Franklin Marriott Cool Springs.



Through an annual evaluation and assessment process, TNCPE recognizes high-performing organizations that demonstrate continuous improvement and role model processes. This year, TNCPE has named 32 organizations as 2014 Award winners that represent outstanding achievement in the following industry sectors: health care, manufacturing, service, education, government, and nonprofit.

"We want to congratulate the winners on this recognition," Gov. Bill Haslam said. "Organizations that participate in the TNCPE Award program show an unwavering commitment to continuous improvement and performance excellence. Our state is a better place to live and

work because of organizations like The University of Institute for Public Service's agencies that are helping to build a better Tennessee."

Organizations apply to the TNCPE program at one of four levels. As the levels increase, so does the depth and complexity of the application, which is based on the Baldrige Criteria for Performance Excellence. Since the program was founded in 1993, only 22 organizations have attained the excellence designation. Maury Regional Medical Center will receive the Excellence Award this year; 14 organizations will be honored with the Achievement Award; 16 organizations will receive a Commitment Award; and one will receive Interest Recognition.

Commitment Awards are presented to organizations that are beginning to demonstrate commitment to, and implementation of, performance improvement principles. They have demonstrated progress by Identifying and putting in place a measurement system to capture data and analyze results, and some key process improvements, which are directly attributable to a fact-based improvement process.

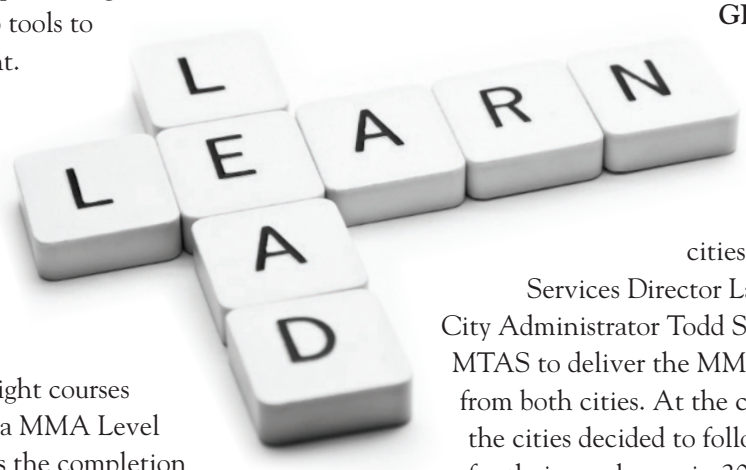
"This program helps organizations look at the big picture. But it's not easy—if it were, every organization in the state would be participating," said TNCPE President Katie Rawls. "Organizations like the UT Institute for Public Service's agencies are truly passionate about performance excellence and have chosen TNCPE and the Baldrige framework to help them become the best they can be."

A full list of winners can be found on the TNCPE website www.tncpe.org x

MTAS Provides Management Training for Cities across Tennessee

COLLIERVILLE

The University of Tennessee Municipal Technical Advisory Service (MTAS) began its Municipal Management Academy (MMA) level one training program in Collierville in October to provide current and future municipal managers and supervisors additional leadership tools to assist them in municipal management.



MMA is an interactive training event for managers and supervisors that allows participants to link their own professional experiences with best practices for improving themselves as municipal leaders and managers. Level I participants must complete eight courses for a total of 32 hours to be awarded a MMA Level I Certificate. This certificate includes the completion of the following courses: municipal manager overview, understanding work styles, planning and organizing, performance management and positive discipline, human resources overview, workplace harassment and workplace violence, communication skills, and motivating your workforce.

The training sessions held in Collierville will take place over a seven-month period. Fifty three participants were in attendance over two days at the Collierville Fire Department's Administration Building. These municipal employees represented several different departments within the city.

GREENEVILLE AND MORRISTOWN

Greeneville and Morristown are fully supporting professional development within their cities. Morristown's Administrative Services Director Larry Clark and Greeneville City Administrator Todd Smith partnered with MTAS to deliver the MMA Level I to participants from both cities. At the completion of level one, the cities decided to follow with an MMA Level II for their employees in 2013. Courses in the second level program included communication, coaching and mentoring, delegation skills, making effective decisions, developing teamwork, customer service, recruiting and retaining employees, and conflict management. Both cities continue to show their support for professional development having started another MMA Level I in September. They plan to follow the MMA Level I with an MMA Level II in 2015.

*(**MTAS Training** continued)*

CHATTANOOGA

Chattanooga's Deputy Director of Public Works Justin Holland believes in professional development and has committed to providing quality training to his staff. Earlier this year, Justin contacted MTAS and requested a series of three (MMA) programs for his staff at the city wastewater department. All classes included group activities and focused on the participants' own experiences in the workplace. The second group started the academy on October 15th and a third group will begin in January 2015.

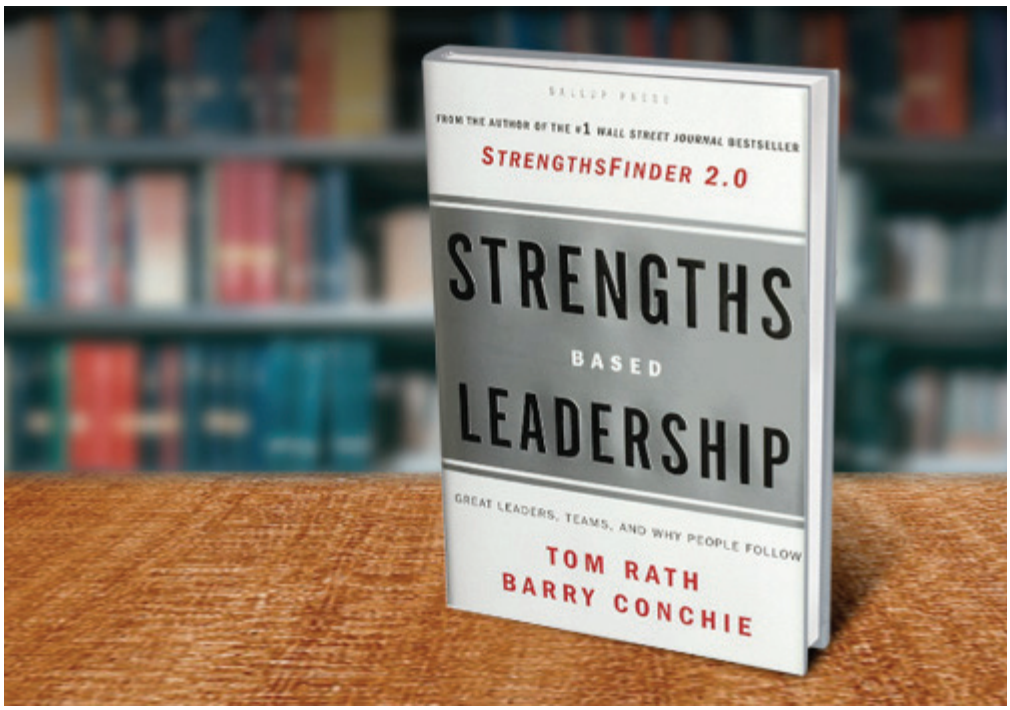
For more information on the MMA and other training programs please visit the MTAS website at **www.mtas.tennessee.edu**. x



2015 IPS ANNUAL CONFERENCE

The dates for the 2015 IPS Annual Conference are Sept. 1-3, 2015 at Embassy Suites in Murfreesboro.

City And County Officials Come Together To Identify Strengths In Leadership



AS THE YEAR WINDS DOWN, training departments from both the UT Municipal Technical Advisory Service (MTAS) and the UT County Technical Assistance Service (CTAS) offered their final professional development course entitled, "Strengths Based Leadership." The class was based off the book Strengths Based Leadership by Tom Rath and Barry Conchie. The authors' conceptual basis for the book was that employees should focus on their leadership strengths in order to better develop teams and to hope others will strive for the same.

The instructors for this course were Dr. Christie Kleinmann of Belmont University and Dr. Megan Moe of Lee University. Both instructors wanted the local government participants to identify their strengths in leadership and attempt to improve their respective workplaces, specifically in work performance, operations, and project management.

"Many leaders compare themselves to others, wishing they had other people's strengths, or they had ours," Moe said. "We spend our lives attempting to fix inadequacies, while our gifts and abilities lie dormant. Don Clifton, developer of StrengthsFinder, decided to approach leadership from a different perspective and ask, 'What would happen if we studied what is right with people?'"

Local government employees who participated provided positive feedback on how the assessment instrument and the class activities would assist them on their respective jobs for the future. Classes were held in the month of December for the cities of Collegedale, Jackson, Kingsport, Knoxville and Metro-Nashville. x

Local Government Women Participate In First Public Service Symposium

OVER 65 PARTICIPANTS ATTENDED the first Women in Public Service Symposium in Murfreesboro. Municipal Technical Advisory Service (MTAS), presented this empowering six-hour class that allowed women in public service to develop their professional expertise, enlarge their network of professional friends, and expand on their life goals.

The class was a collaborative effort between MTAS and the County Technical Assistance Service (CTAS). The participants got to listen and learn from several prominent women speakers, from various walks of life, who have dedicated their lives to public service. Each of the speakers provided a wealth of knowledge in preparing the current and upcoming generation of female leaders. The day started off with well-known public speaker and consultant Dr. Susan Williams. Williams spoke to the women about becoming more engaged in the workplace. In the second session the class heard a panel of three inspiring women: Kim Harmon, a special agent in charge with the Tennessee Bureau of Investigation's (TBI) Training Division, Felenceo Hill who currently serves as fiscal officer for the Tennessee Department of Finance and Administration, and Nneka Norman-Gordon the higher education resource officer for the Tennessee Comptroller of the Treasury. These three women shared their personal stories and shared their ideas of how to make a difference in public service. The mood lightened during the third session as comedienne and East Tennessee native Leanne Morgan shared her story through her comedic routine. The day wrapped up with Mimi Bliss. Bliss has provided media spokesperson training and presentation coaching for professionals and organizations nationwide. During this interactive session Mimi Bliss wanted leaders to share their stories as inspiration for other women looking to lead.



Leanne Morgan



Dr. Susan Williams

(**Symposium** *continued*)

Participants came from cities, counties and state government for the symposium. Some participants commented about what they liked most about the event.

"The symposium was a great opportunity to network with other women who face the same obstacles and issues that all women face on a daily basis. It was awesome to share experiences and advice of others."

Bonnie Fugate, Water-Sewer-Gas, city of Rockwood

"Today has been a very motivating experience. It is very inspiring to draw from the strengths of others. The opportunity to grow and improve is a welcomed lesson."

Joyce Holt, highway commissioner, Lewis County

"I almost did not want to come to the MTAS Woman's Symposium today … but it turned out to be a blessing that has encouraged me to dig my heels in, has validated my strong work principles, and taught me new and valuable perspectives that will strengthen and enhance my professional journey. Thank you, MTAS!"

Sandy Freeman, municipal clerk, city of Chattanooga



Panel members Harmon, Hill and Norman-Gordon



Bliss works with Mary Holder, Trousdale County Register of Deeds, who is sharing her story of public service

"The Women in Public Service Symposium was an amazing experience. Being able to interact with women all across Tennessee on ways to become better leaders was awesome. I hope to attend again, again, and again! I wish every woman had the opportunity to attend."

Becky Ruppe, city administrator, city of Rockwood

kudos

To: Rex Barton, MTAS

Once again, thank you for a fabulous performance for the public management students last night. I really appreciate your taking time from your very busy schedule to make this presentation. The insights, experiences, and advice that you shared are invaluable.

David H. Folz, UT Knoxville professor & MPPA director

To: Melissa Ashburn, MTAS Legal Consultant

I keep looking back to your email (re: food truck license differentials), because it represents how effective you are. You saved me hours of research, brought up matters that I hadn't considered, and responded only 40 minutes after my question. I had my answer before we opened for business. This is why I am grateful for you and MTAS

James H. Epps, IV, staff attorney
Johnson City

IPS Inclement Weather Procedure

Effective Date: November 1, 2014

IN THE EVENT OF SEVERE INCLEMENT WEATHER conditions (snow, flooding, tornados, etc.), employees should use their best judgment on whether to report, or travel to and from work. Supervisors should allow employees to use annual leave if the employees feel it is not safe to travel. Employees should notify their supervisor if they do not expect to report to work, or report on time.

Occasionally, extraordinary emergency conditions caused by extreme inclement weather may warrant the closing of some IPS offices. When such conditions are thought to exist, the offices will follow the following guidelines on closure:

- Chattanooga – follows the UT Chattanooga closing (offices are on the campus)
- Cookeville – follows the Putnam County Courthouse closing as announced by the County Mayor
- Jackson – follows the West Tennessee Research and Education Center closing
- Johnson City – follows the Washington County Courthouse closing as announced by the County Mayor
- Knoxville – follows the UT Knoxville closing (offices are on the campus)
- Martin – follows the UT Martin closing (offices are on the campus)
- Memphis – follows the Shelby County Courthouse closing as announced by the County Mayor
- Nashville – follows the Nashville/ Davidson County Courthouse closing as announced by the Metro Mayor
- Oak Ridge – follows the Anderson County Courthouse closing as announced by the County Mayor
- Other work assignments – In the event an employee is in a location other than his or her work headquarters (i.e., a multi-day training requiring overnight stays), and inclement weather results in the closure of county government offices preventing program participants from attending the class, administrative closing hours may be approved by your agency director, an assistant vice president or the vice president.*

**If your home is your official duty station, you are not eligible for administrative closing hours due to inclement weather.*

calendar

CIS

Jan. 12	Spill Prevention Control & Countermeasures/ Stormwater Workshop, Nashville
Jan. 12	Spill Prevention Control & Countermeasures/ Stormwater Workshop, Martin
Jan. 12	Spill Prevention Control & Countermeasures/ Stormwater Workshop, Kingsport
Jan. 12	8-Hour DOT Refresher, Knoxville
Jan. 13	16-Hour DOT, Knoxville
Jan. 13	OSHA 7410 Trench Safety/Excavation Competent Person, Knoxville
Jan. 13	OSHA 7845 Recordkeeping – 300 Log, Knoxville
Jan. 14	8-Hour Confined Space Operations Overview/OTI 7300, Knoxville
Jan. 15	OSHA 7845 Recordkeeping – 300 Log, Nashville
Jan. 20	EPCRA Tier II Workshop, Jackson
Jan. 20	16-Hour DOT, Nashville
Jan. 22	8-Hour DOT Refresher, Nashville
Jan. 23	Spill Prevention Control & Countermeasures/ Stormwater Workshop, Jackson
Jan. 23	8-Hour Site Worker Refresher (HAZWOPER), Nashville
Jan. 26	EPCRA Tier II Workshop, Nashville
Jan. 27	EPCRA Tier II Workshop, Knoxville
Jan. 27	40-Hour HAZWOPER, Hazardous Waste Site Worker, Knoxville
Jan. 28	EPCRA Tier II Workshop, Chattanooga
Jan. 28	16-Hour DOT, Memphis
Jan. 30	8-Hour DOT Refresher, Memphis

CTAS

Jan. 5	Managing your Office Efficiently, Johnson City
Jan. 6	Managing your Office Efficiently, Knoxville
Jan. 13	Managing your Office Efficiently, Jackson
Jan. 13	Incident Command, Murfreesboro
Jan. 15	Managing your Office Efficiently, Franklin
Jan. 21	Incident Command, Johnson City
Jan. 22	Incident Command, Knoxville
Jan. 27	Incident Command, Jackson

LEIC

Jan. 12-16	40-Hour Crime Scene Management, Hamilton County
Jan. 26-28	2015 NFA Symposium, Nashville

MTAS

Jan. 6	Managing Your Office Efficiently, Johnson City
Jan. 7	Managing Your Office Efficiently, Knoxville
Jan. 14	Managing Your Office Efficiently, Jackson
Jan. 15	Managing Your Office Efficiently, Franklin
Jan. 20	Insurance Services Office Fire Suppression Rating Schedule, Collegedale
Jan. 21	Insurance Services Office Fire Suppression Rating Schedule, Knoxville
Jan. 21	Certified Municipal Finance Officer (CMFO) – Government Environment, Collegedale
Jan. 21	CMFO – Government Environment, Collierville
Jan. 22	Insurance Services Office Fire Suppression Rating Schedule, Nashville
Jan. 23	Elected Officials Academy, Franklin
Jan. 24	Elected Officials Academy, Franklin
Jan. 28	Insurance Services Office Fire Suppression Rating Schedule, Jackson
Jan. 28	CMFO – Governmental Environment, Nashville
Jan. 29	Insurance Services Office Fire Suppression Rating Schedule, Germantown
Jan. 30	Elected Officials Academy, Collegedale
Jan. 30	Elected Officials Academy, Oak Ridge
Jan. 31	Elected Officials Academy, Collegedale
Jan. 31	Elected Officials Academy, Oak Ridge

NAIFEH CENTER

Jan. 21-23	Newly Elected Tennessee Legislators Workshop, Knoxville

announcements

RECRUITMENTS

CIS	IPS Specialist, Economic Development – Nashville
	IPS Consultant, Solutions – East TN
	IPS Consultant, PTAC – Nashville
	IPS Consultant, Solutions – Chattanooga
CTAS	Administrative Intern – Nashville
MTAS	IPS Consultant, HR – Knoxville

NEW HIRES

LEIC	Christopher Jones, Coordinator – Oak Ridge

IPS SERVICE LONGEVITY

Stephanie Allen	4years	Stefani Mundy	1 year
Harding Aslinger	12 years	Keith Ridley	6 years
Steve Austin	11 years	Susan Robertson	7 years
Karen Blake	1 year	Jim Slizewski	19 years
Sherri Brown	7 years	Vicky South	8 years
Patricia Burke	21 years	Michelle Terry	2 years
Kim Clark	10 years	Patty Wells	7 years
Dana Deem	4 years	Dale Wolfe	7 years
Scott Gordy	14 years		
Rick Hall	22 years		
Jim Hart	6 years		

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