



# EMPLOYER SPOTLIGHT

## WORK PARTNERS OCCUPATIONAL HEALTH SPECIALISTS



### **CRAIG FRAME**

Coordinator - Risk Management  
San Marcos Unified  
School District

### **About SMUSD**

**Number of students K-12**  
20,913 (October 2016)

**Number certificated staff**  
1,123

**Number classified staff**  
1,189

**Number of Schools**  
Elementary - 11  
Middle - 3  
K-8 - 1  
Comprehensive High School – 2  
Continuation High School – 1  
Independent Study High School – 1  
Charter – 1  
Adult Education School – 1

### **What is your role and responsibility?**

*"I am the Coordinator of Risk Management for San Marcos Unified School District, responsible for workplace safety, student safety, OSHA compliance, workers' compensation, and property & liability. In essence, like all school risk managers, my responsibility is to minimize the amount of money spent outside the classroom so that those funds are available inside the classroom."*

### **What is your greatest workforce health or safety challenge?**

*"Like most school district risk managers, one of the most difficult challenges is minimizing injuries in the special education programs. We continue to add, tweak, and reinforce trainings to identify violent behavior to lower the frequency of injuries. As new programs, trainings, and interventions are developed, it will be critical that districts continue to share information and ideas to reduce injuries while improving learning for special needs students."*

### **What health or safety campaign has been most successful?**

*"In my experience, successful risk management is rarely about a single program or campaign, it's really an arena where the whole is greater than the sum of its parts. But like any field, there are keys that are critical to have in place to allow the components to work effectively. Whether it is workplace safety programs, trainings, student safety, site inspections, etc., the first key is fostering a culture of safety where staff, faculty, and administration take an active role in identifying unsafe conditions. Without an effective partnership with district staff and faculty, no program can be effective and it is critical that risk management remain engaged with employees about safety. The vast majority of employees understand the impact claims have on a district, and want to be part of a culture of safety; they're just looking for the tools to do that. The second key to a successful risk management program is providing those tools to employees, providing constant communication on potential risks to themselves and their students. More often than not, when employees feel that there is a sincere desire within their organization to keep them safe, they become eyes and ears identifying hazards that no single risk management department could possibly see."*

### **Is your partnership with WorkPartners successful?**

*"SMUSD's experience with WorkPartners has been successful on several fronts, including reducing wait times for injured employees, reducing the medical visits per injury, and reducing the time lost for injured employees. In my experience, employees make a direct connection between the district and the quality of healthcare service they receive at our partner clinics. When employees are dissatisfied with their level of care they receive, or feel their time is not valued due to excessive wait times at the clinic, they are less likely to be full partners in their recovery and return to work. In my time with SMUSD, we have had positive feedback from our employees on these points, and the rapid recovery rates have reinforced that."*

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### **What is your leadership philosophy?**

*“My leadership philosophy might best be described in one word, empowerment. Trust your employees and you’ll be impressed how far they can take you.”*

### **What is your favorite business quote?**

*“You have to be burning with an idea, or a problem, or a wrong that you want to right. If you're not passionate enough from the start, you'll never stick it out.” - Steve Jobs*

### **Anything else you would like to share with your peers?**

*“Always remember that we are in the business of risk management, not in risk elimination. The very nature of operating a school district, or any organization, brings with it certain risks. I’ve always felt that as the risk manager my job is to find ways to yes rather than looking for ways to say no. Each no educational program brings with it unique challenges that may at times make us as risk managers throw up the stop sign, but I try to always remember that those educational programs, despite their challenges, bring unique opportunities for kids. The art of risk management then is finding a way to bring those programs in in a way that is safe and sustainable.”*

#### **WorkPartners Occupational Health Specialists**

Located in North San Diego County, WorkPartners clinics are full service Occupational Health clinics dedicated to supporting the health and wellness of local employees. Learn more at [www.WorkPartnersOHS.com](http://www.WorkPartnersOHS.com).