

Oregon Military Department

Health & Wellness 2026-2028 Plan





OREGON MILITARY DEPARTMENT
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March 1, 2026

Oregon Health Authority/Public Employees' Benefit Board
State Agency Employee Wellness Manager
500 Summer St NE
Salem, OR 97301

RE: Oregon Military Department Health & Wellness Plan

The Oregon Military Department (OMD) fully supports the directives issued by the Governor's Office in Executive Order No. 17-01 requiring the development and maintenance of a two-year agency wellness plan. In compliance with this directive, OMD establishes its Health and Wellness Plan for the 2026–2028 biennium, as detailed herein.

OMD's commitment to health and wellness is demonstrated through our efforts to remain connected to our employees with their health and well-being first. Our employees are our most critical resource, and we are committed to fostering a supportive workplace environment that promotes physical, mental, emotional, and social wellness. OMD recognizes the unique needs of state employees and integrates health and wellness considerations into all personnel policies, programs, and daily practices.

Our agency maintains competence across all required skillsets to ensure mission readiness and successful mission completion. A healthy workforce is essential to operational effectiveness. By prioritizing preventative health, resilience, and access to wellness resources, OMD strengthens individual performance, reduces risk, and sustains the readiness required to accomplish assigned missions safely and effectively.

We are committed to the continuous improvement of the Oregon Military Department through comprehensive health and wellness initiatives. OMD continually evaluates and enhances organizational structures, systems, and policies that support long-term employee health, workforce sustainability, and organizational resilience. These efforts contribute to improved morale, retention, and overall effectiveness in service to the State of Oregon.

Through implementation of this Health and Wellness Plan, OMD reaffirms its dedication to promoting a culture of wellness and ensuring a healthy, resilient, and mission-ready workforce.

If you have any questions, the agency point-of-contact is Tracy Garcia, Human Resources Director for the Adjutant General's State Personnel (AGP) office, at 971-355-4097 or via email to tracy.garcia@omd.oregon.gov.

Respectfully,

Digitally signed by
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ALAN R. GRONEWOLD
Brigadier General
The Adjutant General



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Our Top Three

- 1. Be **Connected** to your people,
always put them first
- 2. Be **Competent** in your skillsets
and always complete the mission
- 3. Be **Committed** to improving the
Oregon National Guard and the
Oregon Military Department





Executive Summary

Purpose

This two-year plan aligns OMD wellness efforts with Executive Order 17-01 and PEBB guidance to strengthen employee health, reduce preventable costs, and sustain mission readiness.

Leadership Commitment

OMD leadership will continue to actively support wellness through participation in the Health & Wellness Committee, ongoing communications, and by modeling flexible, health-supportive behaviors. As the plan states, OMD “is committed to the continuous improvement of the Oregon Military Department through comprehensive health and wellness initiatives.”

Key Priorities

- Increase awareness and use of EAP and PEBB resources.
- Reduce injury and disability risk through safety and ergonomics.
- Promote physical activity, healthier nutrition, and tobacco cessation.
- Ensure equity, trauma-informed practices, and disability inclusion across activities.
- Maintain awareness for the importance of emotional wellbeing and resources for access to mental health support.



Introduction

The Oregon Military Department (OMD) values our employees who provide critical support to the Oregon National Guard and are committed to promoting and supporting health and wellness within its workforce. OMD recognizes that employee health and wellness contribute to higher levels of performance in the workplace and overall. These benefits result in reduced absenteeism, workplace injuries, improved morale, and decreased insurance utilization with associated costs.

OMD focuses on the primary factors that contribute to rising health care costs, including emotional health, physical inactivity, poor nutrition, and tobacco use. These factors are evaluated biennially in accordance with Executive Order 17-01, State Agency Employee Wellness.

Opportunity

The Oregon Military Department is committed to the ongoing development, implementation, and evaluation of workplace health and wellness initiatives as opportunities become available. The Department provides access to and promotes awareness of, DAS State Human Resources Policy 50-010-06 and OMD Agency Policy AGP-99.200.09, Employee Health & Wellness.

The agency develops a Health and Wellness Plan biannually and evaluates outcomes at the conclusion of each biennium to identify areas requiring increased focus. Identified areas are the basis for the development of future health and wellness plans, the reevaluation of current initiatives, and the adjustment of agency health and wellness goals to support continuous improvement and sustain positive outcomes.

Mission Statement

The mission of the Oregon Military Department is to promote and sustain organizational health by remaining connected to our people, encouraging employee engagement in healthy lifestyles, and supporting the development of effective wellness practices. The Department provides education and access to resources through comprehensive wellness programs designed to meet a broad range of individual health needs and to increase awareness of factors and services that support overall well-being.

In support of a competent and committed workforce, the Oregon Military Department empowers employees to take responsibility for their personal health, reduces absenteeism related to illness and stress, and cultivates a positive organizational culture that enhances performance, mission readiness, and quality of life for all employees.

Our Top Three:

1. Be **Connected** to your people, always putting them first.
2. Be **Competent** in our skillsets and always complete the mission.
3. Be **Committed** to improving the Oregon National Guard and the Oregon Military Department.





Agency Focus

The Oregon Military Department's Health & Wellness Plan promotes employee well-being and productivity by enhancing agency communications about available health and wellness opportunities and State of Oregon resources. The plan focuses on increasing awareness of positive health activities, encouraging voluntary adoption of healthier behaviors, and creating a supportive environment that enables sustainable lifestyle changes.

Keys to Success

The Oregon Military Department (OMD) recognizes five (5) key elements essential to a comprehensive workplace wellness program.

First, OMD ensures the availability of practical and accessible in-house wellness services. These include no-cost, on-site fitness facilities for employees and monthly awareness emails sent to every employee. The email includes a personal message that is shared with the employees about current events, so employees see the human, caring side of who we are and how to be thankful for the small things in life. We maintain ongoing communication with our employees to let them know we care about their choices and encourage them to make healthy ones as often as possible. We include a positive message to boost morale and show how being healthy in the workplace helps everyone bring their best every day.

Second, the Department promotes awareness of support benefits available beyond the agency, which are offered to all State of Oregon employees. These resources include, but are not limited to, Better Choices, Better Health; Employee Assistance Program (EAP) Emotional and Behavioral Health services; Healthy Team Healthy U; Tobacco Cessation programs; Virtual Lifestyle Management (VLM); WW (Weight Watchers); no-cost preventive services and influenza vaccinations; and local blood drive participation encouragement.

Third, OMD is committed to fostering a health-conscious work environment. The Department encourages the inclusion of healthy food options at agency events and promotes wellness through mindfulness of workplace noise levels, encouragement of regular and appropriate breaks, and emailed promotion of wellness initiatives. Where accessible, employees are offered access to walking paths and outdoor activity areas. OMD also reinforces compliance with non-smoking policies and statewide requirements, such as mandated use of seat belts in state vehicles.

Fourth, wellness is integrated through a strong emphasis on workplace safety. Employees are encouraged to participate in occupational safety and health education covering applicable safety standards and best practices. Maintaining an effective safety program ensures compliance with Occupational Safety and Health Administration (OSHA) regulations and strengthens the Department's overall safety culture. OMD has an established Safety Review Board that meets quarterly and requires participation from executive leadership. Chairs and co-chairs of the agency safety committees attend these meetings to provide a structured forum for employee feedback and executive action to address barriers. This collaborative approach supports proactive risk mitigation and contributes to employee well-being. As part of this effort, OMD also promotes and requires training on sexual harassment prevention, discrimination awareness, maintaining a harassment-free



workplace, and professional workplace conduct. Education on anti-harassment laws and policies equips employees with essential skills for a respectful, inclusive work environment.

Fifth, the Department prioritizes a supportive social and physical environment for all employees. OMD recognizes that employees who feel supported experience lower levels of stress and burnout, reducing the risk of associated health concerns. Managers are encouraged to consider flexible work schedules when feasible to allow employees to participate in health and wellness activities while continuing to meet the needs and position-specific requirements. Through sustained support of wellness initiatives, OMD seeks to enhance employee job satisfaction, strengthen engagement, and foster a deeper connection to individual roles and the Department's mission.

Expected Outcomes

It is anticipated that employees will report that the availability of wellness activities contributes to a positive work environment and supports healthier behaviors. The agency expects to observe strengthened team cohesion and an enhanced sense of camaraderie, reflected in more effective collaboration, mutual support, and a shared understanding that individual success is interconnected with collective outcomes. A supportive work environment of this nature is expected to contribute to reduced employee turnover, as employees who feel valued, engaged, and satisfied are less likely to seek employment opportunities elsewhere. Collectively, these outcomes are predicted to result in a more engaged, motivated workforce that is closely aligned with the Oregon Military Department's mission and values.

OMD recognizes that when employees feel safe and supported, they are more likely to share ideas and contribute openly. This environment not only supports workforce diversity but also encourages innovative and creative approaches to problem-solving, yielding benefits for both employees and the agency. To support these outcomes, OMD maintains open and transparent communication regarding its health and wellness goals and actively encourages employee participation in and support of wellness initiatives. Information related to health initiatives, wellness opportunities, and program updates are shared with employees during our semiannual committee meetings. In addition, OMD maintains a wellness webpage that provides accessible information and resources to support employee engagement with the Department's wellness objectives.



1. Agency Overview

The mission of the Oregon Military Department (OMD) is to support the State of Oregon and its soldiers, airmen, and civilian workforce by maintaining a ready, trained force capable of responding to contingencies within the state. The Department ensures preparedness to support civil authorities, protect communities, and execute assigned missions in alignment with state and federal requirements.

OMD is led by The Adjutant General (TAG), who is appointed by the Governor pursuant to Oregon Revised Statutes (ORS) 396.150. TAG serves as the Director of the Oregon Military Department and exercises command authority over 8,100 Service Members and 405 state employees. Reporting to TAG are subordinate state and federal commands, including the Chief of State Affairs; Joint and Domestic Operations (Federal); Land Component (Federal); and Air Component (Federal).

The Oregon Military Department serves both the State of Oregon and the United States. While the Oregon National Guard (ORNG) is commanded by the Governor, much of its funding is provided by the federal government. OMD's short- and long-term planning prioritizes its state mission, and the critical support provided to Oregon's citizens, while ensuring the ORNG maintains operational readiness in support of the National Military Strategy (NMS). Federal mission requirements are fully integrated into the Department's state planning and readiness framework.

TAG maintains command authority over the Chief of State Affairs, who in succession, manages and supports the state civilian workforce across multiple programs, including Adjutant General Installations (AGI), Adjutant General (State) Personnel (AGP), Adjutant General Comptroller (AGC), Oregon Youth Challenge Program (OYCP), STARBASE, Oregon Civil Defense Force (ORCDF), the Portland Air National Guard (PANG) Fire Department, the Kingsley Field Air National Guard (KFANG) Fire Department, and Security Forces (SF) and Civil Engineering (CE) operations at both Kingsley Field and Portland Air National Guard bases.

OMD has a broad range of programs and services, including facility management, construction and maintenance, environmental compliance, emergency preparedness and disaster response, youth education initiatives, firefighting services at air bases, statewide wildland fire services, military training sites, civil engineering, and a military museum. Internal operations supporting state employees include, but are not limited to, human resource management, state and federal budget administration, procurement and contracting, and payroll services. In addition, when military forces are activated by lawful authority—such as in response to invasion, disaster, insurrection, civil disturbance, or imminent threat—or when required for ceremonial functions, training, or the maintenance of law and order, OMD is responsible for administering human resource and payroll services for those Service Members called to State Active Duty (SAD).

The agency has three top priorities that are integrated into every aspect of our business, which are:

1. Be Connected to your people, always putting them first.
2. Be Competent in our skillsets and always complete the mission.
3. Be Committed to improving the Oregon National Guard and the Oregon Military Department.

OMD's strategic priorities unite soldiers, airmen, and civilian employees in the execution of the Department's mission in support of state and national objectives. Through the successful accomplishment of assigned tasks, OMD delivers trained and ready operational forces while serving as responsible stewards of public resources and cultivating strong partnerships essential to mission success. At the core of the organization are the dedicated leaders and personnel who execute the strategic plan and ensure its continuous improvement as the Department adapts to evolving state and national demands. Through this plan and future iterations, OMD remains positioned for the future—*Always Ready, Always There!*



2. Director's Overview

A comprehensive wellness program promotes healthy lifestyles and supports the reduction of health-related risks among employees. The Oregon Military Department (OMD) is committed to fostering this approach by supporting individual wellness goals and providing employees with access to resources and information necessary to develop and sustain a robust and effective agency wellness program. The Department continues to implement an employee wellness program that improves overall health outcomes, reduces absenteeism, enhances productivity, increases safety within the workplace, and contributes to the long-term reduction of healthcare costs for State of Oregon employees.

The Oregon Military Department is confident in its ability to effectively communicate the value of health and wellness through coordinated efforts involving managers, designated wellness representatives, and agency-wide communications. OMD has a long history of working alongside military service members and has consistently observed the positive impact of physical and mental well-being on workplace performance. The use of resilience-building tools—such as stress management techniques, balanced nutrition, regular physical activity, and individualized goal-setting—enhances employee effectiveness and increases opportunities for long-term success. Emphasizing prevention and increasing awareness of available care resources are critical components of promoting a healthy and resilient workforce. Employee health and wellness serve as the foundation for peak performance and operational readiness when the agency is called to action.

OMD recognizes that poor nutrition and insufficient physical activity contribute to both acute and chronic health conditions, while job-related stress and burnout are associated with adverse physical and mental health outcomes, including insomnia, depression, and cardiovascular disease. Such stress is often compounded by limited awareness of available resources and underdeveloped coping strategies. In some cases, individuals may turn to unhealthy coping mechanisms, including substance misuse. For this reason, the Department emphasizes the importance of utilizing health programs and benefits available through the Public Employees Benefit Board (PEBB) and related statewide offerings. OMD values the comprehensive benefits provided to employees and actively supports the dissemination of information related to work-life programs, including flexible work arrangements, financial planning resources, family and childcare support, transportation options, memberships and discounts, educational opportunities, and access to no-cost, on-site fitness facilities.

To further support employee awareness and engagement, OMD encourages participation in Uplift Oregon sessions focused on understanding employee benefits and integrates wellness and benefits information into mandatory New Employee Orientation training. Through these efforts, the Department seeks to ensure employees are informed, supported, and equipped to make sustainable wellness choices that benefit both the individual and the organization.

Agency Leadership

Leadership within the Oregon Military Department (OMD) is fully committed to ensuring employees have meaningful opportunities to be supported and participate in personal health and wellness initiatives. The Department recognizes employee well-being as a strategic priority that directly supports mission readiness and organizational effectiveness. This commitment is reinforced through active leadership engagement in wellness-related training and participation in Health and Wellness Committee meetings. OMD leadership understands that the integration of wellness initiatives is essential to effective recruitment, engagement, and retention of a



high-performing workforce. Employee productivity and performance are directly influenced by individual health and the overall workplace environment; therefore, leaders at all levels are encouraged to model healthy behaviors and promote awareness of personal well-being as an organizational value.

OMD leadership actively supports and participates in the agency's Health and Wellness Committee, which meets biannually. This workgroup collaborates across units to share best practices and coordinate efforts that promote health and wellness at both the local and agency-wide levels. Monthly the agency distributes emails that bring timely and relevant information on wellness engagement opportunities, available resources, and avenues for employee feedback. Additionally, seasonal safety communications are distributed during periods of extreme heat and cold to promote employee safety and awareness. Committee members and unit representatives further support these efforts by facilitating wellness-related discussions during unit meetings, informal engagements, and unit-level activities, as well as by sharing information and insights from biannual committee meetings. Committee meetings incorporate informative and interactive health-related training designed to increase awareness and engagement.

Leadership plays a central role in fostering a culture that integrates health and wellness into the overall employee experience at OMD. Agency leadership communicates regularly with staff to acknowledge the demands and stressors inherent in the work and to emphasize the importance of personal, emotional, mental, and physical well-being. Managers support employees' use of accrued leave for mental health purposes and the use of flexible scheduling, when operationally feasible, to accommodate medical appointments and wellness-related activities. Where job duties allow, management continues to support remote work arrangements to promote work-life balance. Leadership also ensures adherence to current safety protocols and compliance with the Americans with Disabilities Act (ADA), providing appropriate accommodations to maintain a safe and inclusive workplace for employees required to be on-site.

The Department conducts quarterly New Employee Orientation (NEO) sessions that include a comprehensive review of relevant policies and discussions related to employee health, wellness, and workplace safety. These sessions provide an open forum to ensure new employees clearly understand how OMD supports their well-being. Payroll staff participate in NEO to provide an overview of Public Employees Benefit Board (PEBB) benefits, including resources that support healthy living. Employees are guided to relevant online resources and informed of the tools available to them to support informed wellness decisions.

OMD leadership believes that the core responsibility of state government is to cultivate a workplace where employees can thrive, feel supported, and remain engaged—whether working on-site or remotely. The Department is confident that fostering such an environment enhances employee satisfaction, strengthens performance, and ultimately improves the quality of service provided to the citizens of Oregon.

The agency is guided by strategic priorities that are embedded across all health, wellness, and operational initiatives. Being connected to our people and always putting them first identified our people-centered engagement goal. We do this when we maintain continuous connections with our employees, ensuring their health, well-being, and readiness remain the foremost priority in all programs and decisions. Secondly, we maintain professional competency and mission readiness. This is achieved by sustaining a highly skilled workforce, upholding operational excellence, and ensuring successful mission accomplishments. Lastly, we have a high focus on an organizational commitment to continuous improvement. We demonstrate sustained commitment to strengthening the Oregon National Guard and the Oregon Military Department through strategic development, resilience initiatives, and enterprise-wide health and wellness advancement.



3. Current Status

The Oregon Military Department remains actively engaged in the communication and promotion of health and wellness initiatives across the agency. Since March 2020 when remote work was made an option for employees, the Department has continued to support those who are able to continue these types of working arrangements, where operationally feasible.

Due to the nature of the Department's mission, most employees continue to perform their duties on-site. These responsibilities include facilities construction and maintenance in support of National Guard operations; payroll and human resources processing for State Active Duty (SAD) members; civil engineering, security and firefighting services at two air bases. Positions requiring physical presence to maintain safety, security, and operational readiness remain workplace based.

Some administrative personnel whose duties do not require on-site security or facilities support were identified as eligible for remote work. The continuation of remote work options has expanded access to virtual meetings, training, and wellness initiatives. As a result, participation has increased in programs that were previously limited to in-person attendance.

This hybrid approach has enhanced engagement and enabled the Department to reach employees across all locations statewide, strengthening access, inclusion, and consistency in the delivery of health and wellness programming.

In January 2021, the Health and Wellness Policy was formally established. Concurrently, the agency convened a statewide Health and Wellness Workgroup composed of representatives from facilities across Oregon. The Oregon Military Department operates 52 facilities statewide, including four training sites and two air bases. Workgroup membership reflects this geographic diversity to ensure broad representation and coordination.

The Health and Wellness Workgroup meets biannually to develop and implement strategies that promote workplace health and wellness across all facilities. Meetings are conducted in the spring and fall to align with seasonal priorities and workforce needs. Spring meetings focus on preparation for summer-related health risks, including heat-related illness prevention. Fall meetings emphasize Open Enrollment awareness and preparation for winter-related challenges, including mental health concerns such as depression, isolation, and anxiety.

Each session addresses current and emerging issues to ensure members remain informed, engaged, and equipped to support health and wellness initiatives at the local level. The Workgroup provides a



structured forum for collaboration, information sharing, and coordinated implementation of department-wide wellness strategies.

The Oregon Military Department (OMD) provides employees with access to federally owned workout rooms, and coordinates participation in on-site blood drives at various locations. OMD collaborates with local coordinators to ensure timely and consistent distribution of health and wellness information to all personnel, as needed.

The Health and Wellness Workgroup supports both on-site and remote employees by sharing guidance on ergonomics, safe workplace practices, and effective work-from-home arrangements. In alignment with the State of Oregon's Work Reimagined framework, the agency has implemented tools and guidance to support hybrid workplace models where operationally appropriate. Supervisors have received training to effectively manage and support remote staff when such arrangements are available.

OMD maintains a dedicated internal Health and Wellness webpage that provides information on wellness topics and available employee resources. Information is further reinforced through distribution of monthly wellness-focused communications, as well as seasonal flyers in advance of winter and summer conditions, to inform employees about weather-related health considerations and workplace safety. These communications include practical guidance and links to additional resources. Local Health and Wellness Workgroup representatives support these efforts by posting materials, facilitating conversations, and promoting available programs and services.

In addition, statewide partners regularly distribute information that supports employee well-being. The Oregon Department of Administrative Services shares health and wellness updates; the Oregon Public Employees Retirement System (PERS) provides information related to financial wellness and retirement planning; and the Public Employees Benefit Board (PEBB), along with Uplift Oregon, distributes information regarding employee benefits and support services available to State of Oregon employees. These communications are reviewed during Health and Wellness Workgroup meetings and redistributed, as appropriate, to ensure employees have consistent access to relevant information.

Supporting comprehensive health and wellness is fundamental to the mission effectiveness, operational capability, and workforce readiness of the Oregon Military Department (OMD). A resilient and mission-ready workforce depends upon sustained investment in physical health, behavioral health, occupational safety, and overall employee well-being. Through deliberate communication strategies, optional training programs, and monthly wellness education resources, agency leadership remains firmly committed to cultivating a workplace culture that prioritizes prevention, early intervention, and continuous support. These efforts are aligned with OMD's three strategic priorities: Being Connected (fostering engagement and people-centered leadership), Being Competent (ensuring professional excellence and mission readiness), and Being Committed (driving organizational resilience and continuous improvement).

OMD will continue to actively promote accessible resources, wellness initiatives, and evidence-informed programs that strengthen healthy work environments, enhance morale, and mitigate risk factors affecting workforce performance. By supporting employees in achieving their individual health and wellness goals, the agency reinforces its commitment to operational readiness, retention, and long-term organizational sustainability.



4. Data

The Oregon Military Department (OMD) has a high level of complexity due to the variation between our approximately 38 armories/readiness centers, four training sites, existence on two major air bases, the unique attributes and employee concentrations distributed across the state including many in remote locations. OMD has chosen to use as a baseline for our data. How the effectiveness of our internal initiatives has impacted employees, the evidence-based data from the 2019 State Employee Wellness Survey (completed by over 16,500 state employees), the Canopy (previously known as Cascade Centers) Employee Assistance Program Reports for this period, and the State Accident and Insurance Fund (SAIF) Corporation Coordination information on Worker's Compensation claims. Our current data is derived from the Canopy reporting periods of June 1, 2022, through May 31, 2024. Combined, these are what we use to evaluate where our employees are within the timelines of the data sets used.

Employee Assistance Program utilization data from 2024 and 2025 was used to directly inform the Oregon Military Department's 2026–2028 Health & Wellness Plan. Analysis of utilization trends and presenting concerns identified key workforce needs related to mental and emotional health, stress management, grief, and Work/Family/Life supports. These findings guided the development of targeted wellness goals, strategies, and evaluation measures focused on early intervention, resilience, productivity, and continuous improvement. This data-driven approach ensures alignment with PEBB requirements while supporting a healthy, mission-ready workforce.

The Oregon Military Department (OMD) provides our State and Nation with trained and ready operational forces while also being effective stewards of our resources. Our goals include building and maintaining partnerships to support the key efforts of our mission and vision. The culture of our agency is to embrace the motto, “*Always Ready, Always There!*” We encourage our employees to engage in health and wellness activities in support of this attitude. Our top three priorities include being: *connected* to our employees, always putting them first; *competent* in our skills sets to provide the highest level of service and always completing our mission; and *committed* to improving the agency by showing action that moves us towards our primary goals.

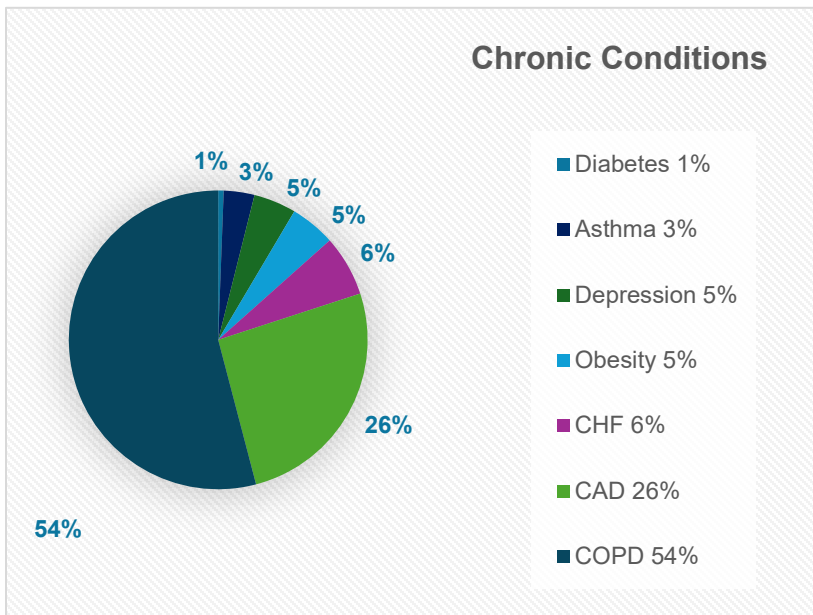
Chronic Conditions Report

Executive Order 17-01, *State Agency Employee Wellness*, directs executive branch agencies to establish two-year wellness plans detailing the agency's objectives and activities to assess and improve employee health. These plans are focused on the primary drivers of increased health care costs that include emotional health, lack of physical activity, poor nutrition, and tobacco use.

Oregon's PEBB and their medical providers contracted with Mercer Corporation to compile chronic health conditions for all enrolled PEBB employees (Providence & Moda) during the period of June 1, 2021, to May 31, 2024. Based on the information from the Mercer Corporation, the Oregon Military Department (OMD) showed chronic obstructive pulmonary disease (COPD) at the highest and Congestive Heart Failure (CHF) to be at the lowest within the spectrum.

The report showed an evaluation of an average employee count to be 51,9607 for all employees working for the State of Oregon. Of these employees, the risk score was 149.8. In specific areas the percentages showed (per 1000): asthma at 54.9; congestive heart failure (CHF) at 5.0; chronic obstructive pulmonary disease (COPD) at 6.5; coronary artery disease (CAD) at 18.7; depression at 209.5; diabetes at 156.0; and obesity at

Chronic Conditions



52.4. Percentages are tied to the overall PEBB rates. Example, the rate of diabetes among PEBB employees is 15.6%. The Oregon Military Department rated 3.2% lower than the PEBB rate and had an overall 1.90% risk score compared to all total PEBB employees. Risk score is a calculation of a person's expected cost based on the diagnosis of their claims. Based on each diagnosis, a member is assigned a typical cost value for that diagnosis. Their diagnoses, plus age, and gender are used to calculate the risk score. The difference in risk scores between members translates to the expected difference in their health care costs. Kaiser members are included in the total PEBB report, but the agency breakouts of the data presented in focus, are from Providence and Moda claims only.

Employee Assistance Program Impact Report

The Public Employees Benefit Board (PEBB) provides an Employee Assistance Program (EAP) as a no-cost, confidential benefit available to all State of Oregon employees and their eligible family members. The EAP offers support for a wide range of personal and work-related concerns. Currently available services include counseling, professional coaching, training opportunities, and interactive programs in the following areas:

- Counseling for personal concerns
- Coaching from licensed mental health professionals
- Identity theft support and recovery services
- Legal tools and resources
- Eldercare assistance
- Resource navigation and referral services
- Fertility health support
- Parenting resources
- Pet care support
- Gym membership discounts
- Financial wellness tools and education
- Health and wellness programs
- Housing support resources

These services are designed to promote overall well-being and provide employees and their families with accessible, comprehensive support.



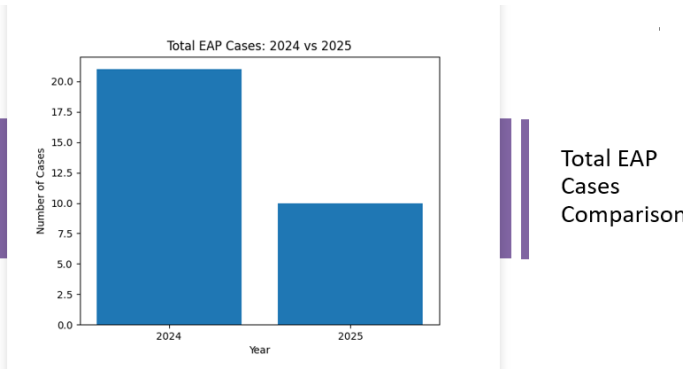
Written Comparative Analysis Report

Organization: Oregon Military Department
Vendor: Canopy EAP
Comparison Periods: Jan 1–Dec 31, 2024, vs. Jan 1–Dec 31, 2025
(Source reports: Oregon Military Department)

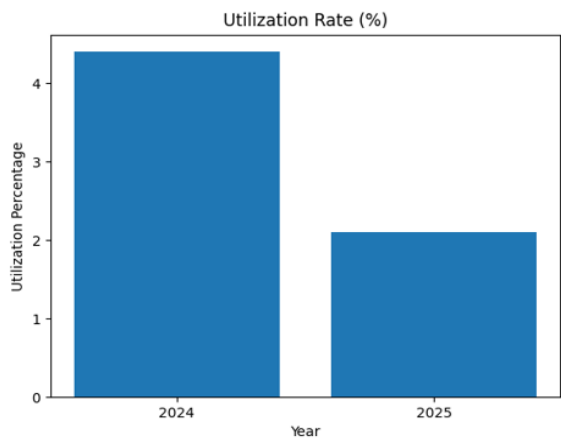
1. Executive Overview

A year-over-year analysis indicates a 52% reduction in total EAP utilization, declining from 4.4% in 2024 to 2.1% in 2025 (based on 476 average eligible employees).

Metric	2024	2025	Change
Total Cases	21	10	↓ 52%
Utilization Rate	4.4%	2.1%	↓ 2.3 pts
Clinical Cases	13 (62%)	4 (40%)	↓ volume & share
Work/Life Cases	8 (38%)	6 (60%)	↑ proportional share



Utilization Rate Comparison



2. Utilization Trends

2024

- Utilization within lower national benchmark range (3–8%)
- 100% self-referral
- No management consultations
- No group services
- No web portal engagement
- Higher clinical acuity:
 - Depression
 - PTSD
 - Marriage/Relationship stress
 - Grief



2025

- Utilization fell below national benchmark range
- Continued absence of:
 - Supervisory referrals
 - Organizational development services
- Reduced clinical demand
- Shift toward non-clinical services:
 - Legal
 - Housing Support
 - Identity Theft
 - Web engagement metrics

3. Service Mix Shift

2024: Clinical-Dominant

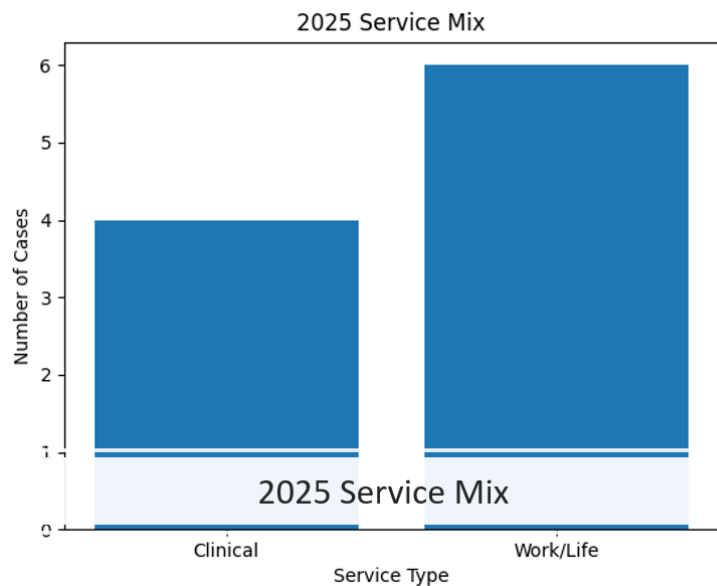
62% of cases involved clinical counseling services.

Suggests higher emotional or behavioral health need during this period.

2025: Work/Life-Dominant

60% of cases involved legal or housing assistance.

Indicates possible economic or stability-related stressors rather than acute mental health presentations.



4. Referral & Access Patterns

Both years demonstrate:

- 100% Self-Referral
- Zero Performance-Based Referrals
- Zero Management Consultations
- Zero Group Trainings
- Zero Recorded Web Users

This strongly suggests:

- Supervisory engagement opportunity
- Limited digital visibility or awareness
- Underutilized organizational-level EAP services



5. Risk & Organizational Implications

A. Utilization Risk

At 2.1%, 2025 utilization falls below typical public-sector benchmarks, indicating possible:

- Awareness gap
- Stigma-related underuse
- Reduced visibility of EAP benefits
- Workforce disengagement from support systems

B. Organizational Support Gap

Possible absence of:

- Management consultations
- Awareness of value within the EAP services
- Organizational development training

6. Strategic Observations

1. Utilization dropped below EAP benchmark range (3–8%).
2. 2024 showed higher clinical acuteness (PTSD, depression, relationship).
3. 2025 usage focused more on legal and housing support.
4. All utilization was self-referral in both years.
5. No digital engagement or web-based utilization recorded.

Possible Future Actions:

Increase Awareness Campaigning

- EAP awareness pushes
- Leadership endorsement messaging

Leverage Development Services

- Host internal EAP seminars
- Integrate more stress management training
- Teach management the benefits of offering resources to employees

Digital Engagement Strategy

Zero web users across both years suggests:

- Portal visibility issue
- Opportunity for additional QR-code usage

Activate Supervisory Referral Training

- Teach managers to identify when referrals may be needed
- Normalize EAP as a common topic

Promote Work/Life Services Strategically

Since 2025 demand skewed toward legal/housing:

- Target communications around financial stability resources
- Consider offering resources based on workforce economic realities

Leverage Organizational Development Services

- Request EAP seminars
- Integrate stress management training
- Utilize management consultation benefit

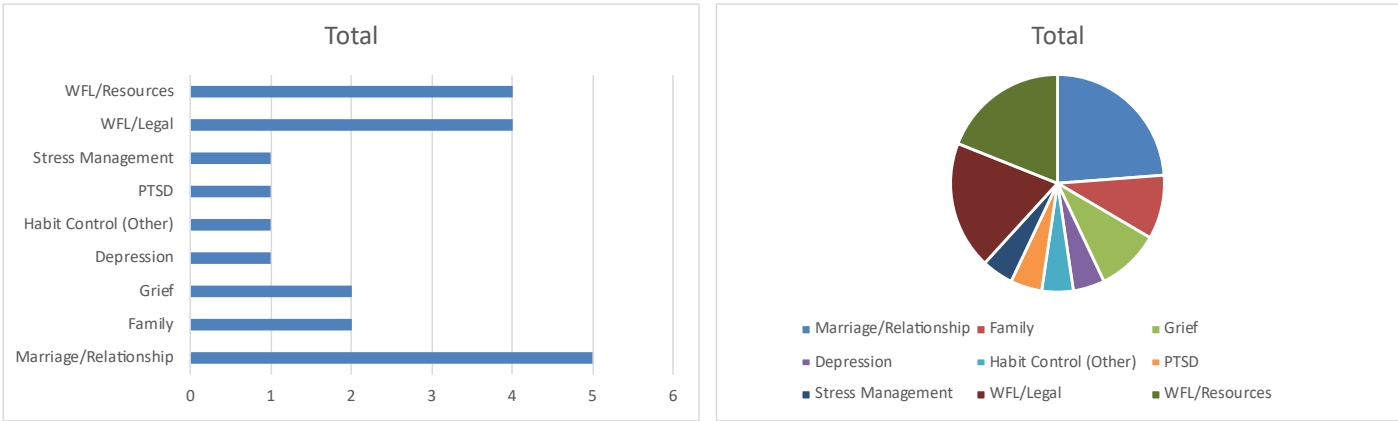


7. Overall Comparative Assessment

Dimension	2024	2025	Interpretation
Volume	Moderate	Low	Significant decline
Clinical Severity	Higher	Lower	Reduced acuity
Work/Life Demand	Moderate	Higher	Financial/legal stress signals
Leadership Engagement	None	None	Strategic opportunity
Digital Engagement	None	None	Underutilized channel

Bottom Line

2024 reflected moderate clinical need within expected public-sector norms.
2025 reflects underutilization and a pivot toward economic stabilization supports.



Reports indicate increased use of services related to marriage and relationship concerns, legal support, and employees contacting the EAP for general resource information. This suggests that communication efforts are resonating and that ongoing conversations are encouraging individuals to seek support when needed.

Greater engagement with available services can lead to meaningful outcomes for employees. Accessing these resources helps individuals strengthen their support systems, enhance overall well-being, and build on existing coping skills to better navigate future challenges.

Actively using supportive resources can reduce stress, improve job satisfaction, and increase productivity. Together, these benefits contribute to a healthier, more engaged, and more satisfied workforce overall.



Canopy's services have continued to improve each year. Communication has increased, their presence in new employee orientations has expanded, and the number of trainings offered has more than doubled. They consistently provide our representatives with colorful, informative materials to share with employees, ensuring everyone stays aware of available resources.

Through 24/7/365 support, innovative offerings, and skilled, compassionate professionals who genuinely care about their work, Canopy reinforces our commitment to fostering a positive and productive workplace. Their continued growth and responsiveness to employees' needs further demonstrate their dedication to meaningful support. We are grateful for these valuable benefits and for the accessibility they provide to all employees.

State Accident Insurance Fund Reports

This report presents a year-over-year comparison of Workers' Compensation (WC) claims for calendar years 2024 and 2025. The analysis is intended to support public accountability, risk oversight, and continuous improvement in employee safety and workforce sustainability.

Between 2024 and 2025, the agency experienced a reduction in total workers' compensation claims, incurred costs, and lost work time. These improvements indicate progress in workplace safety practices and claims management. While overall outcomes improved, disabling injuries continue to account for the majority of costs and lost time, underscoring the importance of ongoing prevention and early intervention efforts.

The State Accident Insurance Fund (SAIF) is a not-for-profit worker's compensation insurance company utilized by State of Oregon agencies for safety and wellness. The company provides training, information, guidance, and services around how to manage and prevent injuries in the workplace. The agency's SAIF Claims for January 1, 2024, to December 31, 2025, show a total of 40 reported injuries with an average of 404 employees per year. During the two-year period, of the 40 reported, seventeen (5) were denied, 28 were closed, four (4) were open, and three (3) were voided for various reasons. For the last reporting period, this is an increase in reports by three additional incidents.

2024 Location	Count by Location		2025 Location	Count by Location
Camp Rilea	7		Camp Rilea	2
Clackamas	1			
Kingsley Field	2		Kingsley Field	1
Kingsley Fire	3		Kingsley Fire	1
			Maj Gen George White HQ	2
OYCP	3		OYCP	3
PANG CE	1		PANG CE	2
PANG Fire	2		PANG Fire	1
Prineville	1			
			Salem JFHQ (Cherry)	4
Salem Armory	2			
Salem JFHQ	1			
			Volunteer	1



A comparative review of Workers' Compensation (WC) claims for calendar years 2024 and 2025 shows measurable improvement across all primary risk and cost indicators. Total claims incurred losses, and time-loss days all declined year over year. While disabling claims continue to represent the greatest financial and productivity risk, both their frequency and overall impact decreased in 2025. These trends suggest that targeted safety efforts and claim management practices have a positive effect, though continued focus on high-severity incidents remains critical.

Employee counts		
January 1, 2024 = 383		January 1, 2025 = 412
December 31, 2024 = 413	Average for both years	December 31, 2025 = 408
Average: 398 _a employees for 2024	404 employees	Average: 410 _a employees for 2025

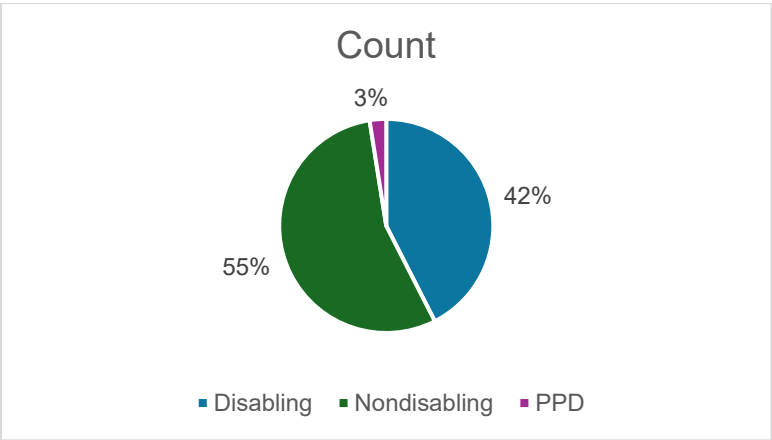
2021: One (1) ongoing disabling incident dated 08/03/2021. This continues to date.

2024

Camp Rilea in Warrenton had the highest number of reported injuries overall. The lowest counts were at Clackamas, Portland Air National Guard Base (PANG) Civil Engineer (CE), Salem Joint Force Head Quarters (JFHQ) and at in Prineville with one report at each location. Kingsley Fire Department and the Oregon Youth Challenge Program (OYCP) both reported three (3) injuries at each location. Kingsley Field, Salem Armory, and PANG Fire Department all reported two (2) injuries at each location. This totaled 23 reports for the year 2024.

2025

This year showed a reduction overall with only 17 reports filed. Salem JFHQ reported four (4) injuries, which were the highest overall. Reporting three (3) injuries was OYCP. PANG CE, Camp Rilea, and the Major General George White Head Quarters all reported two (2) injuries at each location. Kingsley Field and Fire, as well as PANG Fire, and one Volunteer all reported one (1) injury at each location.



Combining 2024 and 2025 reporting years, the injury types found 55% (22) of the claims were nondisabling, 3% (1) left the employee with a permanent partial disability, and 42% (17) were disabling the employee.



1. Claim Volume Trends

Key Interpretation

- Overall claim volume decreased by approximately **26%** from 2024 to 2025.
- Disabling claims declined by **30%**, indicating fewer high-impact incidents.

The reduction occurred without the compensating increase in nondisabling claims, suggesting a true reduction in injury occurrence.

Metric	2024	2025	Trend
Total Claims	23	17	↓ Decrease
Disabling Claims	10	7	↓ Decrease
Nondisabling Claims	12	10	↓ Decrease

Total Lost Days per Injury	Count
0	27
1	1
5	2
11	1
21	1
27	1
41	1
65	1
68	2
83.5	1
122	1
128	1
Total days lost:	645.5

The number of days lost totaled 645.5 days among 40 employees, of which 27 reported zero (0) days lost. Of the 13 employees who reported lost time, ranges varied from 1-128 days with six (6) employees who reported 65 days or more lost.

Metric	2024	2025	Trend
Total Incurred Loss	\$247,140	\$99,183	↓ Significant
Total Paid Loss	\$174,242	\$85,815	↓ Significant

2. Financial Impact Trends

Key Interpretation

- Total incurred loss declined by nearly **60%** year over year.
- Paid losses declined in parallel, indicating:
 - Improved loss control
 - Fewer high-cost claims entering the system
 - No evidence of deferred or under-reserved claims

3. Time Loss (Productivity) Trends

Key Interpretation

Metric	2024	2025	Trend
Total Time Loss Days	493.5	152	↓ Significant

- Time loss days declined by nearly **70%**.
- This represents a substantial improvement in workforce availability, operational continuity, and indirect cost containment.
- The data indicates fewer extended duration claims rather than shorter recoveries alone.

4. Claim Status Snapshot

Status	2024	2025
Open Claims	2	2
Closed Claims	16	12

Key Interpretation

- Open claim counts remained stable despite lower total claim volume.
- This suggests that ongoing cases may involve higher complexity or longer recovery periods and should continue to be monitored closely.

5. Risk Profile Observations

Severity Distribution

- Disabling claims continue to account for:
 - The majority of costs incurred
 - The majority of time loss days
- However, both metrics improved significantly in 2025.

Implicit Risk Drivers (based on claim descriptions)

- Manual material handling
- Tool and equipment use
- Environmental awareness and workspace constraints



Conclusion

The risk profile is increasingly concentrated rather than widespread, which supports targeted intervention strategies over broad, generalized training.

6. Overall Trend Assessment



Positive Indicators

- Sustained reduction in claim frequency
- Substantial decrease in financial exposure
- Dramatic improvement in lost-time outcomes

Ongoing Risk Considerations

- Disabling claims remain the primary cost driver
- A small number of incidents can reverse gains if not proactively mitigated
 - Location- and task-specific risks should remain a focus



7. Strategic Recommendations (Forward-Looking)

1. Maintain focus on high-severity prevention

- Ergonomics
- Tool safety
- Situational awareness in high-risk environments

2. Use 2025 as a performance baseline

- Establish measurable reduction targets for 2026
- Track disabling claim frequency as a primary key performance indicator (KPI)

3. Prioritize early intervention

- Rapid response to new claims
- Supervisor engagement during the first day's post-incident

4. Strategic Insight

A small reduction in disabling claims generated a disproportionately large financial benefit, reinforcing the importance of preventing high-severity injuries.

Closing Statement

The 2024–2025 trend data demonstrates meaningful progress in injury prevention, cost containment, and productivity protection. The downward trends observed from 2024 to 2025 demonstrate measurable progress in workplace safety and workers' compensation outcomes. Continued emphasis on prevention, early reporting, and timely claim management will be essential to sustaining these improvements and meeting accountability expectations.



5. Goals, Strategies, and Planned Actions

The Oregon Military Department has established a strong foundation to advance a comprehensive and effective employee wellness program. The agency consistently sets and reassesses goals to strengthen its commitment to a results-driven approach, ensuring the program enhances employee health and overall productivity. These goals are designed to boost morale and engagement, increase productivity and retention, reduce absenteeism, and help manage employer-sponsored healthcare costs.

The agency's Health & Wellness Committee meets twice annually to review and evaluate its goals, strategies, and action plans. These discussions are informed by ongoing efforts to communicate available resources, promote local-level activities, and incorporate employee feedback. This year, the committee expanded to include managers at all levels to broaden awareness, provide additional training opportunities, and strengthen organizational support. The committee's work is guided by principles of equity and grounded in evidence-based data collected and evaluated by the agency.

Equity

PEBB's commitment to advancing health equity is grounded in the Health Equity Framework developed by Healthier Together Oregon. Its vision is that Oregon will be a place where individuals of every race, ethnicity, disability status, gender, sexual orientation, socioeconomic background, nationality, and geographic location can achieve health and well-being throughout their lives.

Priority populations include, but are not limited to, individuals who are:

- Black, Indigenous, People of Color, and American Indian/Alaska Native (BIPOC-AI/AN);
- low income;
- living with disabilities (see Guidelines for Disability Inclusion in this document);
- identifying as LGBTQIA2S+ (including Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Intersex, Asexual, Two-Spirit, questioning, and other affirming identities);
- residing in rural communities.

The Governor's Office of Diversity, Equity, and Inclusion has issued a framework to guide all state agencies in centering equity and racial justice in their work. Key actions relevant to wellness initiatives include adopting inclusive communication practices and fostering workplaces that are safe, inclusive, and accessible for all employees.

The Oregon Military Department intentionally seeks out and values diverse voices and perspectives—including those not traditionally represented—when planning and implementing wellness programs and activities. The agency strives to ensure broad participation in decision-making processes, particularly for agency-wide initiatives. Committees established at both the agency and local levels include representation from priority populations, reflective of the current workforce. Additionally, communications are distributed to all employees to promote transparency, inclusivity, and broad engagement.

Evidence-based

Our evidence-based guidelines are informed by the best available data. Information gathered from the State Employee Wellness Survey, Canopy (formerly Cascade Centers) Employee Assistance Program reports, and the State Accident and Insurance Fund (SAIF) Corporation helps the agency



identify areas for improvement and prioritize future wellness initiatives. These data sources guide decision-making and highlight opportunities for continued growth.

The agency benefits from a strong, well-organized leadership team that actively supports employee wellness efforts. This leadership focus promotes positive outcomes, including improved health, reduced medical costs, increased participation in wellness programs, and stronger employee perceptions of organizational support for their well-being.

In addition, the agency is utilizing Gallup engagement surveys and will incorporate relevant findings into this plan as appropriate in future updates.

Agency Goals

The Oregon Military Department will continue to strive toward our previously identified ongoing and future goals to strengthen its health and wellness efforts.

These goals include, but are not limited to, the following:

A) Agency Organization:

Enhance the agency's wellness infrastructure by continuing to build awareness, knowledge, and support across all levels of the organization to ensure successful implementation of the wellness plan.

B) Participation:

Increase employee engagement in available wellness programs by promoting resources offered through PEBB, including Canopy; WW (Weight Watchers); Omada; Kaia Health; Healthy You; and health plan benefits available through Kaiser Permanente, Moda Health, and Providence Health. Regular reminders will be shared to reinforce awareness and encourage utilization of these programs.

C) Organizational Supports:

Continue distributing the monthly diversity calendar, which highlights monthly observances and integrates wellness messaging. These communications are developed collaboratively by the Affirmative Action/Diversity, Equity, Inclusion, and Belonging representative and the Health & Wellness Committee, with ongoing input from agency leadership, and input from individual employees on a regular basis.

D) Tobacco Use:

Continue to post flyers that address tobacco cessation as it is the cause of preventable chronic disease and increased healthcare costs. The agency will share cessation resources in the monthly wellness emails and on the Wellness webpage, including information about secondhand smoke in remote work settings, and reinforce that all state properties are tobacco-free.

E) Physical Activity:

Promote physical activity to help prevent and manage chronic conditions and reduce healthcare costs. The monthly resource email will continue to highlight fitness opportunities. Trainers will be asked to encourage movement breaks during meetings lasting 90 minutes or longer and encourage starting meetings five minutes later to allow for brief breaks between scheduled meetings. The agency will also continue to promote participation in healthy activities to help reduce chronic disease risk and associated healthcare expenses.

F) Healthy Foods:

Encourage healthier food options at agency events and through regular communications. Emphasis will be



placed on improving nutrition to help prevent or manage chronic disease and reduce healthcare costs. The agency will also continue to promote participation in the annual Governor's Food Drive.

G) Emotional Health:

Schedule an annual informational session with Canopy to increase employee familiarity with available services and encourage use of online resources. Information about the Canopy Employee Assistance Program will also remain a consistent component of the monthly resources email that is sent to all employees.



6. Resources

PEBB

- [Kaiser](#)
- [Moda](#)
- [Providence](#)
- [PEBB Wellness Programs](#)

Agencies and organizations

- [Centers for Disease Prevention and Control Workplace Health Promotion](#)
- [NIOSH's Total Worker Health](#)
- [Oregon Healthy Workforce Center](#)
- [PEBB](#)
- [SAIF Integrating health and safety](#)
- [Wellness Council of America \(WELCOA\)](#)
- [Department of Administrative Services Work Reimagined](#)

Safety Review Board	Health & Wellness Committee	Diversity,Equity,Inclusion,&Belonging
Sara Wassam, Safety Specialist, Chairperson	Tracy Garcia, Chair	Tracy Garcia, DEIB Officer, Equity Leader
Cherie Cline, Exec. Asst to CSA	Micky Garrett, Co-chair / Coordinator	Micky Garrett, Agency Representative
Tracy Garcia, State HR Personnel Director	Jacob Ardent, Secretary	Adam Giblin, AGC Director, CFO, Lead for COBID Contracting and Procurement
Sean McCormick, OMD Deputy Chief of State Affairs (CSA)	Sara Wassam, Safety Manager	Shawn Potapoff, Agency Recruiter
Jim Arnold, AGI Director	Melissa Carter, Payroll/Benefits Analyst	David Sutterfield, OYCP, Social Media & Advertising Manager
Adam Giblin, AGC Director, CFO		Jordan Brown, STARBASE State Director
Frank Tallman, OYCP Director		Tim Gilbert, AGI Operations Manager
Brad Melendy, CIO, AGIT		

Committee members are voluntary, employee-driven groups organized around the shared interests and backgrounds of members. Committees promote diversity, equity and inclusion, and support community building, mentorship and learning opportunities. Committees serve as a communication channel among staff and leadership. The agency continues to grow in diversity by employing individuals from different demographic groups.

Mental Health

- [Griefshare](#) Find free, in-person grief recovery support group across the country
- [NAMI](#) (National Alliance on Mental Illness) Support and education for people affected by mental illness. Helpline: M -F, 10 a.m. – 8 p.m. (ET), 1-800-950-NAMI (6264) or info@nami.org
- [Mental Health America](#) (MHA) Addressing the needs of those living with mental illness and to promoting the overall mental health of all Americans.
- [Anxiety and Depression Association of America](#) (ADAA) Current treatment and research information and access free resources and support.
- [American Foundation for Suicide Prevention](#) (AFSP) Raises awareness, funds scientific research and provides resources and aid to those affected by suicide.
- [FindYourWords](#) Mental health stigma reduction public health campaign



- [The Unlone Project](#). Building community in social isolation

Behavioral Health

- [Schizophrenia and Related Disorders Alliance of America](#) (SARDAA) Offers recovery through support programs, education, collaboration, and advocacy.
- [Depression and Bipolar Support Alliance](#) (DBSA) Education to help people with diagnoses and their loved ones to know what mood disorders are, and what can be done for treatment and management.
- [American Autism Association](#) Help for families and individuals affected by autism.
- [National Eating Disorders Association](#) (NEDA) Dedicated to supporting individuals and families affected by eating disorders.

Addiction

- [Alcoholics Anonymous](#) International fellowship of men and women who have had a drinking problem
- [Al-Anon and Alateen](#) Mutual support group for people whose lives have been affected by someone else's drinking.
- [Celebrate Recovery](#) Christ-centered, 12 step recovery program
- [Refuge Recovery](#) Buddhist-oriented recovery program
- [Self-Management and Recovery Training](#) (SMART) Secular sobriety support group for people with a variety of addictions
- [Shatter Proof™](#) Dedicated to ending the devastation addiction causes families
- [Double Trouble in Recovery](#) 12 step program for people managing both a substance use disorder and mental illness
- [CheckUp & Choices](#) Moderate drinking program focused on reducing alcohol and drug programs, but not requiring abstinence like AA and NA.
- [Narcotics Anonymous](#) Recovery from the effects of addiction

Hotlines

- [The National Sexual Assault Telephone Hotline](#): Call 1-800-656-HOPE (4673) to connect with a trained staff member in your area
- [The Steve Fund](#): Young people of color can text "STEVE" to 741741 to connect with a trained crisis counselor, 24 hours a day, 7 days a week
- [The Trevor Project Resources](#): If you're a young person in crisis, feeling suicidal, or in need of a safe and judgement-free place to talk call 1-866-488-7386, instant-message a counselor on their website, or text "START" to 678678, 24 hours a day, 7 days a week,
- [Trans Lifeline](#): Call 1-877-565-8860 24 hours a day, 7 days a week. Trans Lifeline is a trans-led organization.



Our Top Three

1. Be **Connected** to your people,
always put them first
2. Be **Competent** in your skillsets
and always complete the mission
3. Be **Committed** to improving the
Oregon National Guard and the
Oregon Military Department

