



MEDICAL DIRECTOR REPORT

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Welcome to the OEHN Medical Director Report Publication. OEHN delivers premier onsite Medical Director leadership and program oversight for employee and occupational health departments across the country. Its network of hospital clinics and a local, regional, and national network of occupational medicine resources provide labor unions, organizations, hospitals, disability management providers, and the government with a comprehensive portfolio of occupational medicine solutions. This quarter we will focus on the psychological services provided through OEHN. On behalf of the entire staff at OEHN, [thanks for reading.](#)

Regards,

Thomas H. Winters, MD, Principal and Chief Medical Officer

OEHN: *Focusing on Psychological Services*

David Rosmarin, MD

Millender Series

OEHN TEAM

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Dr. Rosmarin has 20 years experience in criminal, civil, and occupational matters in Forensic Psychiatry. Dr. Rosmarin evaluates employees for fitness-for-duty, FMLA and reasonable accommodation claims, as well as workplace harassment incidents and emotional damages claims. He also provides complex disability evaluations, including those for employees with contested disability claims involving both physical and psychiatric bases. Dr. Rosmarin has performed personality assessment consultations ranging from “difficult” employees to dysfunctional senior-most management. As a consultant to senior management, Dr. Rosmarin provides threat and security assessments, personality evaluations of new hires, and discreet psychiatric services. He also provides risk management consultation, including critical incident debriefing and litigation support services.

Dr. Rosmarin is a graduate of Boston University School of Medicine and served his internship at Boston City Hospital. He went on to a residency at the University of Massachusetts Medical Center where he was Chief Resident in Forensic Psychiatry and a Special Student

This year’s OEHN and New England Baptist Hospital Lewis H. Millender, MD Educational Series topic is: [“Risk vs Benefits of Short/ Long Term Opioid Use & the Psychiatrist at the Workplace”](#). It will be held on February 12, 2008 in Waltham, MA.

Dr. David Rosmarin and Dr. Brian Johnson (a member of OEHN’s Psychiatric Services staff and Assistant Clinical Professor at Harvard Medical School) are featured speakers.

This year’s CME and CEU accredited series topics include: How to identify the risk vs benefits of opiates for pain relief and the non-addictive treatment options for chronic pain. It will also discuss the importance of psychiatric consultation in the hiring process, fitness for duty and disability evaluations.

OEHN Announces Occupational Health Achievement Award

OEHN will present the first Occupational Health Achievement Award at this year’s Millender Conference being held at Waltham Woods Conference Center. The award will recognize an individual who has demonstrated exceptional performance, dedication and tireless effort to the field of Occupational Health. OEHN will award the “Occupational Health Achievement Award” on a yearly basis.

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OEHN *Psychological Services:*

It is the goal of OEHN to work cooperatively with our clients to create employee health programs that meet the unique needs of both employers and employees. This approach ultimately creates a healthier, more productive workforce which is especially critical in the current economy. The focused care of employees improves the health of small, medium and large employee populations and, ultimately, impacts the quality and cost of care for society in general. This focused care includes Pre-employment evaluation that is conducted before an individual is hired. A Fitness for Duty Assessment is performed when there is concern about the behavior of an employee. Anger Management seminars are also offered which teach your employees how to reduce both emotional feelings and the physiological arousal that anger causes.

Fitness for Duty

Introduction

The central purpose of an Fitness for Duty Evaluation (FFDE) is to determine whether the employee is able to safely and effectively perform his or her essential job functions.

When is a Fitness for Duty Evaluation Requested

A Fitness for Duty Evaluation is typically requested whenever there is an objective basis for believing an employee may be unable to safely or effectively perform his or her duties due to psychological factors.

This evaluation is often called when the appointing authority has raised a serious concern about an employee, whether it be a police officer, a firefighter or a medical service provider such as a doctor, nurse or allied health professional.

A Fitness for Duty Evaluation include Psychological Tests and Face to Face clinical interviews

OEHN's psychological team, who include Dr. David Rosmarin and Dr. Robert Mullaly bring a wide range of clinical experience to the task of Fitness for Duty. The combination of psychological tests and interviews represent an essential aspect of the assessment process. This process, which can include extensive psychological testing always involves direct, face-to-face clinical interview(s), which can extend to several hours in complex, compelling cases.

Fitness for Duty: Psychology and the Law

The Fitness for Duty Evaluation has a direct relationship between psychology and the law, especially the laws governing employment and by extension disability, notably, the disability acts and related case law. The interaction of psychology and law in the Fitness for Duty Evaluation is clear and demanding, calling for adherence to the highest ethical and legal standards. The demands and expectations of the Fitness for Duty Evaluation are considerable, especially when applied to public safety personnel.

Pre-employment Evaluation

Experience has taught us that although a person cannot evaluate performance as, say a surgeon's tasks – we can look at the psychological components that reduces training supervision and improves work performance.

Introduction

Psychologists have been involved in the job screening and selection process for years. World War II and the Selective Service Act witnessed the development of more reliable psychological tests and procedures for the selection of military personnel. The process has continued and more recently has extended to the pre-employment process for persons with public safety positions.

When is a Pre-employment Evaluation Requested

Law Enforcement, and Fire and Rescue Personnel (Emergency Medical Technicians, Paramedics) are the most popular areas requesting Pre-employment evaluations. There has also been an extension to other personnel areas with high levels of sensitivity and risk pertaining to public safety, including a range of medical personnel, not only Emergency Medical personnel but also other direct care medical personnel, including doctors, nurses and other medical/technical support staff such as laboratory personnel.

Evaluation Includes a System of Screens

OEHN uses a series of screens to determine if an individual is fit for the current position. This screening includes: interviews, reference tests, psychological tests. OEHN begin the process by interviewing each candidate about their character. They talk with them about their family tradition, and sense of duty as it relates to their chosen profession.

Contact OEHN at 1.888.291.0653 or visit our web site (www.oehn.net) for more details about all of OEHN's Psychological Services.

OEHN Psychological Services (continued): Anger Management

Anger is a completely normal, usually healthy, human emotion. But when it gets out of control and turns destructive, it can lead to problems—problems at work, in an employee’s personal relationship, and in the overall quality of life. Anger can make a person feel as though they are at the mercy of an unpredictable and powerful emotion.

When is Anger Management Required

Anger management trainings are primarily required for a few or several employees who are seen to be behaving in aggressive or hostile ways towards other employees. This type of behavior is unacceptable in a work environment and can ultimately cost corporations thousands, even millions of dollars in lack of productively, law suits, and decreased morale.

Curriculum Focuses on Stress Management

OEHN’s workplace programs use our highly acclaimed anger management curriculum, which focuses on skills in stress management, forgiveness, empathy, having better judgment and impulse control, improving self-talk, improving calming skills, and employing more assertive communication. This program has gained acclaim from Human Resource directors who are extremely impressed with the training and employee feedback was sensational. Workplace anger management programs are both a cost savings to corporations and are a necessary tool for improving workplace anger and aggression.

To learn more about our workplace programs contact OEHN at 508.251.7260 or visit our website: www.OEHN.net

OEHN Knowledge Corner: Common Psychological Tests

OEHN utilizes psychological evaluations which incorporate an in-depth interview techniques along with several standardized tests of personality, cognitive ability, and personal background to arrive at an accurate assessment of behavior or potential psychological problems. OEHN works with the referring source to determine the best selection of tests for the specific candidate in question. Some of the psychological tests that OEHN administers are shown in the following table.

Minnesota Multiphasic Personality Inventory - 2 (MMPI-2)	Commonly used to help identify personal, social, and behavioral problems. The test helps provide relevant information to aid in problem identification and diagnosis.
Rotter Sentence Completion Test	A projective test where you are given a series of incomplete sentences that you are to complete, or finish which can enable the evaluator to make some judgments about your psychological state of mind.
Rorschach Inkblot Test	Commonly used to examine personality characteristics and emotional functioning.
Wechsler Adult Intelligence Scale -III (WAIS-III)	A common measure of intelligence
Wechsler Memory Scale -III (WMS-III)	A common measure of memory.

David Rosmarin, MD

Continued from Page 1.

at Harvard Law School. Dr. Rosmarin currently has a clinical appointment at Harvard Medical School. He is Board Certified in both Psychiatry and Forensic Psychiatry, authoring the Boards in Forensic Psychiatry for several years. Dr. Rosmarin provides consultation services for private companies, police departments, and municipalities. He chairs the Committee on Peer Review of Psychiatric Testimony for the American Academy of Psychiatry and the Law. He has also received the American Psychiatric Association Distinguished Life Fellow Award.

Robert Mullaly, PhD, ABPP

Dr. Mullaly is also a member of OEHN’s Psychological Staff. He is a Board Certified, Licensed Psychologist with extensive experience working with police, fire and law

enforcement departments. He has over thirty years of broad-based professional knowledge in such areas as medical disability, school and court ordered psychological evaluations, testing, clinical consultations, employee assistance program consulting and out-patient private practice. Dr. Mullaly earned his degree in Clinical Psychology from the University of Tennessee. He has taught at numerous colleges and universities, including: Northeastern University, Endicott College and Virginia Tech.

Dr. Mullaly is the author of numerous books and professional articles in the areas of chemical dependency and schizophrenia. Dr. Mullaly wrote and published the popular book entitled "Cocaine, From Magic to Madness", that has been extensively used by clients, families, and clinical professionals. He has delivered workshops on over 100 occasions throughout the U.S.

OEHN Special Report: Tackling Stress in The Workplace

The Journal of Occupational and Environmental Medicine states that health care expenditures are nearly 50% greater for workers who report high levels of stress. "Nearly a quarter of workers have high job stress and are drained and used up at the end of the day," says the National Institute for Occupational Safety and Health (NIOSH). "The most dramatic change we have seen is the rapid increase, in a relatively short period of time, in the number of workers working longer hours. In the space of a generation, the number of hours Americans work each week has increased by 8 percent to an average of 47 hours. And 20 percent of the American workforce is now working 49 hours per week."

With huge potential effects, the question every organization needs to ask is: how do we address stress as a strategic HR issue?

Psychologists working with the HSE (Cox et al, 2000) describe three levels of stress management intervention that can be implemented by organizations and individuals:

Identifying and tackling stress at its source is the most effective intervention. Research has found that stress audits tailored to the organization have more impact on stress, health and well-being than generic questionnaires. Among the sources of stress that can be tackled directly through improved HR processes, Plenty (2003) identified

inappropriate management style, and individual mismatch with job. Stress must be dealt with effectively when it arises. Stress awareness / management training makes a difference and the more focused it is the better. Thompson et al (2003) found that increasing participation and autonomy (for example through team building) were most successful in improving wellbeing and performance.

Sweeping up when stress has already caused damage. Focused workplace counseling, along with primary and secondary interventions, can make a positive difference. The more proactive and targeted your approach to stress, the better the result.

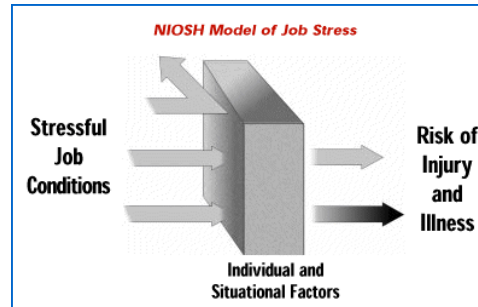
Focus on what stress means for your organization and employees.

Reduce stress hotspots at it's source.

Consider the effectiveness of key teams and management styles.

Evaluate individuals job fit and their capacity to deal with stress.

Autonomy (for example through team building) were most successful in improving wellbeing and performance.



References: National Institute for Occupational Safety and Health (NIOSH) <http://www.cdc.gov/niosh/stresswk.html>
Occupational Psychology Services (OPS): <http://www.opsitd.com/>
APA Monitor: <http://www.apa.org/monitor>

OEHN Feedback Corner: Interview with Dr. David Rosmarin

OEHN Interviewed Dr. David Rosmarin, Chief of OEHN Psychiatric Services, to hear his thoughts on OEHN and Forensic Psychiatry.



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Q: Dr. Rosmarin, what led you to decide on a specialty in forensic psychiatry?

A: I was introduced to this field, when I was doing my residency in psychiatry, by a psychiatric scholar named Paul Appelbaum, who is the preeminent forensic psychiatrist in the country. I found the issues around the intersection of the law and psychiatry compelling and fascinating.

Q: Why do you say fascinating?

A: Both psychiatry and law are broad, complex and often ambiguous areas. Combining them raises difficult and interesting questions. Psychiatry involves human behavior and much of the law involves personal responsibilities and various mental capacities such as: competencies to make a will, refuse treatment, stand trial, or carry a firearm.

Q: What are the most challenging areas of your job?

A: There are few happy cases in forensic psychiatry. Someone is charged with a serious crime and in jail or in the middle of a legal or occupational dispute. One of the most challenging issues is the fact that everyone whom I examine is under extreme stress. They are being committed to a hospital against their will; or medicated against their will; they may be grossly psychotic; or they may be in the middle of a civil dispute about whether they can continue their job or not. It is highly contentious. On the other side, I strive, when possible, to find an accommodation that suits both

sides. For example, an employee initially denying any job issues or impairments might be willing to implicitly acknowledge these and permit therapeutic intervention; while an over-critical manager might be helped with alternative management techniques—thus sparing both sides a legal dispute.

Q: Talk about some of the unique services you provide today?

A: My practice ranges from criminal law (legal sanity and competency to stand trial) to civil matters. In civil matters, much of it has to do with employment issues: Is someone dangerous because they have uttered or insinuated a threat? Does someone have a mental or substance abuse condition that impairs him or her from doing a job safely? Or, in cases where there is a high degree of financial incentive, is there an element of exaggeration or malingering in a claim for disability or emotional damages? One has to understand the legal context of these questions and produce a report that is scientifically valid and legally sound.

Q: Would you like to say anything about the work you do with OEHN?

It is a highly professional medical group that has brought me challenging and diverse employment consultations.

Read more about Dr. Rosmarin beginning on Page 1 of this newsletter.