



1 Services, Manager for the last three years and who has been at Employee Health Services for  
2 the last four years.

3 Tiana is going to be doing the bulk of the presentation. She's  
4 a graduate of the Bermuda College and Dalhousie University. She's also a Dialysis Nurse.  
5 She's also very interested in Geriatrics. She's a wonderful Manager and without further  
6 adieu I'll let her get on with the presentation.

7 CHAIR PERSON Okay, I think we'll do our own...

8 Yes, MP Jeff Sousa.

9 James Jardine, Independent Senator.

10 I am Joan Dillas-Wright. I'm also an Independent Senator  
11 and Chairperson, of this Joint Select Committee that's looking into inventing a programme for  
12 drug testing of Parliamentarians.

13 Eudora Browne-Lister

14 Nandi Outerbridge

15 CHAIR PERSON And we have also with us Ms. Goodman.

16 DORIS GOODMAN Doris Goodman, Reporting and Transcription Services

17 VERNEIL SIMONS Verneil Simons, transcriber.

18 CHAIR PERSON Good. So now with the introductions over we can start, so  
19 we'll hand over to you now, Tiana.

20 TIANA OUTERBRIDGE Good afternoon everyone. Thank you for having the BHB...  
21 extending the invitation to explain about our Drug Screening Programme.

22 VOICE You need to plug in the projector

23 CHAIR PERSON Oh sorry, I beg your pardon I didn't realize it was not plugged  
24 in.

1 CHATTER [completing set up of projector...okay let's see...and then  
2 you press the button, I think the red button...let it warm up a bit]

3 TIANA OUTERBRIDGE Thanks again for having us. The Drug Screening Programme  
4 at Bermuda Hospitals Board, BHB, was established in 1997. It was established as part of  
5 BHB's commitment to provide a safe, healthy and productive work environment. So it is  
6 administered by our Human Resources Department and that's where the Employee Health  
7 Services as well as our Employee Relations Manager fall under.

8 Why implement a drug screening programme? So when the  
9 powers that be established a programme back then they looked at the benefits of a drug free  
10 workplace and first and foremost it addresses increased patient safety, so working in the  
11 Health Care profession that's our first and foremost priority to ensure that our patients are  
12 safe. It also helps to reduce absenteeism, lateness, sick leave and those cost associated with  
13 that. It helps to reduce staff discipline problems, reduces worker's compensation costs, it  
14 improves our customer satisfaction and increase productivity of our staff as well as improved  
15 staff morale, motivation, as well as improved community image. We are such a small  
16 community that is also very important in ensuring that we have integrity, accountability and  
17 support from our service users, as well as it improves the overall health and safety of our  
18 staff.

19 So the two Policies that actually govern our Drug Screen  
20 Programme and they fall under the Human Resources remit, that is our Hiring Policy as well  
21 as our Substance Abuse & Misuse Policy.

22 Now, our Substance Abuse & Misuse Policy was created as a  
23 collaborative effort. It involved a Joint Union Management Committee, or JUMC, whose  
24 chief function was to ensure that the policy is adhered to by all parties and they make  
25 recommendations for changes. That Committee comprises Bermuda Hospitals Board  
26 Management which includes our Employee Relations Manager, The Bermuda Industrial  
27 Union, The Bermuda Public Services Union and the Employee Health Services Physician as

1 well as our Turning Point Physician. The Turning Point, if you're not aware, is the rehab or  
2 detox portion of the hospital that deals with drug use and abuse.

3 So at the present time we drug screen all Bermuda Hospitals  
4 Board potential hires, any Bermuda Hospitals Board employee. Right now we do suspicion or  
5 for cause testing, so we do pre-employment and then if any employee is demonstrating any  
6 effects of being under the influence or if the Manager is concerned of suspicious behaviour,  
7 or maybe they have been seen to be participating in illegal activity on the premises, then any  
8 Bermuda Hospitals Board employee can be drug screened.

9 We do not do random testing.

10 All Physicians that request hospital privileges are tested  
11 upon pre-employment and all students that participate in our student programmes, and we  
12 also conduct drug screening for community organizations as well as some government  
13 departments. So those organizations will have their own established policies and we'll  
14 conduct the testing according to their wishes, which is generally pre-employment.

15 We request that all persons who are to be drug screened  
16 sign a consent and release from liability so that ensures that they're consenting to the  
17 procedure as well as it releases us from any liability that may arise from termination or  
18 rejecting an offer of employment.

19 If any employee or potential employee refuses to participate  
20 or they have positive test results, they are cause for rejection of an application or offer of  
21 employment or disciplinary action up to and including termination. And in the case where  
22 we have an existing employee who is tested who may refuse to participate or who has  
23 positive test results our first and foremost plan of action is to provide support for that  
24 employee. So we do offer them Employee Assistance Programme and we do try to  
25 rehabilitate them before actually terminating that employee.

26 Potential hires we simply find them unfit for employment.

1 SEN JARDINE Can I ask a question... do you mind if I ask questions as we go  
2 along or would you prefer to wait to the end?

3 TIANA OUTERBRIDGE Yes, while I go...

4 SEN JARDINE Do you drug tests Doctors, Nurses as well or is it just support  
5 staff?

6 TIANA OUTERBRIDGE No, all and any employee who requires work at Bermuda  
7 Hospitals Board has to be tested so that's from...

8 SEN JARDINE That includes Doctors, Nurses?

9 TIANA OUTERBRIDGE ... from the front line, housekeeping staff, right up to the  
10 Chief of Staff, CEO, anyone who is a paid employee of Bermuda Hospitals Board is tested  
11 upon hiring and that started in 1997, so perhaps anyone who was employed before that time  
12 and are... Continued employment with us may not have been drug screened.

13 DR SIDDLE So, that's approximately 1,800 employees.

14 SEN JARDINE And you don't do any random drug testing?

15 TIANA OUTERBRIDGE No, we don't. The Joint Union Management Committee  
16 actually discussed random testing but it was quite a controversial issue between all sides and  
17 they couldn't come to a conclusion as to whether or not that should be implemented. So at  
18 this point it's pre-employment or if you have any reason to believe that the... And it could  
19 also be with Health Professional staff who are administering narcotics. If a manager may see  
20 any miscommunication with drugs - maybe they're not reaching the patient - then a manager  
21 can also request that, after investigation, that this one common person, that, that person be  
22 tested as well.

23 NANDI OUTERBRIDGE When you drug test for initial employment and they fail, it  
24 goes on their record, does it stay? Like if they were ever to try and become a Bermuda  
25 Hospitals Board employee ten years down the line, does it...

1 TIANA OUTERBRIDGE Under our Pylon Policy we just implemented actually a  
2 clause that if they test positive upon pre-employment they are not eligible to reapply until six  
3 months later. So reapply for another advertised position. We don't hold positions for people  
4 who fail the drug test.

5 SEN DILLAS WRIGHT I have another question. How long does the staff member  
6 be on staff before... like, for cause... and you want to treat them or rehabilitate them, is  
7 there a time frame like, you know, is it less than six months or more than six months before  
8 you refer them for EAP or treatment?

9 TIANA OUTERBRIDGE At any time.

10 SEN DILLAS-WRIGHT At any time once they pass their probation period?

11 TIANA OUTERBRIDGE No, even during that period. Oh, oh you mean...

12 SEN DILLAS-WRIGHT I mean during their probation period. For referral to EAP  
13 or...

14 TIANA OUTERBRIDGE If it's during their probation period, there may have been  
15 other factors related to performance that maybe they're let go, rather than tested and going  
16 through a rehabilitated period. So I'll say most likely after the probationary period then we'll  
17 try to assist them.

18 SEN DILLAS-WRIGHT Try to facilitate them.

19 TIANA OUTERBRIDGE But if it's during the probationary period I'm sure there are  
20 other performance issues that will allow them to be terminated.

21 JEFF SOUSA I find it a little concerning that the hospital doesn't have  
22 testing facilities, particularly that being a large employer and with a view to the field it's in -  
23 drugs readily available, of course, and most people down there in a vast array of ages. I'm  
24 wondering, is that a concern of the Senior Management?

1 TIANA OUTERBRIDGE I'm not certain when that review actually took place, when  
2 that JUMC actually visited the topic of random screening. Presently, I can say behaviours  
3 haven't warranted. Those behaviours that have warranted us testing employees have come  
4 to light but it's something that can be looked at again in the future as far as random testing is  
5 concerned.

6 SEN JARDINE As I said, the reason I think probably we're raising this  
7 question about random drug testing is that we had another presentation which was very  
8 interesting and a business in Bermuda had adopted random drug testing and the percentage  
9 of individuals who were taking drugs just fell dramatically as a result of it because it was  
10 random. They didn't know when it was going to occur and they didn't know who they were  
11 testing so, and it applied right to the whole organization, a rather interesting tests case.

12 DR SIDDLE I think there are different ways to introduce drug policy,  
13 different drug testing policies, and we have some, our sister organization, Psychemedics in  
14 California, a brochure for you that you may find helpful, just going through all the different  
15 ways in which policies can be implemented, different ways to screen for drug testing and the  
16 implications for the organization; and you'll see that this can be done through random urine,  
17 through random hair follicle, in particular, and pre-employment for cause. all different ways  
18 it can be done. So, I think you'll find that brochure quite useful.

19 NANDI OUTERBRIDGE I honestly don't believe that random is actually needed if it's  
20 a drug test for safety like, you know, if we're testing for morality. If we're testing for  
21 performance is different but safety is just making sure the person is not coming to work on  
22 drugs. Safety is a little different in my opinion.

23 JEFF SOUSA Just as an example, I received an e-mail 11:00 yesterday for  
24 random drug test and I took it at 11:30.

25 SEN DILLAS-WRIGHT Do you keep statistics then, say for instance, in a given year  
26 time- frame how many people were tested for cause? Do you keep those sort of statistics?

1 TIANA OUTERBRIDGE Yeah. The numbers are very small at this point, less than ten  
2 a year, less than five even, and the results vary. So, the few cases that we've had in the past  
3 were particularly related to medications unaccounted for and so then if it's one person that  
4 we're looking at, they're tested, but after that investigation it doesn't always prove fruitful  
5 from the drug screening. So, It's always other things that we can look at when you're talking  
6 about drug use and misuse and generally if people are having trouble or they're abusing, it's  
7 picked up in their day to day working, so they're having performance issues.

8 VOICES Thank you.

9 TIANA OUTERBRIDGE So at Employee Health, we are responsible for carrying out the drug  
10 screening and our main focus is maintaining confidentiality. That's very important when you  
11 are drug screening and dealing with employees and sensitive information. You want to  
12 ensure that it's kept confidential, and that people are receptive to you.

13 We collect specimens with urine and hair, and in that we  
14 must maintain a chain of custody so at all times at each step of the collection it's signed and  
15 accounted for, and once we have conducted a drug screen, we generally report as fit or unfit.

16 So as we're reporting to the Human Resources Managers for  
17 pre-employment, we simply let them know they're fit or unfit, again maintaining their  
18 confidentiality that that person is not positive; and we do keep the records on file so if that  
19 employee was positive and attempted to reapply within the six months, then we have a  
20 record of that.

21 As I mentioned before if anyone's abusing drugs at work our  
22 main focus is rehabilitation or we send them to the Employee Assistance Programme.

23 So presently at Bermuda Hospitals Board, we use a Multi-  
24 drug urine test panel to test urine, as well as a (*Patented ?*) hair Analysis Method, and so  
25 that's using actual scalp or body hair and we are partnering with the Psychomedics  
26 Corporation. That's actually in California.



1 TIANA OUTERBRIDGE In the United States, yes, and we are presently reviewing  
2 because we just changed to this Dipstick method. Again, we don't pick up many positive  
3 samples, so it may warrant us having a conversation again with the Government Lab,  
4 although I did speak to them and they want their money up front...

5 VOICES [LAUGHTER]

6 TIANA OUTERBRIDGE ... so I'll have to apply to the top and find out what they want  
7 to do as far as that.

8 So, the Five panel drug screen can test for Amphetamines,  
9 Benzodiazepine, Cocaine, Cannabinoids and Morphine.

10 With the Psychemedics Corporation Hair Analysis, Bermuda  
11 Hospitals Board is actually the only licensed body on the island, so we right now have the  
12 exclusive contract for this test. It's FDA approved and it's done by the largest company in the  
13 United States for hair follicle testing. It's widely used in America, in North America, in  
14 institutions, from schools to police, banking and criminal justice systems. It has a strong legal  
15 track record with support from Lawyers and Forensic Toxicologists.

16 So we have a good relationship with Psychemedics in that if  
17 we needed assistance with clarifying a result, we can directly communicate with their  
18 Toxicologist. If we ever have questions about the validity or we require any assistance from a  
19 lawyer, we have access to that as well.

20 EUDORA BROWNE-LISTER How long does the substance (*stay* ?)? With hair analysis,  
21 what is the time...

22 TIANA OUTERBRIDGE Time-frame?

23 EUDORA BROWNE-LISTER Yes, time frame.

1 TIANA OUTERBRIDGE With the hair it's approximately 5 – 90 days. So it can test  
2 long term use of certain substances and it actually can pick it up from 5 -7 days up to about  
3 90 days.

4 It utilizes a standard 1 ½ inch piece of scalp or body hair. So,  
5 we can take from the scalp or we can take from other parts of the body and our staff have  
6 been very... They found certain places to get hair from that I don't think I would!

7 The test cannot be adulterated by hair treatment, with  
8 bleach, dye or shampoo. They have a process by which they wash it down, so if anyone tries  
9 to use bleach, dye or shampoo it wouldn't affect the test.

10 Any test that's reported as positive, has been tested by both  
11 mass spectrometry and by radio immune (*assay ?*). So where we send our confirmations  
12 abroad to a separate lab, they also send their specimens to another lab for confirmation. So  
13 any test has been through several methods of testing.

14 NANDI OUTERBRIDGE How, do you determine between urine testing and hair  
15 testing who gets tested?

16 TIANA OUTERBRIDGE We do both. So anytime we do a drug screening at Bermuda  
17 Hospitals Board we're testing both urine and hair.

18 SEN DILLAS-WRIGHT What's the turn around time for a report back from the hair  
19 testing?

20 TIANA OUTERBRIDGE Hair is approximately 3 – 4 days. It is sent out by courier  
21 overnight and we usually get results back fairly quickly.

22 SEN DILLAS-WRIGHT Okay thank you.

23 TIANA OUTERBRIDGE The hair test can actually test for Cocaine, Opiates and  
24 Phencyclidine (PCP), Amphetamines and Marijuana.



1 have been positive for Heroin who escape that as a result of the Methadone. So the hair  
2 drug test does not pick up Methadone.

3 VOICE People could abuse that.

4 TIANA OUTERBRIDGE And most Opiate drugs are legal but can be abused and  
5 those are the Codeine, Morphine, Oxycontin, Vicodin and Dilaudid.

6 So basically at Bermuda Hospitals Board we do pre-  
7 employment testing. We do suspicion and for cause testing. We use both urine and hair;  
8 and urine can detect usage over a short term period - in hair over a long time period - and all  
9 test results are verified by our Medical Review Officer.

10 EUDORA BROWNE-LISTERA If someone is a chronic substance user, can all the  
11 substances that they use, be picked up in a test?

12 TIANA OUTERBRIDGE Yes, we've had... Yes, we've actually had tests that come  
13 back positive for multiple drugs.

14 SEN JARDINE The suspicion for cause testing, I see how that would  
15 possibly be an issue for, let's just say, the Unions and perhaps the staff. You obviously don't  
16 want to give prior notice that you're going to do it, if you say it's a urine sample or the urine  
17 may after two or three days, the substance your testing for may disappear, so how do you do  
18 that?

19 You, obviously, see somebody you think is taking drugs. Do  
20 you just go up to them and say we want to do a drug test on you because we're suspicious,  
21 or how do you approach that since, you can't do random drug testing?

22 TIANA OUTERBRIDGE It's a collaborative approach, so once an employee is  
23 suspected and usually it's by the Manager. So she will consult with our Employee Relations  
24 Manager and they are the link between Management and employees as a, not quite a shop  
25 steward, but they do... They're that mediation between employees and Management.



1 usage is decreasing, then we should also see that in the results. So, if you test too soon you  
2 would also get a positive result but you would expect that it's a decreased level of that drug.

3 DR SIDDLE The other thing that's also worth mentioning, although we  
4 don't have information on it today, we've requested information on it, is Psychomedics have  
5 brought out a new test on Alcohol hair follicle testing.

6 VOICES Really.

7 DR SIDDLE Which apparently does give a fair degree of informa... Well,  
8 being we don't have the information for you today, but we've requested it and we can  
9 certainly forward it to you when and if you do want it, and it gives you a pattern of use of  
10 Alcohol usage.

11 JEFF SOUSA So, tell me during this presentation... that the hair test is the  
12 most accurate, rather than blood?

13 DR SIDDLE Well, they both have... It's not necessarily blood, urine  
14 versus hair. You can do serum but it's basically urine or hair. The urine will be positive  
15 within hours up to 6 or 7 days. It's useful for that acute period of drug ingestion. The hair  
16 follicle, it takes at least 5 – 6 days for the drug to grow out into the hair follicle, to be  
17 detected in the hair follicle. That's why we do both. But the hair remains positive for up to  
18 90 days because once it's in the hair, it stays in the hair.

19 JEFF SOUSA As you mentioned the urine... you can go on line and find  
20 ways of trying to cheat.

21 VOICES Beating, cheating the test.

22 DR SIDDLE Cheating the test and I know substituting apple juice and all  
23 that nonsense, but, you know, it's hard to fake a nurse collecting hair from you and sending it  
24 off. It's also, you know, it's also less invasive than, let's say, than going into a bathroom and  
25 peeing.

1 JEFF SOUSA Did that yesterday!

2 TIANA OUTERBRIDGE Maybe not for you, but it can be evasive.

3 Were there any other questions?

4 And I didn't mention that if either test is positive, urine or  
5 hair, it's for pre-employment, they're not hired. So it doesn't have to be both, it could be  
6 one or the other.

7 SEN JARDINE If it's cause, how do you work with them?

8 TIANA OUTERBRIDGE So, that's our main motive at that time is to assist that  
9 employee, help him to get help and help him to get back to work. Not always are we  
10 successful but we do try.

11 EUDORA BROWNE-LISTER So I guess because you don't random drug test until you get  
12 positive tests, or you test for cause and do random, I wonder how many people are falling  
13 through the cracks, (*not/no ?*) using, but because you're not random drug testing.

14 TIANA OUTERBRIDGE I mean, it's something that can be revisited. As I mentioned  
15 with the JUMC, it's basically bringing all these partners together and, again, having a round  
16 table discussion to look at the issues that we're facing and perhaps with everything that's  
17 going on, people may be resorting to drugs and maybe it's something that's worth looking at  
18 again.

19 DR SIDDLE I think a big part of the hospital environment, you know, as  
20 people have mentioned, it is a unique environment and you have to be very sensitive to that.  
21 It's difficult to just walk in there and randomly test everyone, whereas for members of  
22 Parliament it may not be such a big issue.

23 VOICES [Chatter, laughter] We will find out.

24 SEN DILLAS-WRIGHT We will find out. Maybe we'll be making some  
25 recommendations. We'll see.

1 JEFF SOUSA Interesting days to, come.

2 SEN DILLAS-WRIGHT This has been very good. Members have any more  
3 questions? I think you've, you know, covered all the bases. It's been very, very interesting.  
4 We wanted to know what the Hospital was doing with regard to testing and also with the  
5 testing for cause, because you look at behaviours as people are working, but at the same  
6 time because that has been stated, because it is a hospital and because, you know, in terms  
7 of whether its medications; and sometimes it may take a while before you realize the  
8 patient who should be receiving a certain medication is actually getting it, but sometimes it  
9 could be part of the medication. That's why I was asking you about your statistics and your  
10 incident accident.

11 In terms of your recording of incidents, can any of the  
12 incidents be tied to possible cause? Does anybody look at that?

13 TIANA OUTERBRIDGE Yes, our Quality and Risk Department reviews all incidents at  
14 work, and I suppose once they do, they turn them in and they look at the information, they  
15 send it on to us but I can't say that we have ever had that request to review a case for  
16 suspected (*using ?*).

17 SEN JARDINE And, obviously, the testing of hair follicle's is more expensive  
18 because you have to send it off.

19 DR SIDDLE The test itself is a more sophisticated test. I mean, you have  
20 to extract the drug and its (*compatilites ?*) and there's a wash-out procedure. People will  
21 say, oh my hair has tested positive because I was in a room or in a bar and someone was  
22 smoking and it got in my hair. No. There is a special wash-out procedure. They process the  
23 hair in a very specific way so they only test the hair on the inside of the follicle, not on the  
24 outside. So, if you're in a bar smoke with smoke it is going to be on the outside of your hair  
25 not on the inside. So, it's a more sophisticated test and that's... Inherent in that is  
26 (*indiscernible ? coding*) also.

1 SEN DILLAS-WRIGHT What is the actual cost? Do you have any figures on the  
2 actual costing?

3 TIANA OUTERBRIDGE Yes. We review our fees per fiscal year, so right now, up  
4 until the end of this month, they're set at \$80.00 per test.

5 SEN DILLAS-WRIGHT \$80.00 for the hair?

6 TIANA OUTERBRIDGE And \$80.00 for the urine.

7 SEN JARDINE Sorry, \$80.00 for the hair?

8 VOICES Per test.

9 SEN JARDINE And urine is?

10 VOICES \$80.00. Both 80 each.

11 SEN DILLAS-WRIGHT At the moment. they have to review in fiscal year.

12 VOICES [ Chatter, about cost]

13 SEN DILLAS-WRIGHT I was wondering what it would cost annually?

14 TIANA OUTERBRIDGE Well, roughly, probably, \$15,000.00 to \$20,000.00 per year.

15 SEN DILLAS-WRIGHT Alright, does anybody else have any further questions? If  
16 not, on behalf of the Committee, I really want to thank you very, very much, all three of you,  
17 for coming and taking the time out. It's been extremely useful and very informative in terms  
18 of what you're doing there. We commend you for all the testing that you do and I don't  
19 know if anyone has any other questions or comments, but it's been very informative and I  
20 really appreciate all three of you taking the time to come.

21 VOICES Thank you.

22 **PROCEEDINGS ENDS AT 04:55 P.M.**