

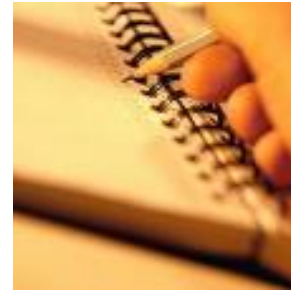
Sustaining Ergonomics Programs in Any Economy

*Presented by: Diana Pelletier, MS, CPDM, RC-OWCP #101239
President/CEO, Pelletier & Associates*

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Agenda

- Why you should develop an Ergonomics Policy
- Metrics that demonstrate ROI
- Technology benefits to your program
- Stretching training dollars
- Prioritizing your ergonomics program purchases

Today's Headlines

September '10: 1,486 Mass Layoffs in US

- BLS

Stocks at a
Standstill

- CNN

Advisers doesn't expect Economists don't expect
the labor market to recover all the lost jobs until at
least 2013 - AP

Why growth will stay
too weak to ease
unemployment

- AP

HOME PRICES STILL TUMBLING

- CNN

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Impact on Safety Programs

- Staff Reductions
- Resources - cut back
- Outsourcing
- Demand for ROI



Workers' Compensation

- Increased rates during high unemployment
- Layoffs
- Tension
- Stress
- More work for remaining staff
- RMI claims increase



Impact on Ergo Programs

- Fewer staff dedicated to ergonomics
- Ergonomics not seen as “mandatory”
- Resources driven by compliance issues
 - OSHA 300 log
 - Focus on minimum compliance only
- Ergonomic spending is seen as discretionary

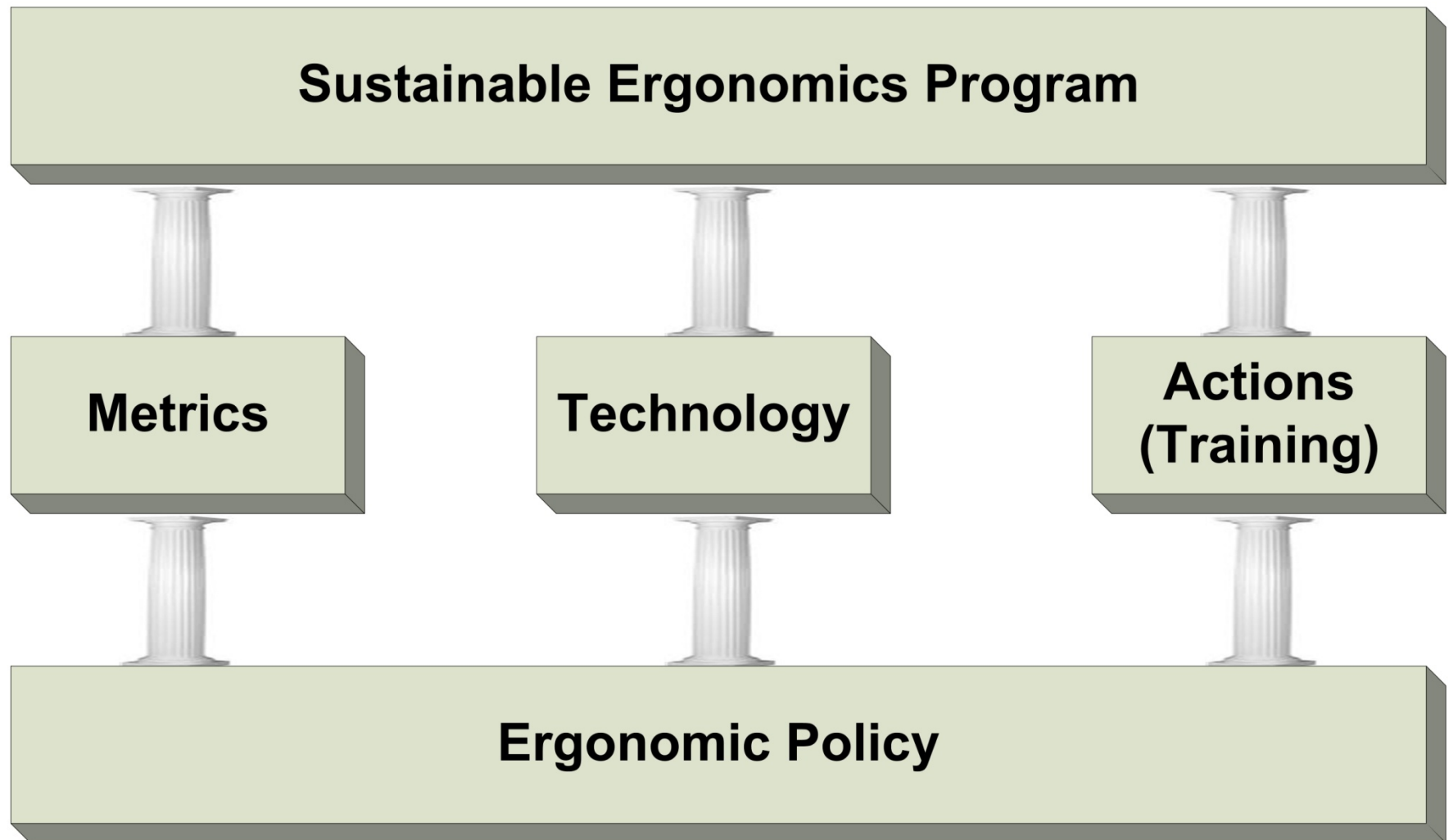


Make a Case for Ergonomics

- Provide Management with information on ROI:
 - Direct costs of a single CTS injury: \$12,000
 - With surgery: \$35,000
 - Indirect costs: ???
- Compare to cost of average ergonomic intervention:
 - \$250
- Do you have injury data?
- Lost time data?

With these rough number you can make a case for ergonomics!

Pillars of Successful Ergonomics Programs



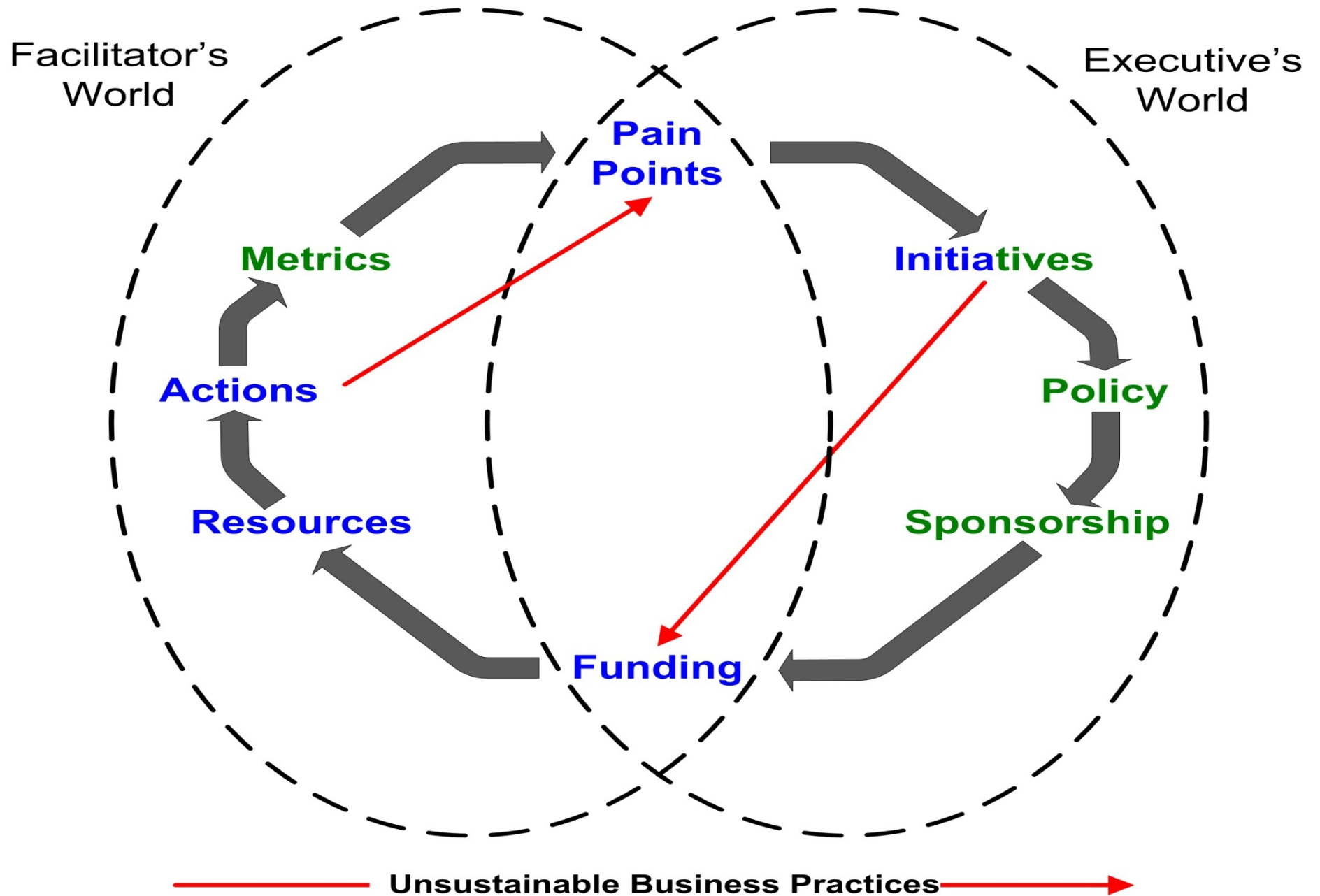
How Can Setting an Ergonomics Policy Help?

- Enables organization to focus on its “pain” points
- Helps to garner executive sponsorship
- Aligns ergonomic activities with organization’s objectives
- Keeps ergonomics off the budget chopping block

How Can Setting an Ergonomics Policy Help?

- Allows the company to focus resources on areas that have the most *proven* benefits
- Having a policy allows you to show positive results that support the program
- Having a policy shows the organization that you are strategic in implementing ergonomics
- Keeps ergonomics at the forefront of the employees/management's mind

Ergonomics Circle of Sustainability



What is the Organization's "Pain"?

- High workers' comp rates
- Excessive absenteeism
- Low productivity
- Decrease in morale
- High turnover
- Purchase of ergonomic equipment that does not appear to be working
- Poor workstation design
- Complaints of discomfort





What are the Organization's Ergonomics Initiatives?

- Ergonomics consultation in design – renovations/relocations
- Proactive ergonomics worksite evaluations
- Reactive ergonomics evaluations
 - Pain & Discomfort
 - Workers' comp
- Employee Training
- Identification and reduction of leading indicators
 - Risk factors
 - Pain & Discomfort
- Identification of departmental trending across the organization
 - Identification of high risk activities
- Employee feedback
 - Open communication
 - Early reporting

Setting an Ergonomics Policy

- What is the organization's "pain"?
- What are the organization's ergonomic initiatives?
 - Goals & Objectives
 - Cost vs. Effectiveness
 - Policy also drives procedures
 - If its written it gets done
 - Allows you to focus on most important areas
- Identify thresholds that drive specific activities
- Set timelines



Policy Also Drives Procedures

- What does the policy determine you need?
 - Request process for evaluations
 - Approval process for implementation of controls
 - Training requirements
 - Feedback for Metrics



Actions resulting from Policy

- Training schedule
 - Annual
 - Semi-annual
 - One on one
- Evaluation thresholds
 - How many preventative per month/qtr
- Follow-up thresholds
 - In-person follow-up
 - Telephonic follow-up
 - Electronic methods for follow-up
- Clear communication of employee responsibilities

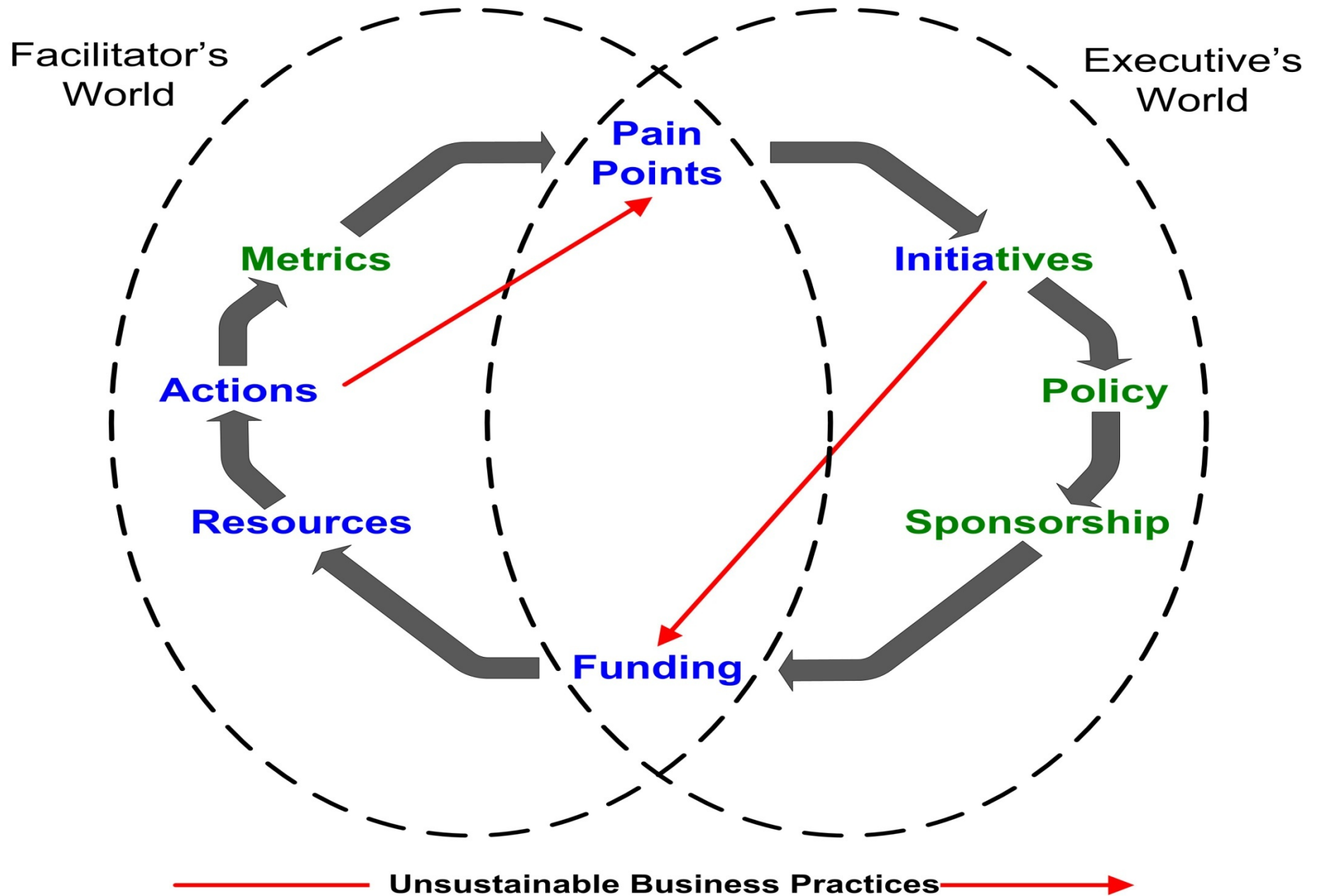


Setting an Ergonomics Policy

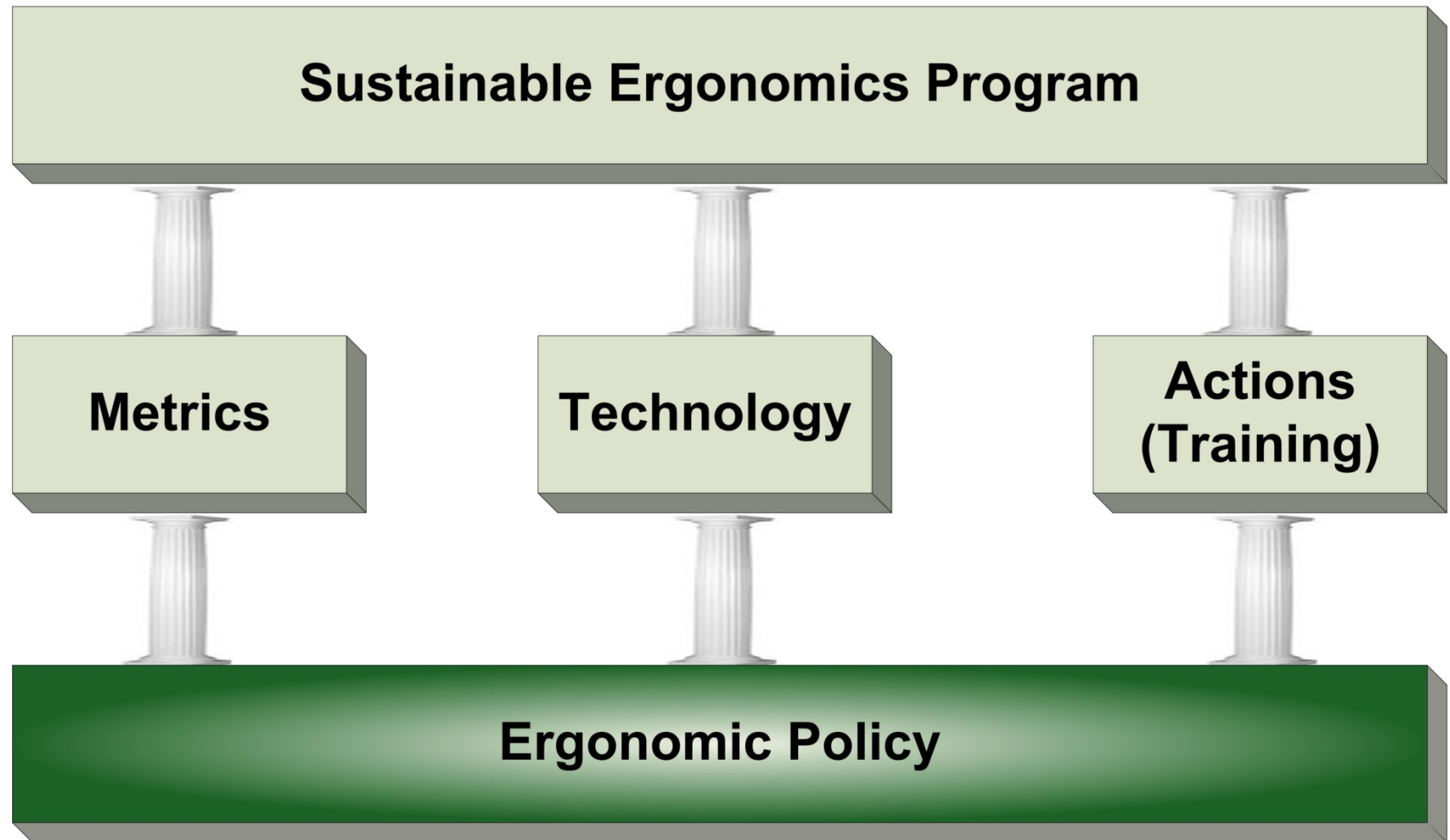
- Identify Organization's Pain
- Ergonomic Initiatives – Goals and Objectives
- Policy – Sponsorship - Funding
- Actions
- Metrics - Results



Ergonomics Circle of Sustainability

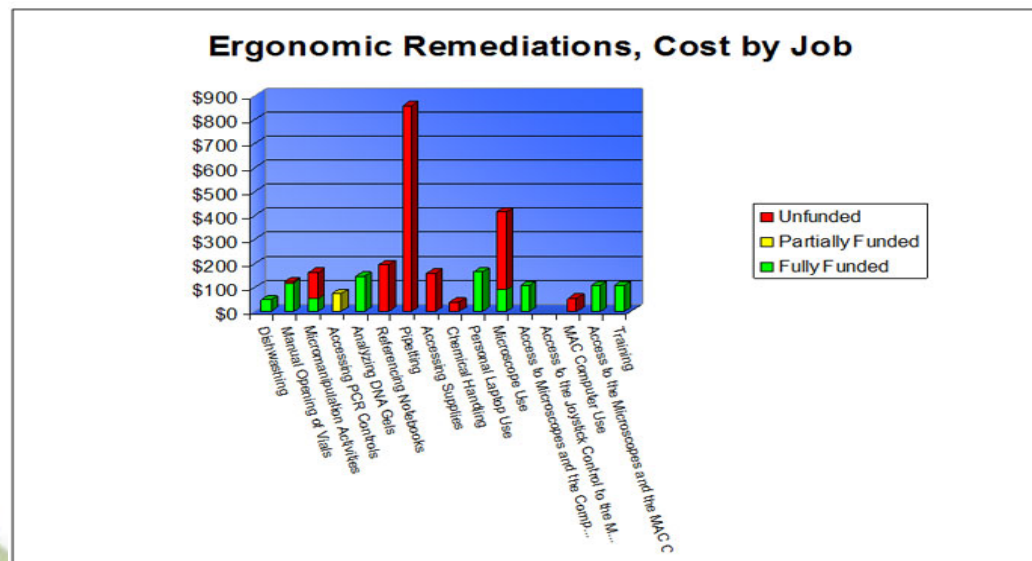


Pillars of Successful Ergonomics Programs



Why Metrics?

- Aids in achievement of ergonomic policy objectives
- Leading indicators (as opposed to lagging indicators) show immediate value
- Trending identifies ongoing areas of high risk
- Demonstrates ROI



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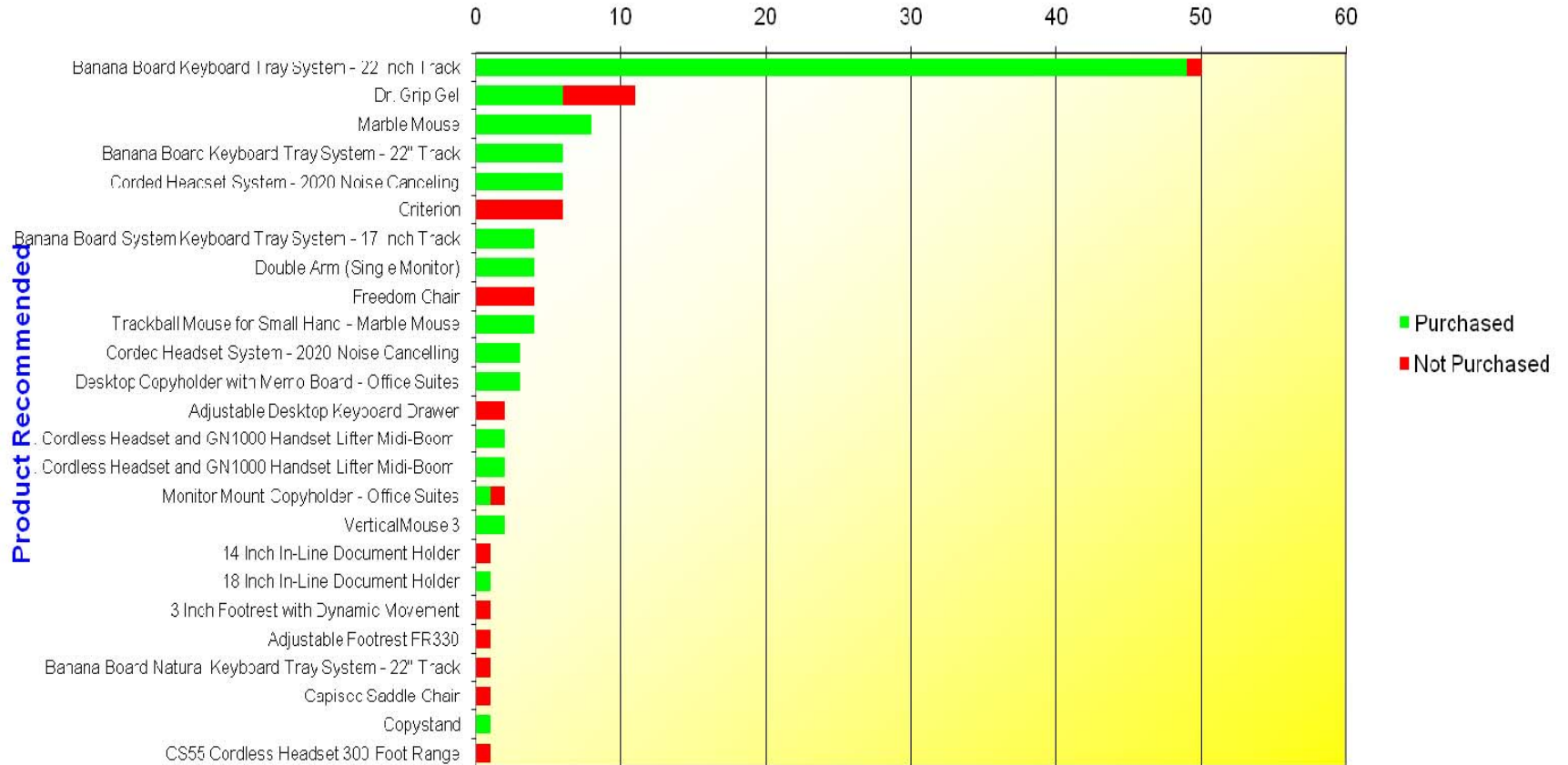
Meaningful Metrics

Align your collection of metrics with your ergonomic program goals – examples:

- ❑ To reduce the filing of repetitive motion related W/C claims
- ❑ To put each employee through a basic ergonomic awareness training
- ❑ To reduce ergonomic risk factors in the call center by 60% or more
- ❑ To reduce reported pain & discomfort by 75% or more

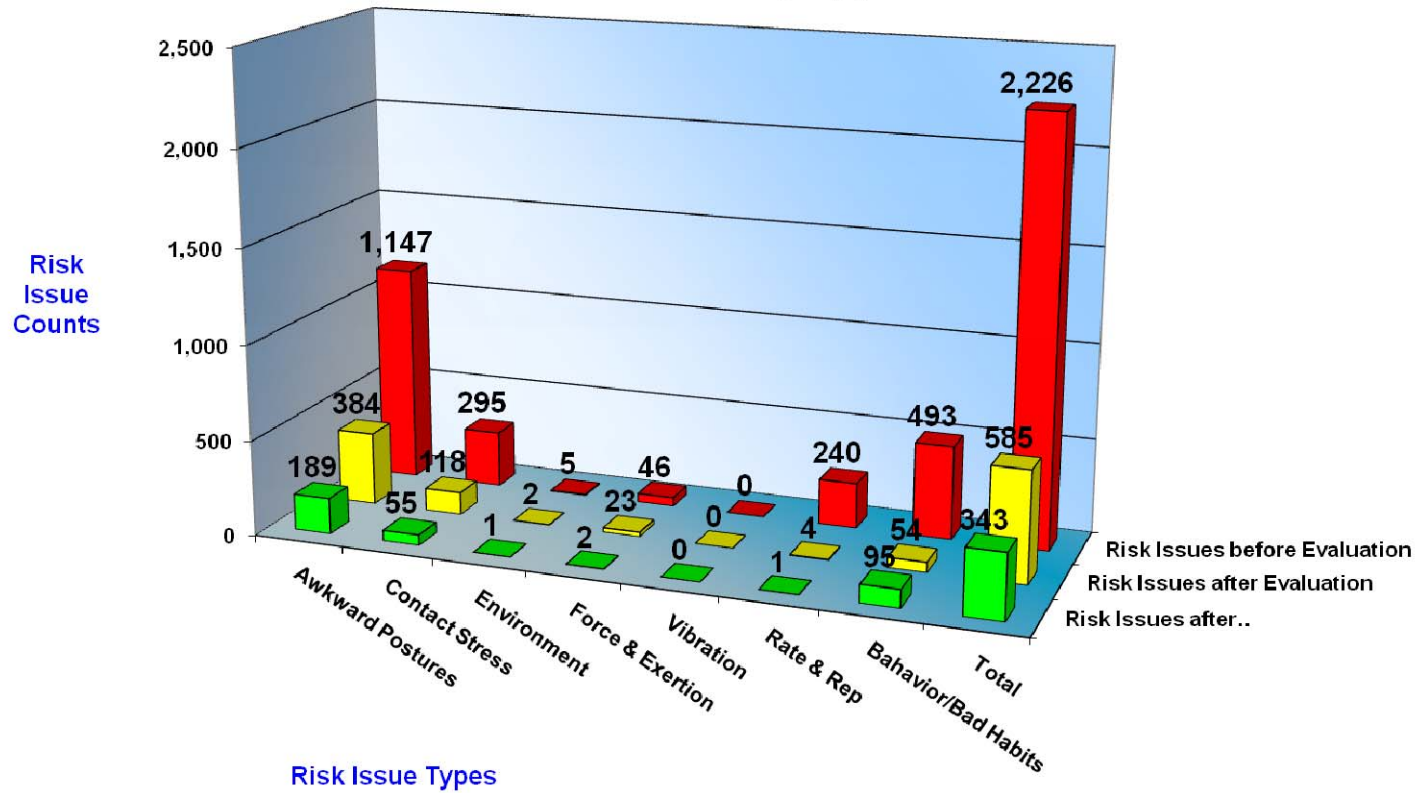
Purchased Products

Number of Times Purchased / Recommended

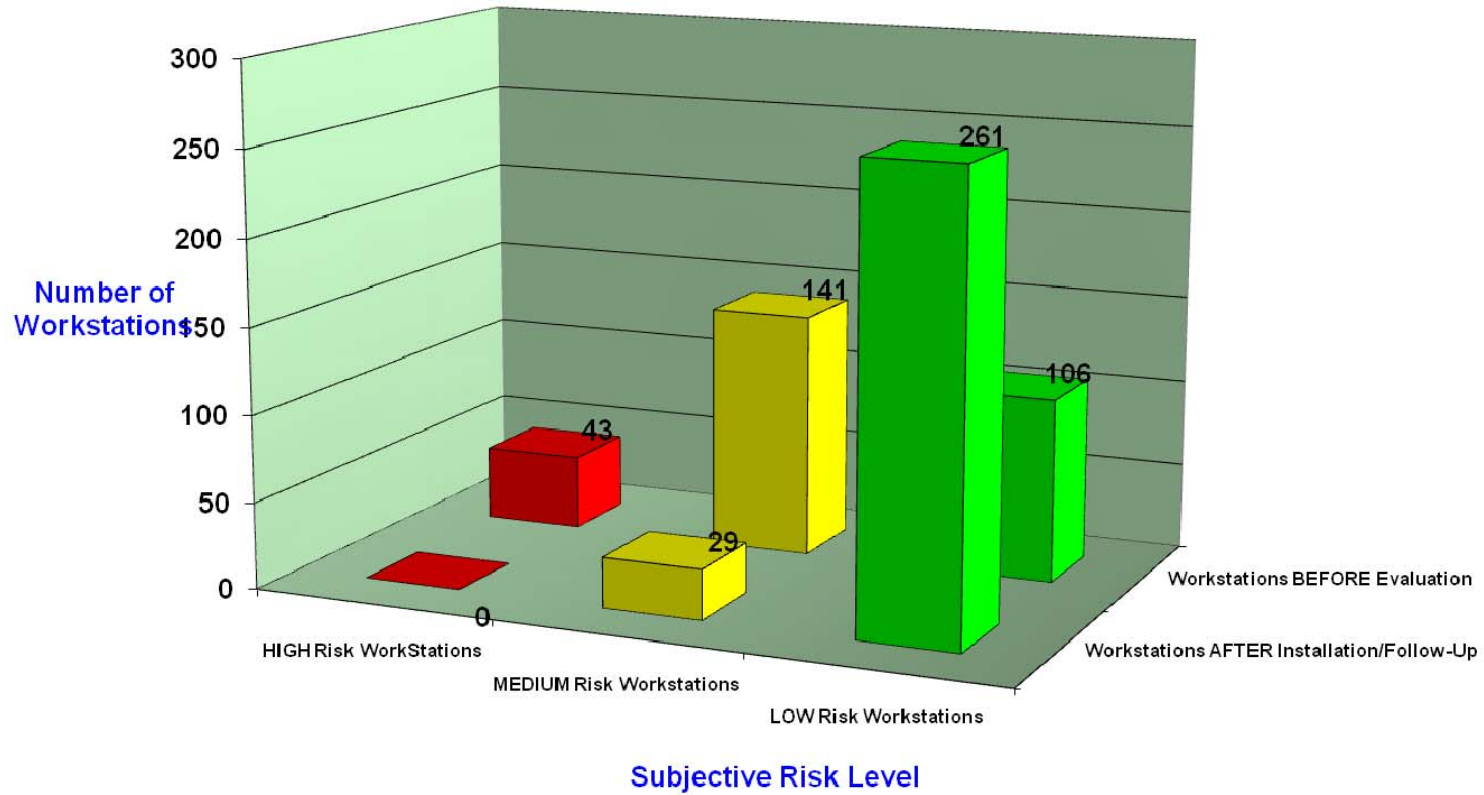


Product Recommended

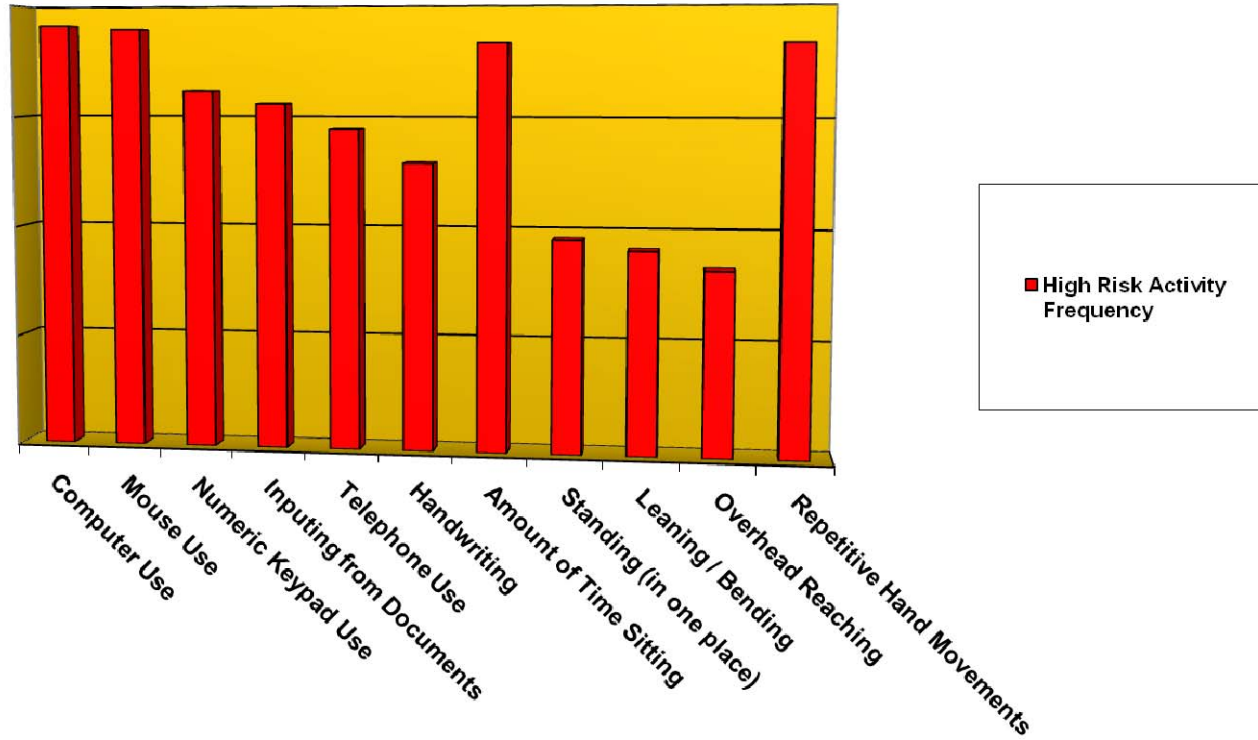
Risk Issues by Type & Phase



Subjective Risk Levels by Phase

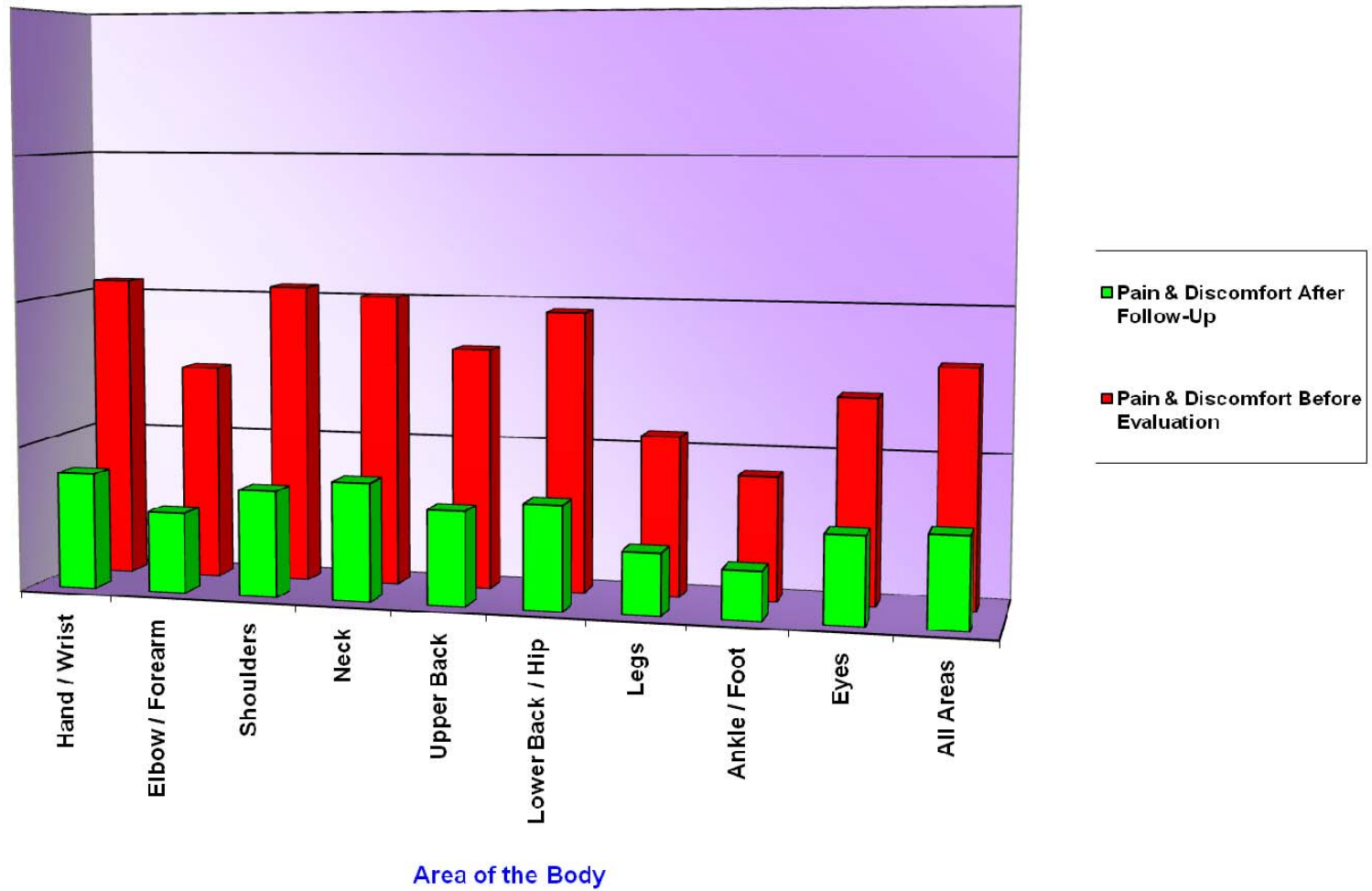


High Risk Activity Levels

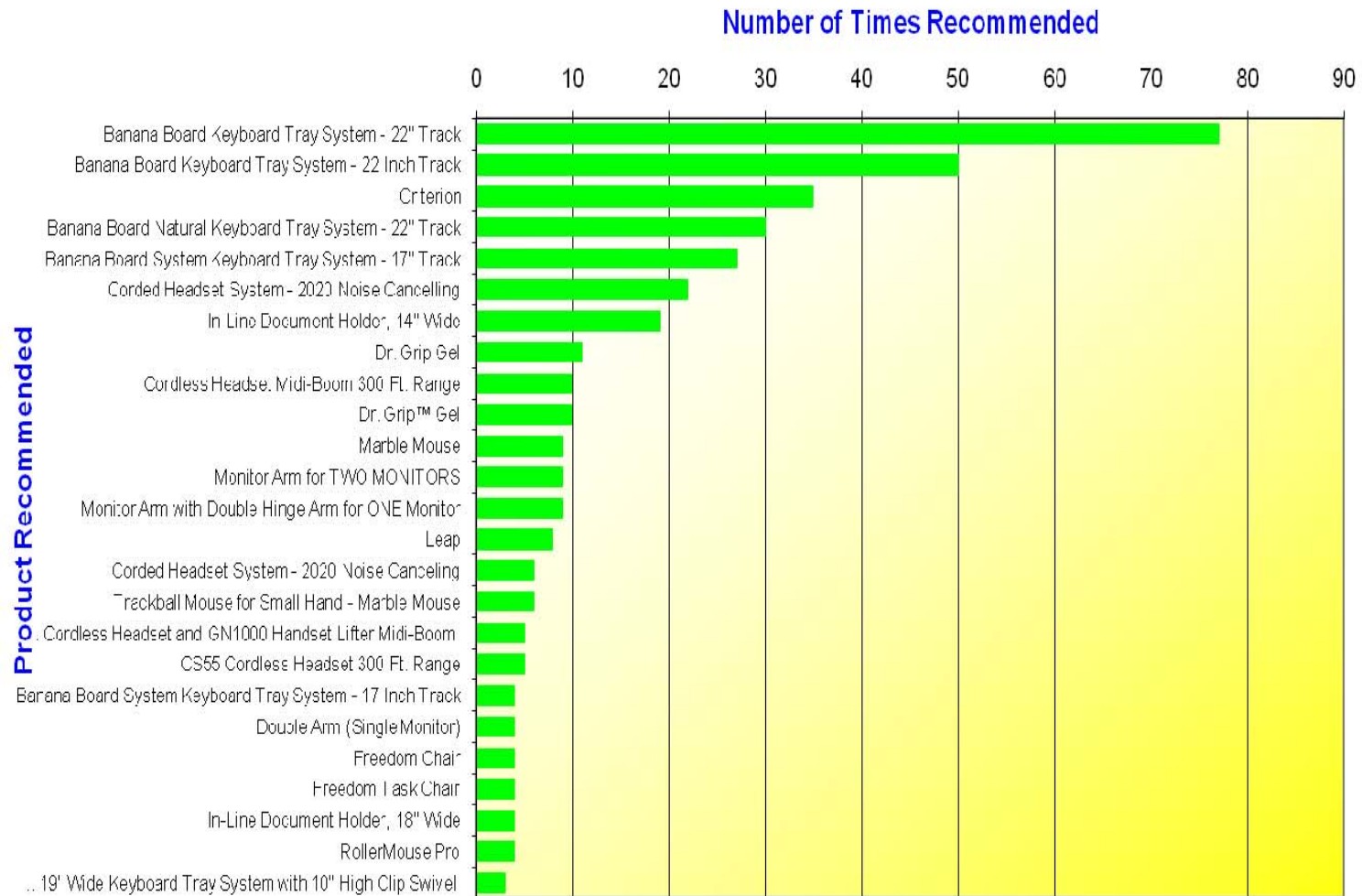


High Risk Activity

Pain & Discomfort Levels



Top 25 Products



Leading vs. Lagging Indicators

Lagging indicators – collected after injury

- WC claims
- Lost time
- Medical costs, disability payments
- Injury and illness rates

Leading indicators – collected before injury

- Risk factors
- Pain and discomfort
- Training participation
- Productivity indicators





Data Classification

Capture data by:

- Department
 - Location
 - Job Function
 - Environment
 - Seated
 - Lab
- Type of evaluation
 - WC
 - Preventative with discomfort
 - Preventative no discomfort
 - New hire (union / non-union)
- Risk Issues
 - Repetitive motion
 - Forces
 - Postures
 - Environmental

Data Classification

Use for trending – Examples:

- Which departments or job functions have the highest ergonomic risk?
- Is there a correlation between ergonomic training and risk factor reduction?
- Of the products provided, which have shown to have produced a reduction in discomfort?
- Trending identifies the “Low Hanging Fruit”





Avoiding Data Overload

- Keep data points as generalized as possible while still maintaining enough detail for trending
 - Focus on easily observable data points/issues
 - Be sure that metrics continue to follow newly established data points
- Use risk factor categories such as physical, environmental instead of detailed categories such as wrist extension, extensive reaching
- Use areas of the body such as upper extremity, lower extremity, back instead of specific body parts
- Use product categories instead of product types (chairs, input devices instead of Criterion chair or RollerMouse)
- The more detail you track, the more data you must collect and input – strike a reasonable balance

Metrics for ROI

- How does the data save your organization money?
- Estimate tangible and intangible savings
 - Reduced W/C claims
 - Increased productivity = decreased turnover
 - Improved processes = reduced waste
 - Increased worker comfort = reduced turnover



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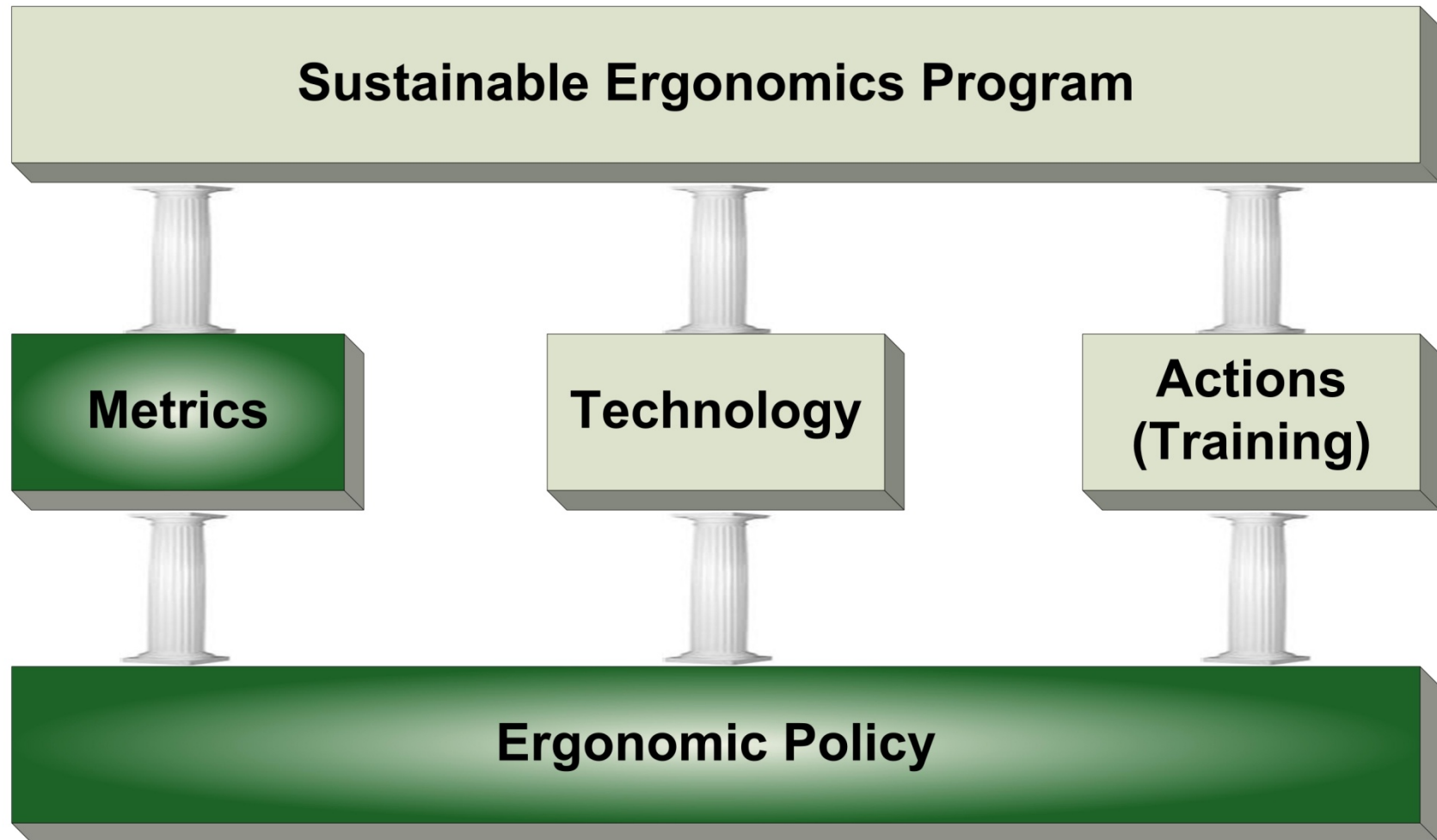
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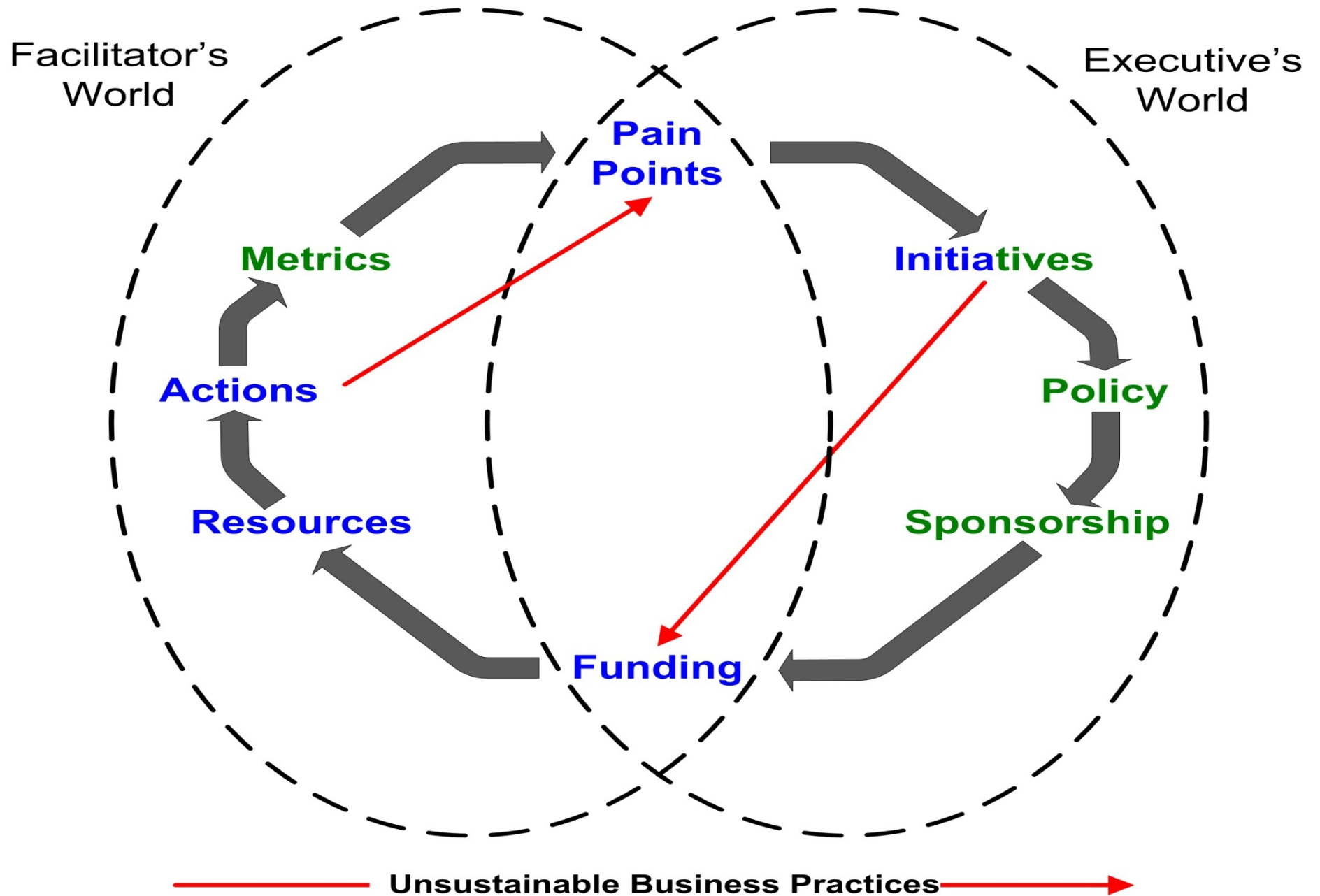
Success with Metrics

- Be sure they prove your policy objectives
- Be sure they address your organization's pain points
- Classify your data to help identify “Low Hanging Fruit”
 - Those items that can be addressed and corrected easily
- Make them easy to measure, collect, and incorporate into your existing processes
- Publish them widely & give credit to those who helped to support their collection
- Fewer targeted metrics are better than too many
 - Objective = one or two general data collection points
 - Objectives supported by too many data collection points or metrics will be more subject to interpretation

Pillars of Successful Ergonomics Programs



Ergonomics Circle of Sustainability



Technology – a Cautionary Tale

- Jumping into technology too quickly
- Not understanding what technology means to your company
- Making impulse decisions- quick fixes due to pressure to “get things done”
- Research shows up to 70% of IT projects are unfinished or unused



Technology Options

- Online training and assessment
- Ergonomics process management
- Email & survey management
- Assessment report generation
- Product management & reporting
- Metrics tracking & reporting
- Status reporting
- Unified reporting of both on-line and in-person evaluations



How do you evaluate technology?

- Capabilities – what can it do?
- Cost vs. effectiveness
- Effort and resources to implement and sustain
- Does it support your ergonomics policy?
- Does it easily incorporate into and help to manage your ergonomics process?
- Will it force you to eliminate a critical part of your process?
- Will it cause duplication of effort?
- Does it help to keep your evaluators in the field, or does it chain them to a desk?



Cost vs. Effectiveness

- Online Training
- Online Assessment
- In-house systems
- Data Capture Tools
- “Mixed Mode” approach
 - Use on-line assessment tools to help identify high risk situations, then send in your trained staff
- High effectiveness combined with low cost is the goal

Online Training

- Online training

- Pros:

- Easy to administer
 - Self-paced
 - Can be used for large populations

- Cons:

- Expensive
 - Employees may not be engaged or may not respond
 - Response are based on employee's understanding
 - Limited populations (seated workstations only)



Online Self-Assessment

- Online self-assessment
 - Pros:
 - Provides general principles
 - Provides data on individuals
 - Can be used for large populations
 - Cons:
 - Expensive
 - Employees report inaccuracies
 - *Too* much data
 - Can be too generalized
 - Limited populations (seated workstations only)
 - Surveys can be too long



In-House Systems

- Examples:
 - Spreadsheets to track evaluation data
 - Email reminders
 - Ergo tips
 - Websites with on-line content

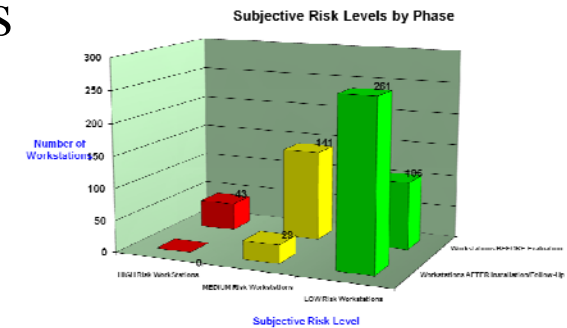
In-House Systems

- Pros:
 - Inexpensive
 - Customized to your program
 - In-house assistance
 - Contributors tend to be strong advocates
- Cons:
 - Features may not be fully integrated
 - Takes a long time to make changes
 - Ambition beyond capability
 - There may not be dedicated time for development
 - IT not always cooperative



Data Capture Tool

- Pros:
 - Integrated with all program components
 - Customized
 - Designed for the ergo professional
- Cons:
 - Better for the large scale programs to track data
 - Requires a comprehensive ergonomic approach
- Important:
 - Conduct a thorough “proof of fit” analysis



What can technology do for you

- Save you time!
- Aid in delegation of tasks
- Track/manage the process
- Send out emails
- Keep track of scheduling
- Manage products
- Aid with the creation of assessment reports
- Generate metrics
- Standardize the way ergonomics is conducted

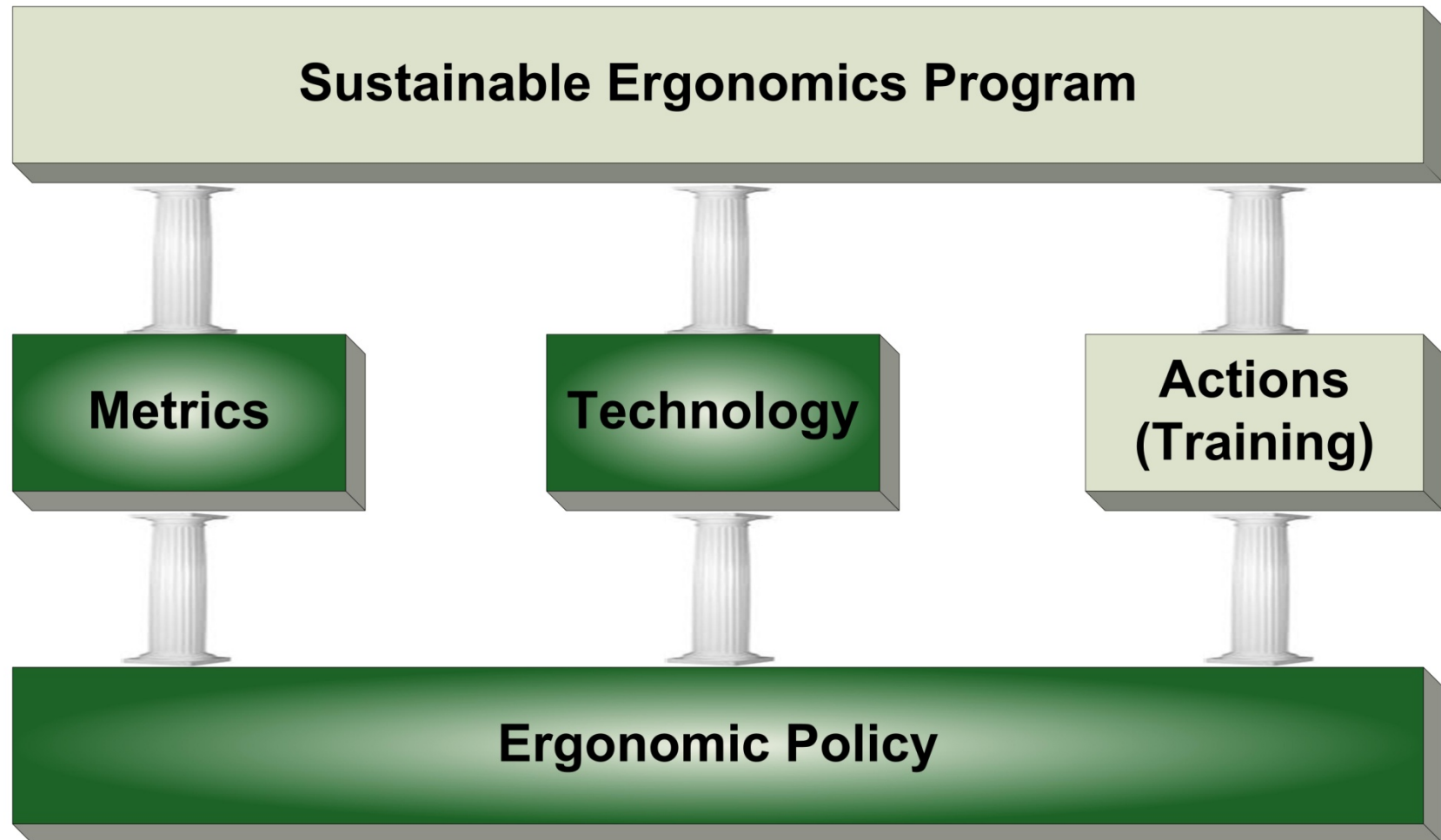


Low Cost Technology Options

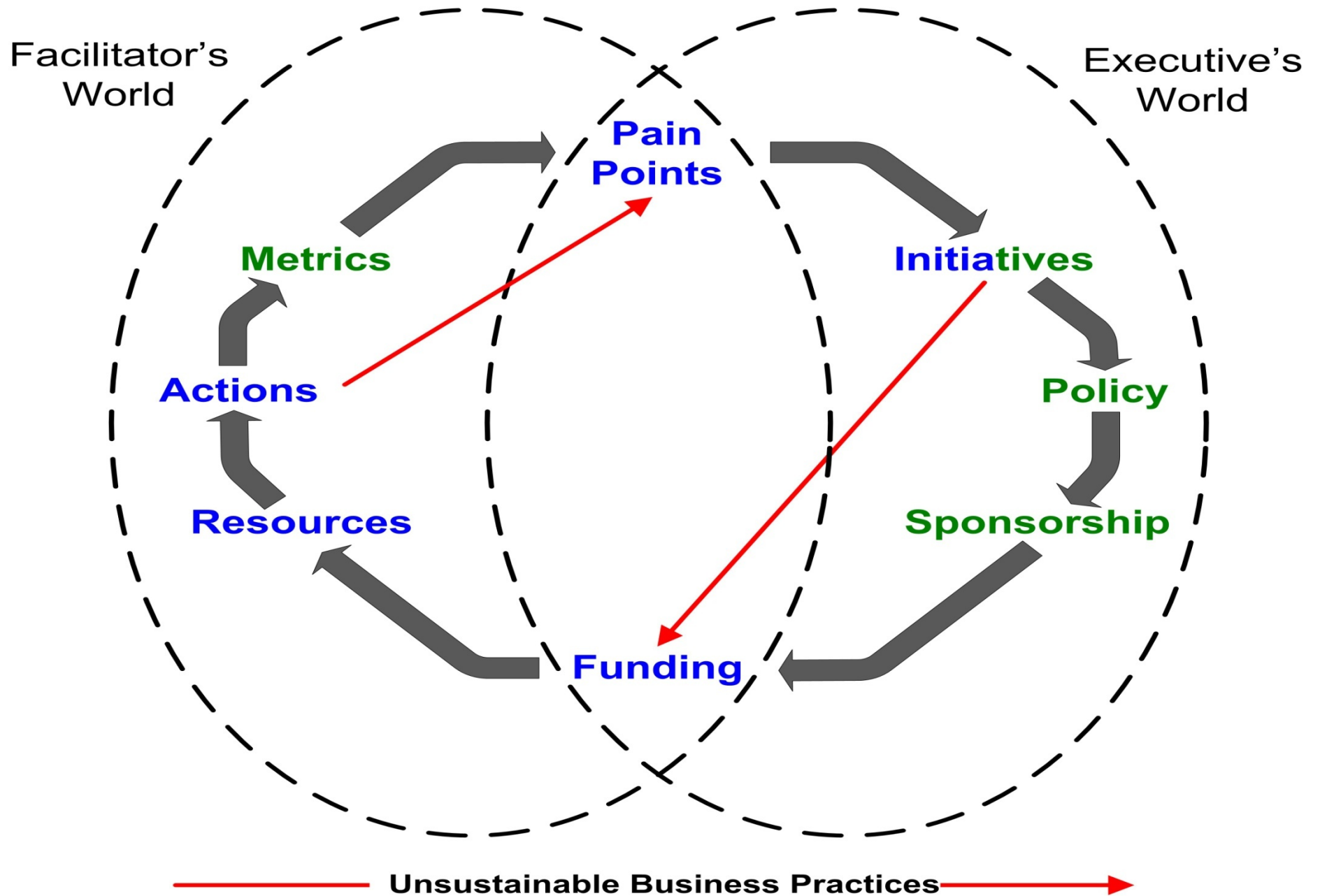
- Using Email
 - Surveys – discomfort, follow-up
 - Reminders – ergo tips
 - Template notices – to supervisors, procurement
- Website ergo tips
- SharePoint web portal for report delivery
- Links to vendor websites with product info, ergo information
- Standardized Product List
- Home grown tracking



Pillars of Successful Ergonomics Programs



Ergonomics Circle of Sustainability



Effective In-house Training

- Organization's pain should dictate training topics
 - High incidence
 - First report of injury
 - Symptom surveys
- Observation of workplace risk factors
 - Walk-throughs
 - Immediate educational opportunities
 - Expediting of corrective actions
- Provide information on value of training
 - Studies that support training in reducing MSDs



Stretching Training and Resource Dollars

- Train employees first
 - Educate on neutral postures
 - Equipment adjustments
 - Encourage team resolution
- Use Ergo Team – Train-the-Trainer
- Use Manager/Supervisors
- Provide Ergo Tip Cards
- Use website to offer ergo information
 - Quizzes
 - Link to vendor information periodically



Stretching Training and Resource Dollars

- Provide e-tips through email
- Use employee surveys to identify and prioritize high risk groups and train them first
- Use on-site evaluation to provide counsel/education
- Use health fairs to offer ergo instruction
- Use all of your ergonomic encounters to reinforce the “ergonomic message”

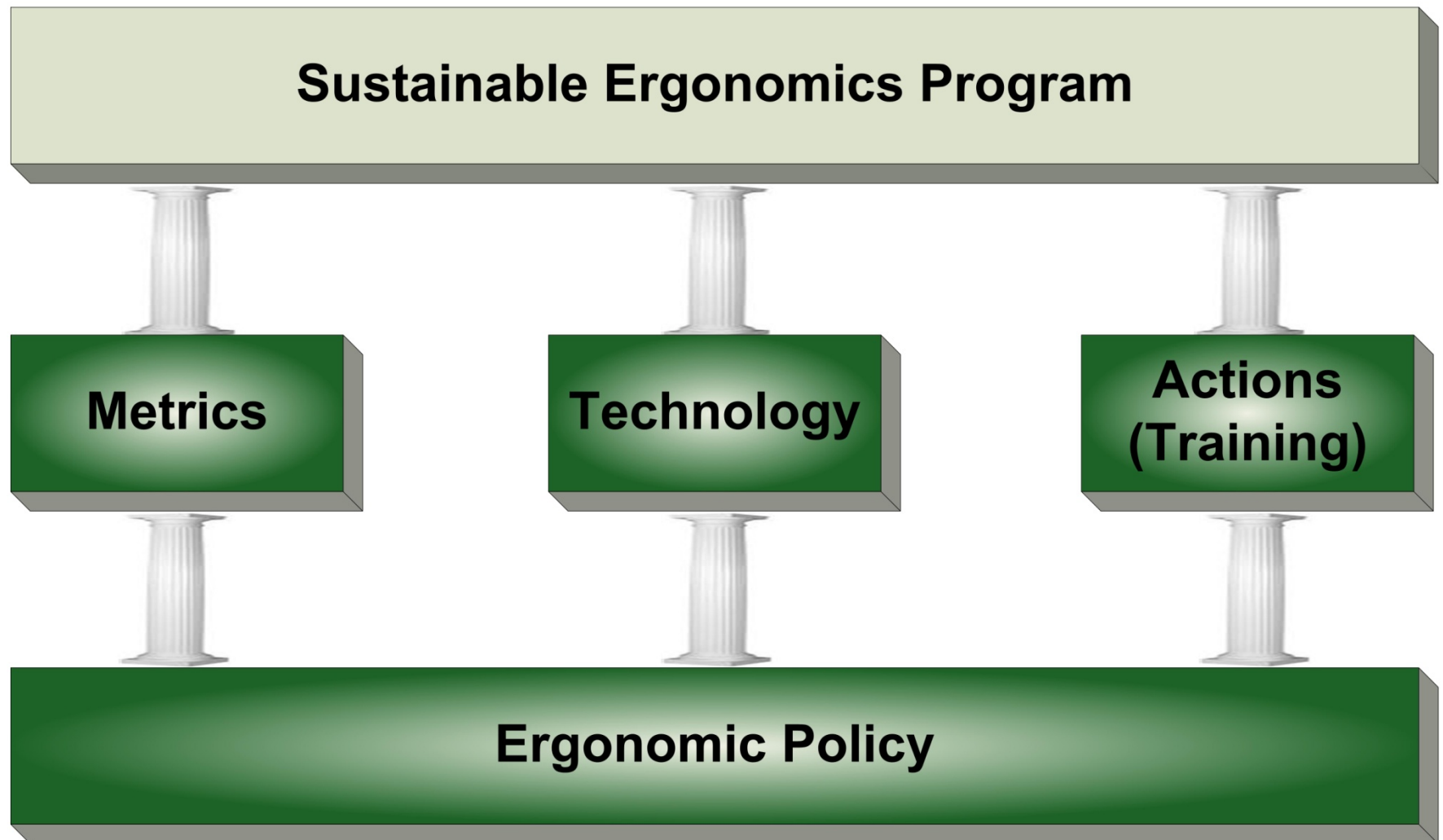


Free Training Resources



- Vendor lunch & learn
- Manufacturer videos on ergonomic tips
 - Chair adjustments
 - Keyboard and mouse programmability
 - Keyboard tray adjustment
- Vendor product showcase
 - Chair adjustment workshops

Pillars of Successful Ergonomics Programs





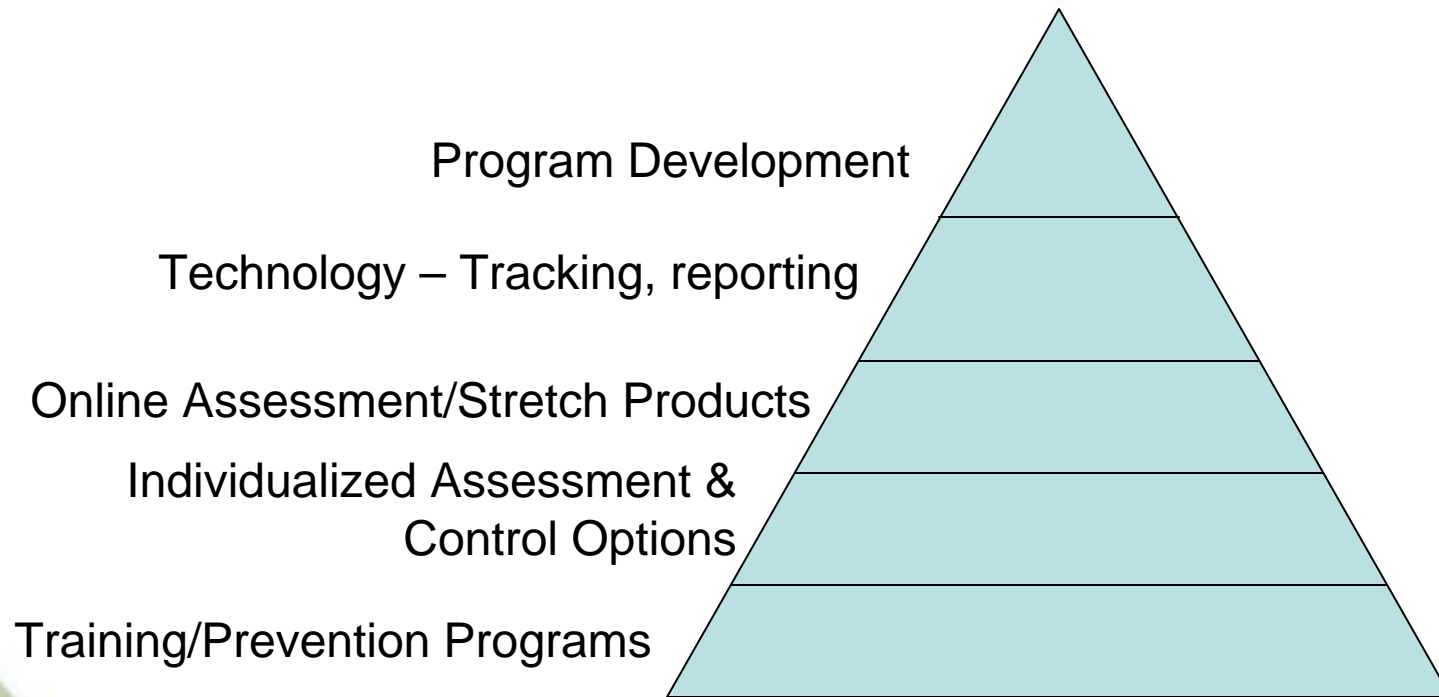
Expanded Budget?

- Where to allocate dollars?
- How to determine the most need?
- How to effect the largest percentage of people?
- How to make your money go farther?



Expanded Budget

Complete Ergonomics Program!



Training/Prevention Programs

- In-house Training
- Classroom training
- Bench training
- Workshops
 - Tools
 - Equipment
 - Postures
 - Lifting

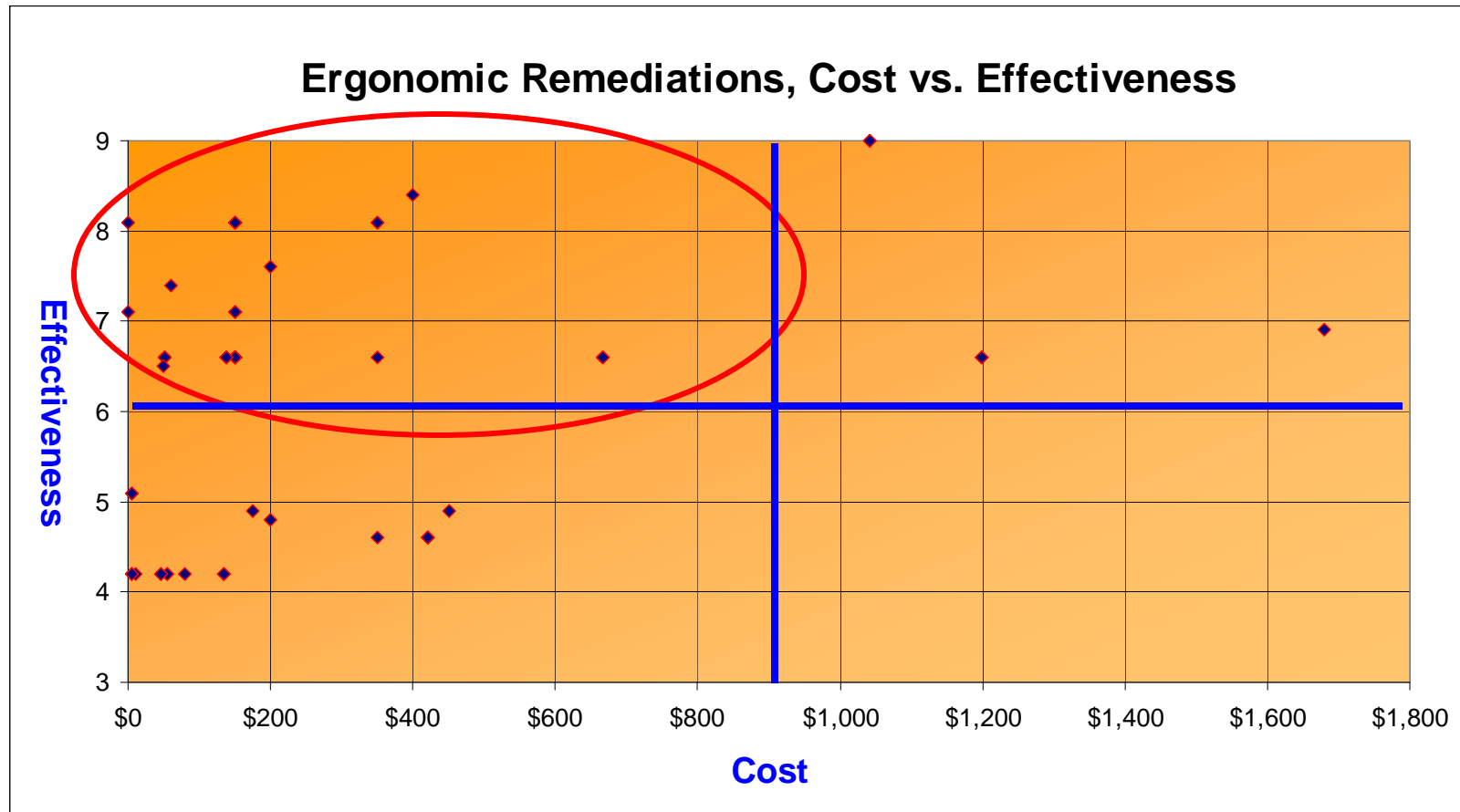


Individualized Assessment & Control Options

- Preventative Evaluations
 - New Hires
 - Follow-up Activities
 - Periodic Workplace Audits
 - Annual workstation reviews
 - Adjustment education
- Control Options
 - Engineering
 - Products as needed
 - Administrative
 - Training

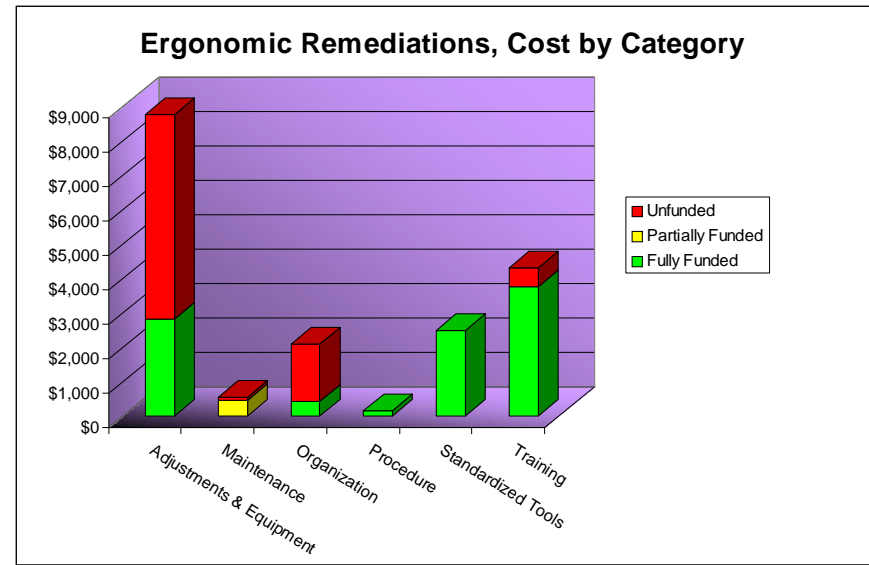
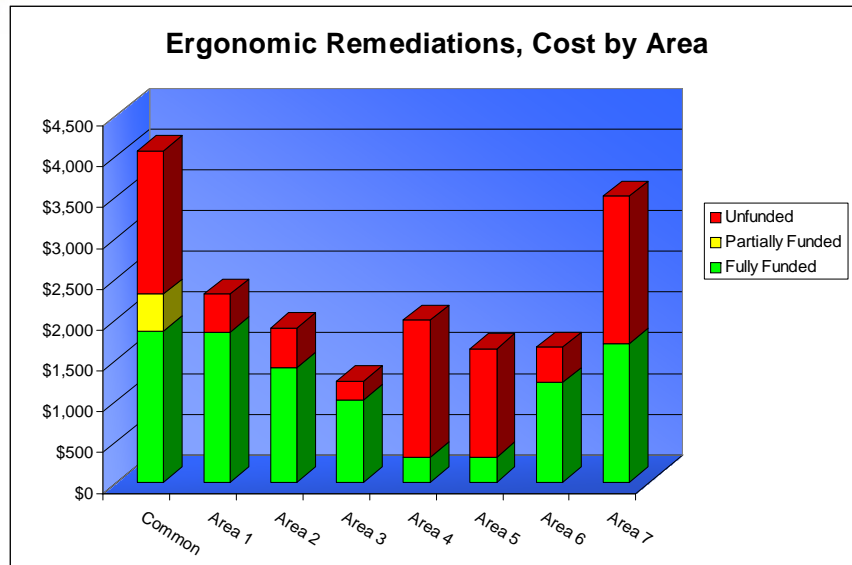


Prioritizing & Justifying Remediations



Identify highly effective remediations with relatively low costs.

Remediating in the “Real World”



- Set a budget threshold and *stick to it*
- Some remediations will be implemented, *some may not.*

Online Assessment and Stretch Products

- Wide scale online assessment
 - Surveys
 - Education
- Stretch program software
 - Break software
 - Timed stretches
 - Stretch program materials – posters, cards, handouts



Technology

- Identify the type of technology that works for your organization
- Identify the type of data needed
- How many people in your ergonomics program
 - Who will need to access it
 - How can you maximize their productivity
 - How easily can it be utilized from one person to another



Program Development

- Needs analysis of your overall ergonomics efforts
- Identify long range goals and objectives
 - 5 year plans
- Focus on outreach to the organization
- Education and information to all levels



Other Options to Empower your Ergonomics Program

- Use your data to build a case for being involved in new design
 - New buildings
 - Department moves
 - Retrofits
- Use information to identify smart bulk product purchases
 - Negotiate bulk prices
- Inventory your unused ergonomic product
 - Create a “green” ergonomic initiative
 - Create a “share your resources” program



Other Options to Empower your Ergonomics Program

- American with Disabilities Act changes
 - Definition of disability expanded, the focus is on employers providing more reasonable accommodations to workers
 - Ergonomics is a vital accommodation tool in getting workers back on the job
 - www.ada.gov
- U.S. Green Building Council
 - Points towards LEED certification for ergonomic program development (Innovation and Design)
 - www.usgbc.com

Goals

In difficult economic times, make sure your program is showing its value and worth!



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Summary

- Why you should develop an Ergonomic Policy
- Metrics that demonstrate ROI
- Technology benefits to your program
- Stretching training dollars
- Prioritizing your ergonomics program purchases

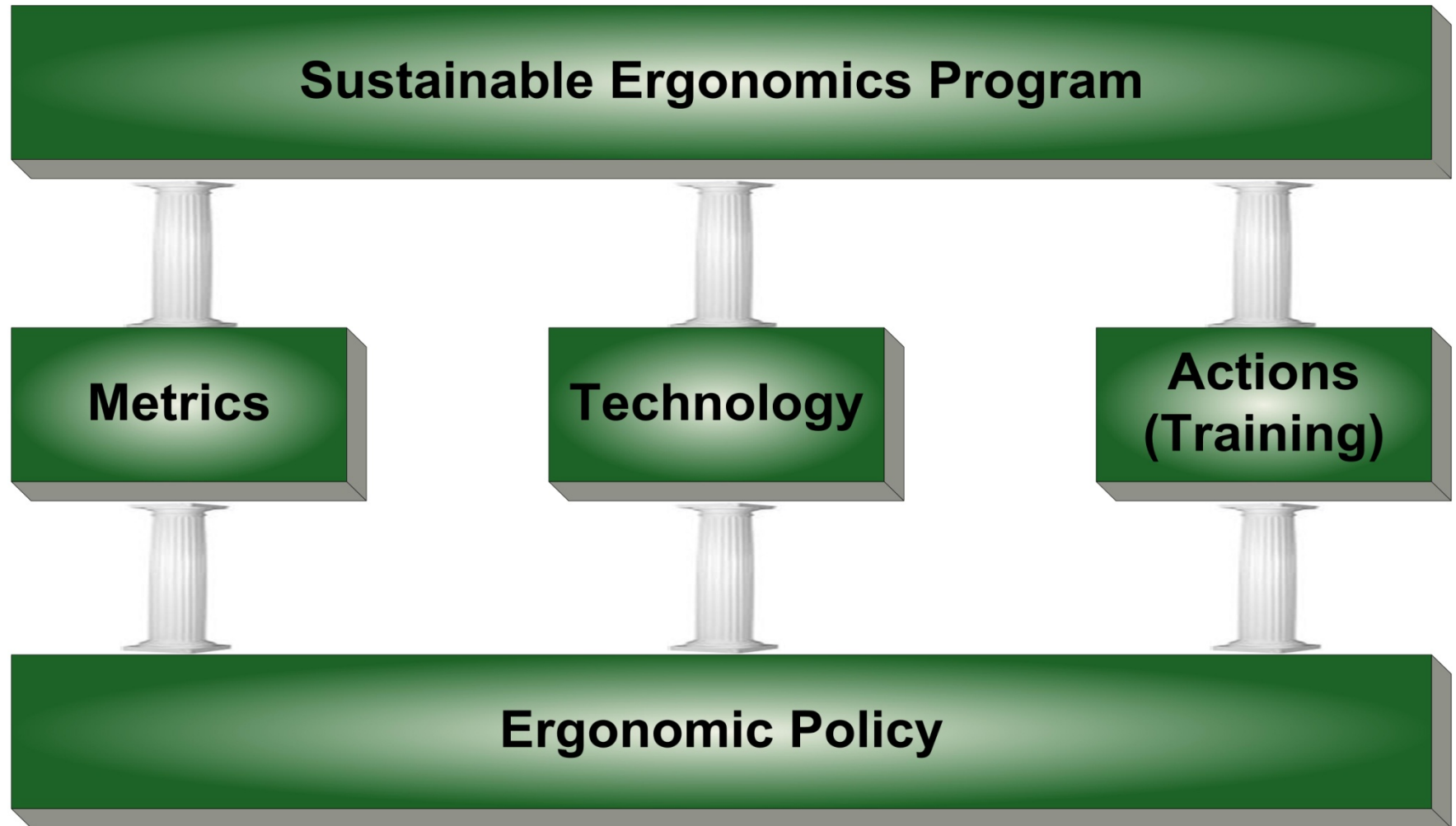


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Pillars of Successful Ergonomics Programs



Contact Us



22996 El Toro Road
Lake Forest, CA 92630

(949) 206-9923 ph
(949) 340-2117 fax

www.pelletierinc.com

Thank you!



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