

A photograph of a panel discussion at a conference. Four men are seated at a long table on a stage, facing an audience. The man on the far left is speaking, with his hands clasped. The other three men are listening attentively. In the foreground, the backs of several audience members' heads are visible. A large white text overlay is centered over the image. On the right, a podium features the conference logo. A screen in the background displays text about Vicbullet.

EHS Today

# Safety Leadership CONFERENCE

**September 18-20, 2023**

Orlando World Center Marriott | Orlando, FL

[safetyleadershipconference.com](https://safetyleadershipconference.com)



# **The Intersection of Culture Change & MSD Injury Prevention**

2023 EHS Today's  
Safety Leadership Conference

# About the Presenters

## Wendy Mayes

Hallmark Cards, Inc.  
Liberty Distribution  
*EHS Administrator*



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GSC On-Site Services  
*Managing Member*





# Driving Culture Change

## Key concepts:

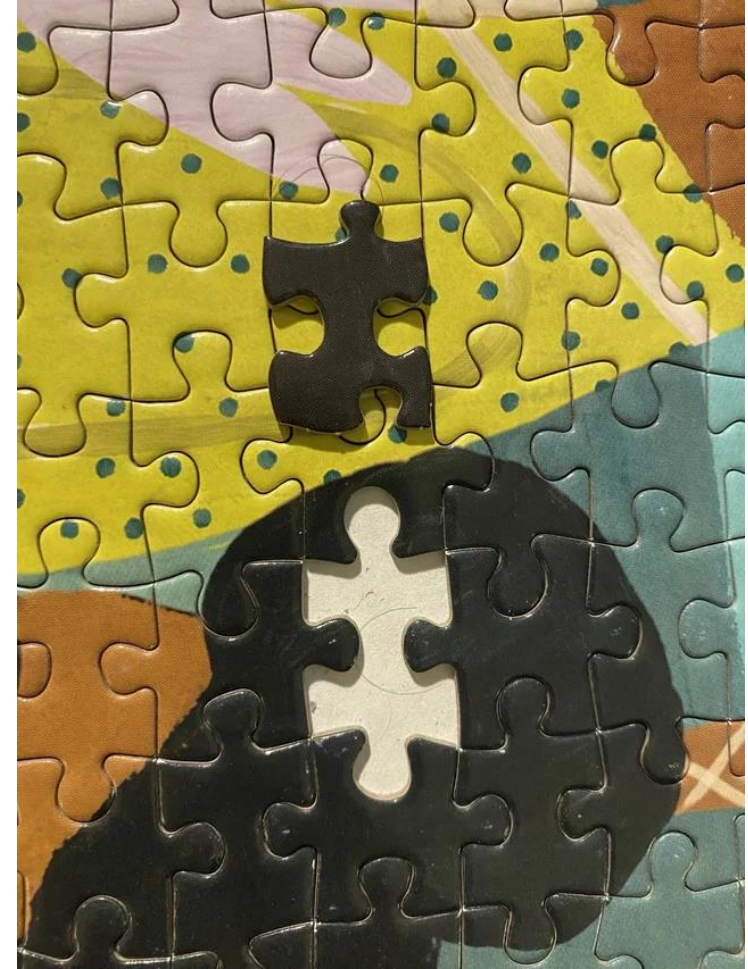
- Methods for integrating musculoskeletal disorder (MSD) injury prevention & management throughout the work life of an employee
- Getting buy-in from leadership and employees
- Objective metrics, KPIs, and tools for implementation

# Aha! What We're Doing Isn't Working.

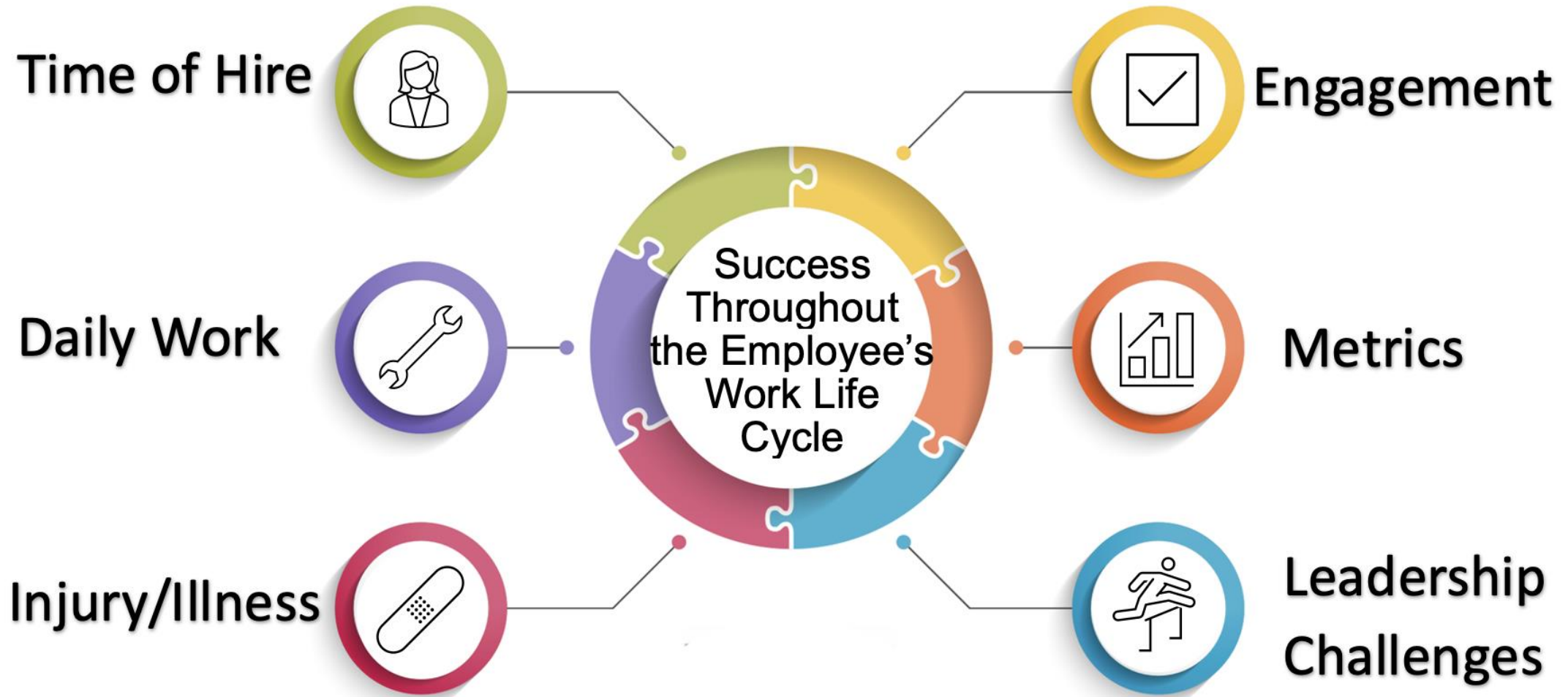
*We have all the pieces, so why can't we complete this puzzle?*

- Not changing the process
- Focused on lagging indicators
- Missing core value of injury prevention
- Change the view:

**Profitability vs. Expense**



# A Proposed Model for Culture Change



# Work Life Stage- Time of Hire

## Key Concepts

### Concept 1:

The right employee for the job: **Pre-Employment/Post-Offer Agility Testing**

### Concept 2:

Orientation with **Best Known Methods (BKM)s** and **body mechanics training**

### Concept 3:

People are not ready to work Day 1.  
**Programs to ramp up**

### Concept 4:

**Educate! Reinforce! Repeat!**

## Buy-In:

- New employees see the culture you are creating
- Support new employees with structured transitional new hire orientation and training
- Reduce workplace stress with consistent/stable workforce

# Work Life Stage- Time of Hire

## New Hire Metrics

By Week 3 of Work:

Flexibility Deficits:	<b>22%</b>
Pain at Time of Hire:	<b>10%</b>
Needs Early Injury Intervention:	<b>32%</b>

## Pre-Employment/Post-Offer Agility Testing (2018-2022)

Failure Rate = **10%**

Number of Candidates Tested:	<b>62</b>
Number of Passes:	<b>56</b>
Number of Fails:	<b>6</b>



# Work Life Stage– Daily Work

## Key Concepts

### Concept 1:

Take your pulse-  
leading indicators,  
metrics

### Concept 2:

Body mechanics  
and BKM's  
reinforced

### Concept 3:

Early symptom  
identification and  
remediation program

### Concept 4:

Ergonomic risk  
assessment and  
remediation

## Buy In:

- Reinforcement of progress by sharing metrics
- Recognize efforts & ideas
- People feel there is hope when sore
- Programs that address work related and non-work-related life issues

# Work Life Stage– Daily Work

METRICS	
Average Annual Body Mechanics Coaching Sessions Completed	280
Average Office/Workstation Ergonomic Assessments Completed	96
Early Ergo Cases	+ 45%



FLEX FOR SUCCESS	Baseline	Q2 2023	Degree of Gain/Loss
Cervical Flexion	63°	72°	9° GAIN
Cervical Extension	69°	75°	6° GAIN
Right Shoulder	52%	86%	34% GAIN
Left Shoulder	56%	89%	33% GAIN
Hand Flexibility	70%	95%	25% GAIN
Floor Touch	2.7"	1.2"	1.5" GAIN
Right Leg Stance	76%	88%	12% GAIN
Left Leg Stance	70%	86%	16% GAIN

## Other ideas:

- Training session participation
- Flexibility score of the work group
- Use of flex stations/ resources

*Note: The Flex for Success data displayed on the left was collected from 63 production employees who have been participating in the program for 5 months*

# Work Life Stage– Injury/Illness

## Key Concept

### Concept 1:

Show employees are **valued** by **managing cases**

### Concept 2:

Expand options to **minimize lost and restricted work**

### Concept 3:

Protocol known to all **stakeholders** including **medical providers**

### Concept 4:

**Post injury Fit for Duty testing** – make sure ready for return to work


## Buy In:

- Faster road to recovery
- View company is looking out for employee success and well-being
- Consistent protocol for care
- Options for medical providers to work with

# Work Life Stage– Injury/Illness

Data compiled over 3 years, 7 sites, 5,050 employees

**Work Comp Cost**  
*(incurred-actual pd)*

 **72-96%**

**MSD Recordable Cases**

**Reduced by 90%**

**Cases with Lost Time**

 **96%**

**Cost Avoidance**  
*(Avg annual for large companies)*

**\$957,328 /yr**

# Work Life Stage- Engagement

## Key Concepts

### Concept 1:

Keep fresh & relevant-  
**Employee Feedback**

### Concept 2:

Options for employees to  
**participate**

### Concept 3:

Employees are  
accountable for **injury  
prevention core values**

### Concept 4:

Change and update the  
goals consistent with  
metrics **frequently**

## Buy In:

- Each employee has a voice and sees action taken
- Part of a winning team
- Rewarded for effort

# Work Life Stage- Engagement

Prevention Plus Employee Feedback				
<b>1. How effective was the Prevention Plus Program in reducing your symptoms?</b>				
<input type="checkbox"/> Extremely	<input type="checkbox"/> Very	<input type="checkbox"/> Moderately	<input type="checkbox"/> Slightly	<input type="checkbox"/> Not at all
<b>2. How beneficial was the workstation evaluation in identifying better postures and positions to perform your job with the goal of reducing symptoms?</b>				
<input type="checkbox"/> Extremely	<input type="checkbox"/> Very	<input type="checkbox"/> Moderately	<input type="checkbox"/> Slightly	<input type="checkbox"/> Not at all
<b>3. How likely do you feel you would be to follow through with the recommendations at home?</b>				
<input type="checkbox"/> Extremely	<input type="checkbox"/> Very	<input type="checkbox"/> Moderately	<input type="checkbox"/> Slightly	<input type="checkbox"/> Not at all
<b>4. How likely are you to recommend this program to a coworker?</b>				
<input type="checkbox"/> Extremely	<input type="checkbox"/> Very	<input type="checkbox"/> Moderately	<input type="checkbox"/> Slightly	<input type="checkbox"/> Not at all

Flex for Success Employee Feedback							
<b>1. How many days per week do you stretch?</b>							
<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
<b>2. How many times per day do you stretch?</b>							
<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5		
<b>3. How would you rate your health?</b>							
<input type="checkbox"/> (1) Excellent	<input type="checkbox"/> (2) Very good	<input type="checkbox"/> (3) Good	<input type="checkbox"/> (4) Fair	<input type="checkbox"/> (5) Poor			
<b>4. Do you find this program beneficial?</b>							
<input type="checkbox"/> Yes				<input type="checkbox"/> No			

## Other ideas:

- Team board or accomplishments
- How many hazards identified & corrected
- Mentorship program with peers & how many participating
- Performance objective chart by department and % complete for the year
- Summary of many incentives obtained
- Before & After boards showing improvement with metrics

# Work Life Stage - Leadership Challenges

## Key Concepts

### Concept 1:

Create **leading indicators** using **lagging data**

### Concept 2:

Adjust to unplanned obstacles / **Be flexible**

### Concept 3:

Look for **outside experts or inspiration**

### Concept 4:

Expect **ROI** for changes you make

## Buy In:

- Its okay to start where you are
- All levels involved
- Tie-in to incentives and performance expectations/management

# Metrics: Strategic, Tactical and Manageable

## HR

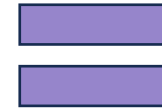
- Recruitment cost
- Turnover rate
- Absence rate
- STD/LTD cost

## Safety

- Incident rate & insurance cost
- Work Comp indirect/direct costs
- Early Intervention & cost avoidance
- Regulatory fines & legal cost avoidance
- Lost time and capacity

## Operations

- Productivity
- Quality



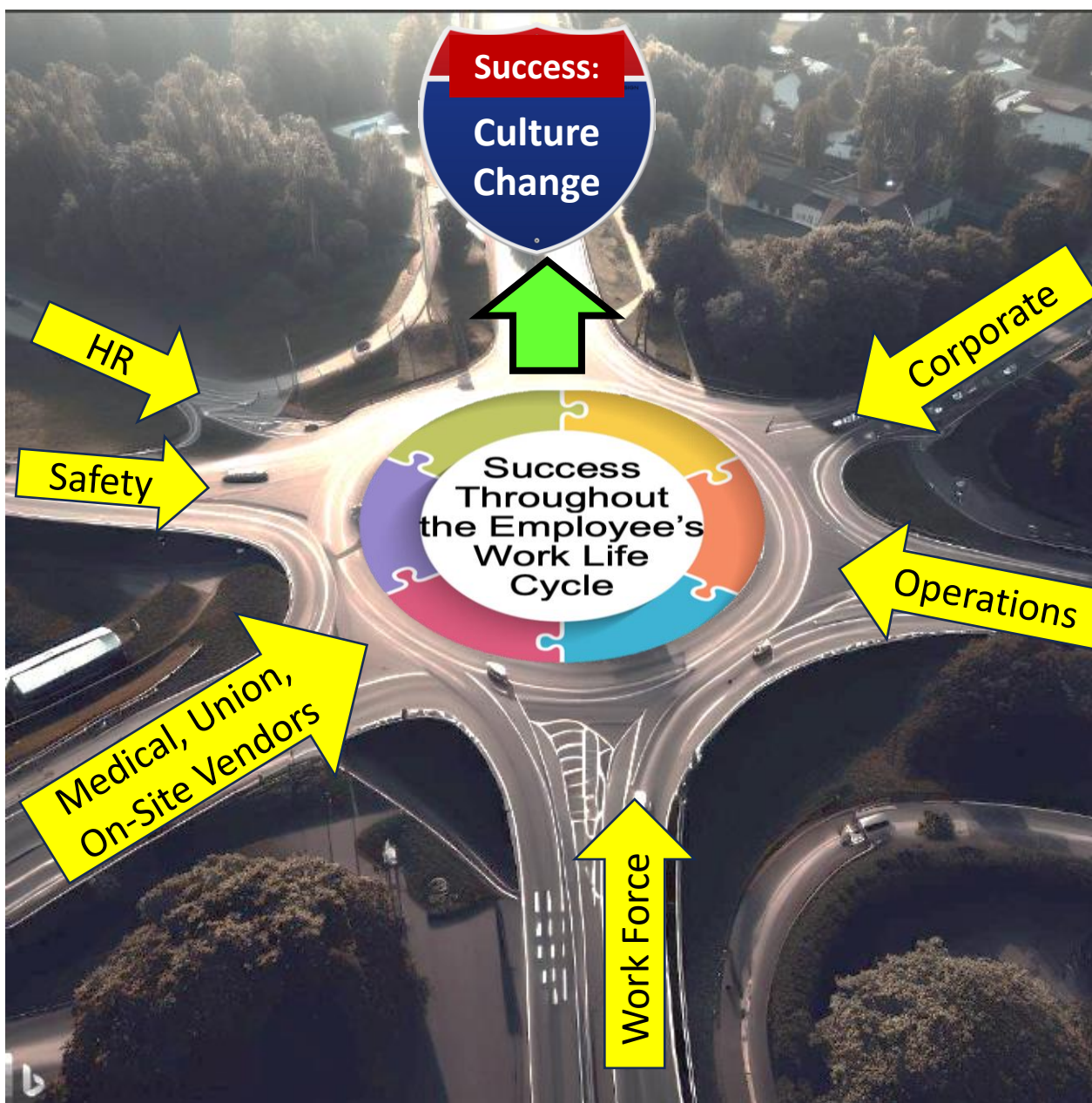
**IMPROVED  
PROFITABILITY  
&  
CULTURE  
CHANGE**



# The Intersection of Culture Change & MSD Injury Prevention

## Road Map for Success

- Reinforce the core value of injury prevention
- Measure progression
- Celebrate successes
- Modify for failures/changes
- Stay positive & don't give up



# Questions & Answers

## Thank You!

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