

A Participatory Approach to Ergonomics: Leadership Engagement & Development Program Management

Presented by: David Catallo CRSP, MBA



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Leadership

Develop Leaders

Support Peers

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Civic Coupe & Sedan

Civic Si Coupe

CR-V

Location Alliston, Ontario

Production Start November 1986

Plant Size 3.4 million sq. ft.

Employment 4,300 Associates

390,000 vehicles/year Capacity 243,000 engines/year

Civic Coupe, Sedan & Si Products CR-V 4-cylinder engines

"Enjoying your work is essential. If your work becomes an expression of your own ideas, you will surely enjoy it."

Soichiro Honda (1906-1991)

Core Values

Challenging Spirit

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Many-to-Many

Health & Safety is Important to me...

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Q/A

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Building and Sustaining a World Class Ergonomics Process

Presented by: Keith Osborne

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Session Takeaways

Session Takeaways

- Complete Organization Assessment
- Stakeholders- Who are they
- Metrics/Analytics
- Seattle City Light Process
- Review/Closing

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Proactive Processes

- >Increased efficiency at work
- >Increased physical well being
- >Increase in employee morale
- >Increases profit margins
- Decreased injuries, illnesses, and workers' compensation costs
- >Decreased absenteeism and turnover
- >Decreased presenteeism

Organization Assessment

>Important steps for any organization

- How is ergonomics viewed?
 - Optional
 - Integrated
- Where is your process at?
 - Non-existent
 - Reactive
 - Proactive
- Is there a continuous improvement mechanism?
 - Six Sigma or LEAN
 - OSHA VPPPA (Voluntary Protection Program Partnership Association)
 - Toyota Quality Management

Organization Assessment

> Process Structure

- Written process
- Clearly define roles (stakeholders)
- Mechanisms for process improvement

Stakeholders Identified

- Who owns what
- What do they contribute to the process
- Hold them accountable (Metrics/Reports)

Organization Assessment

Case Study Data

- Builds support and buy-in
- Often the win/lose point for management support
- Different types for different size companies

>GAP Analysis

- Identify Costs
- Map current injury rates
- Clear baseline of the organization

Stakeholders

>Identifying Stakeholders

- Managers/Supervisors
 - Understand the process
 - Encourage Continuous Improvement
 - Get trained
 - Know your employees
- Employees
 - Encourage employees (engagement)
 - Get trained

Stakeholders

> Departments

- HR Workmen's Comp, ADA, Wellness, RTW
- Facilities- Build outs, Office Design, Moves, HVAC, Lighting
- Safety Safety policies
- Finance Budget (metrics can drive how big this is)
- Engineering Build it right first time. Help design fixes

Stakeholders

>Additional stakeholders (outside the organization)

- Office equipment vendors
- Industrial/field equipment vendors
- Public- Public owned utility
- Consultants
- Insurance Company

>Why Metrics?

- Data is key to program development
 - Measuring is proving
 - Defines the way ahead
- Data can help mature a process
 - Prove the need for additional funding
 - Key continuous improvement mechanism

>Your Focus

What does your organization want to focus on?

- Productivity
- Process Efficiency
- High/Medium/Low Risk Tasks
- Injury rates
- Health care costs
- All of the above?

How do you want to measure it?

- Leading
- Lagging
- Both!! (preferred)

> Leading Indicators (Number today-Makes the news)

- Active metrics
- When properly developed can build a best practice
- Get you out front of issues
- Are why you do case studies
- Leading indicators become lagging as they are archived

Leading Indicator Examples

- Ergonomic opportunities identified and corrected
- Employee training events
- % of jobs assessed for risk
- % of new equipment, tools , and processes assessed
- % of High/Medium/Low risk jobs
- ROI (monthly)

Lagging Indicators

- Lagging indicators are generally historical data
- Injury trends, days away, health care cost runs, etc.
- Excellent information for initial GAP analysis
- Excellent in tracking year-end process review progress (former leading indicators)

Lagging Indicator Examples

- OSHA 300 logs
- Near-miss trends
- Workers' compensation costs
- Incidence rates
- Annual productivity trends
- Year end roll up

Metrics/Analytics (Examples)

> What gets tracked at Seattle City Light

- % High/Med/Low Risk
- Productivity Savings
- % Of 1-time workstation adjustments
- ROI of High-risk employees
- ROI of overall process
- % Change in days away (absenteeism)
- %/\$ Change in Comp costs
- % Training completion
- % Of MSD risk by body part
- % Program effectiveness year to year

Seattle City Light

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Developed a written ergonomics process

- Clear/Concise- Identify stakeholders
- Engages employees and supervisors
- Monthly analysis of metrics
 - Productivity Gains
 - Proactive tracking of WMSD mitigation
 - Organizational Risk Score (Office Tool)
 - Trend Analysis (High/Medium/Low Risk Employee Ratio)
 - ROI (Especially High-Risk Case Analysis)

Office Metrics to date (Dec 2014- March 2020)

- Reduction in overall organizational risk score (521/215)
- Reduction in lost productivity (\$16890/\$10126)
- Reduction in lost productivity time (48/30mins.)
- Zero recordable cases- 2018 (1st year ever)/2019

> Results of Office WMSD Tracking to date:

- 223 high risk cases worked to date
 - \$22.53M in proactive risk avoidance (less than125K spent to mitigate- High Risk only) 102:1
- Overall process ROI- 56:1 (\$480.1K spent)
- Average Annual Productivity Gains (2015-2019)- \$786,670

Field/Industrial part of the process to focus on

- Injury rate reduction (Initially a reactive mode)
 - Data from 2010-2016 showed 34% of injuries were ergonomic related
 - Mitigation possible by an ergonomics action
 - Injury could have been avoided or seriousness lessened
 - 36% employee situational awareness/inattentiveness/poor behaviors
- Employee training
 - Initial decks to focus on awareness and techniques to lower risks
 - Built three training decks with more to come
 - MMH and safe lifting
 - Field Ergonomics Overview
 - Back Safety

- Reduction in overall organizational injury rate of 75% since 2016
- 47 high risk cases/projects proactively mitigated 2015-2019
- \$36.01M in potential cost avoided
- ROI of 4.5 months
- Cost to mitigate proactively- \$185,707 (non-SHSW Money) 96:1

- Reduction in overall organizational RTW open cases from 36-15 2016-2018
 - Reduction of 5% in time away with ergo intervention and analysis of Lt Duty RTW
 - RTW Savings \$1,526,500 (70% reduction 2016-2018)
 - Reduction in comp costs 9.5% 2016-2018
 - Comp Cost Savings \$2.149M
 - Days away dropped 30%
 - Number of cases dropped by 28%

>Additional Metrics

- Reduction in the overall OSHA Recordable Rate
 - 38.5% 2016-2017
 - 22.2% 2017-2018
 - 18.2% 2018-2019
- 2018 Reductions
 - Reduction in Sprains and Strains- 24/16 (33%)
 - Reduction in Slips Trips Falls- 35/12 (65.7%)
 - Reduction in MMH Injuries- 16/9 (43.7%)

Review/Closing

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Review/Closing

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Review/Closing

➢ Benefits of Great Ergonomics:

- More productive, pain free, happier employee
- Help lower injury rates
- Lower absenteeism
- Lower presenteeism
- Metrics show a 15-25% increase in productivity and performance
- A combined ergonomics/wellness program can:
 - Lower stress
 - Improve overall health
 - Lower costs (Healthcare, Comp, Lost Productivity)

Questions Thank you

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