

Wellness and Workers Compensation: One Employer's Journey

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Objectives

- Recognize lifestyle and personal health conditions and their impact on Worker's Compensation claims
- Discuss organizational, departmental and personal ways to mitigate claim costs and duration through health improvement
- Identify primary and secondary prevention programs and how they promote wellness

“Most diseases, injuries, and other health conditions experienced by working people are **multifactorial**, especially as the workforce ages.”

Schulte, et al.; Am J Public
3 Health 2012

TOTAL WORKER HEALTH™

NIOSH (CDC); created 2011

Today, emerging evidence recognizes that both work-related factors and health factors beyond the workplace jointly contribute to many safety and health problems that confront today's workers and their families.

Association of Health Risks With the Cost of Time Away From Work

TABLE 4
Mean Annual TAW Costs* by Risk Level and HRA Participation Among Those With Occurrences

Risk Level	Mean TAW Cost**	Mean ABS Cost**	Mean STD Cost**	Mean WC Cost**
High risk (<i>n</i> = 396)	\$1,764 ^a (<i>n</i> = 319)	\$764 ^{ac} (<i>n</i> = 273)	\$737 ^c (<i>n</i> = 179)	\$1318 ^c (<i>n</i> = 149)
Med risk (<i>n</i> = 504)	\$1,224 ^b (<i>n</i> = 367)	\$541 ^{abd} (<i>n</i> = 318)	\$694 ^c (<i>n</i> = 157)	\$826 ^c (<i>n</i> = 149)
Low risk (<i>n</i> = 671)	\$1,096 ^b (<i>n</i> = 410)	\$493 ^b (<i>n</i> = 334)	\$521 ^c (<i>n</i> = 155)	\$890 ^c (<i>n</i> = 172)
HRA participant (<i>n</i> = 1,571)	\$1,243 ^c (<i>n</i> = 1,096)	\$590 ^a (<i>n</i> = 925)	\$653 ^c (<i>n</i> = 491)	\$900 ^c (<i>n</i> = 470)
HRA nonparticipant (<i>n</i> = 4,649)	\$1,416 ^c (<i>n</i> = 2,994)	\$686 ^b (<i>n</i> = 1,905)	\$714 ^d (<i>n</i> = 1,374)	\$1,218 ^c (<i>n</i> = 1,405)

Wright, et al. JOEM 2002

Self-assessed personal health risk does impact future lost productivity in WC & STD

Kuhnen, et al. JOEM Sept 2009

Kuhnen HRA Risk Factors

- Blood Pressure
- BMI
- Cigarette Smoking
- Alcohol consumption
- Safety belt use
- Cholesterol levels
- Stress levels
- Physical activity
- Drug use
- Perceived health
- Disease
- Life satisfaction
- Job satisfaction
- Illness days
- Health age index
- Low risk management

Obesity & Workers Compensation

- BMI proportionally related to CTS
- Associated with increased time lost from work and costs among workers' compensation claimants sustaining severe injuries

Tao et al.; JOEM July 2015

- 2X the # of claims
- 7X higher medical costs
- 13X more days of work loss

Duke Medical Center 2007 Archives of Internal Medicine

Adverse Childhood Events

The True Nature of Preventive Medicine

Death



Birth



**Mechanisms By Which
Adverse Childhood Experiences
Influence Adult Health Status**

- Links childhood trauma to long-term health and social consequences.
- Anda et al; CDC
- Over 17,000 Kaiser Permanente patients participating in routine health screening

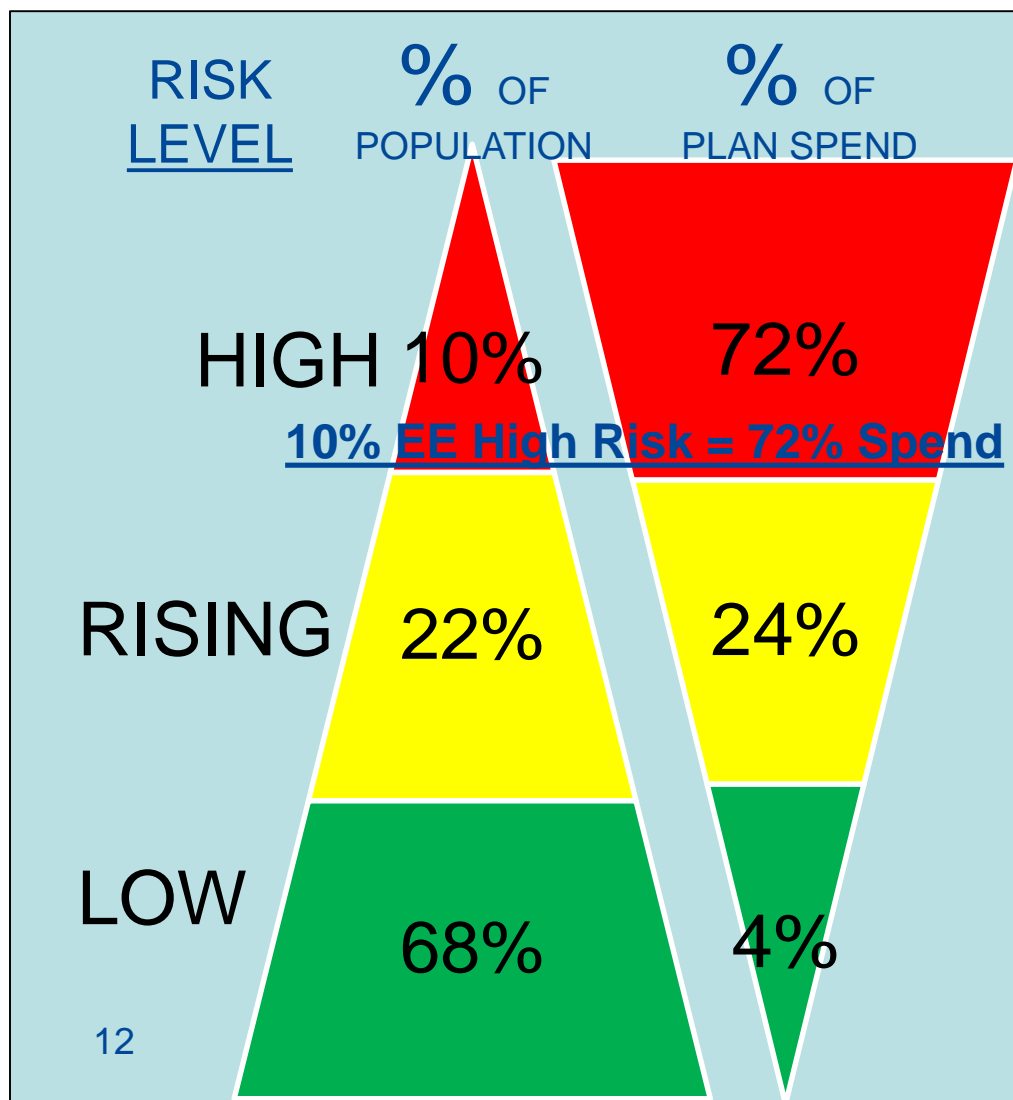
Metrics & Measurement...in parallel not serial

- Health risk assessments / screenings
- Health insurance claims
- Workers compensation records
- Sickness & Absence
- Employee / Culture surveys
- OSHA logs / Loss history
- Wellness engagement; program review

Lifestyle, Aging & Co-Morbidities

- Weakening bones
- Imbalance/coordination
- Stiffening joints/ligaments
 - Motion, Flexibility
- Decreased strength
- Slowed healing
- Tendon degeneration (tearing)
- Surgical risk
- Coping
- Tolerance
- Resilience
- Risk taking
 - Care, concern, investment in employer/future, purpose in life

Risk, Cost & Diagnoses



Depression/Anxiety
 Diabetes
 Vascular disease
 Arthritis
 Neuropathy
 Sleep Apnea
 Substance abuse
 Smoking: Nicotine, CO
 Many others

Workers' Compensation Benefits of a Wellness Program

- Direct and indirect care of the employee
- Increase aerobic capacity and strength
- Improve flexibility; delay degeneration
- Increase circulation/oxygenation
- Improve focus, coping, resilience
- Decrease risk taking; increase personal responsibility

My “prescription” to a worker, supervisor and employer

- Nutrition, rest, fitness (aerobic/resistance)
- Pre-work stretching
- Onsite care connected to a PCP relationship
- Aggressively prevent & manage chronic disease
- ↓ Risk / ↑ Responsibility
- Financial counseling
- Tobacco cessation
- Support health and wellness activity
- Wellness program with continual improvement
- “Employer of Choice”
- Supervisor training
- Care for family
- Balance “carrots and sticks”
- EAP

Froedtert Health: An Integrated Journey

- Taking care of staff from hire to..... retire
 - Ensure that our staff feel cared about
 - Take a pro-active approach to overall health and well-being of our staff
 - Provide targeted programs based on the needs and health concerns of our staff population.
 - Analytics guide programming
 - Medical claims
 - Health Risk Appraisal
 - Risk Stratification
 - Age
 - Co-morbidities
 - Workers Compensation

Business case for Wellness – National Perspective

Benefits of Worksite Wellness

- Improved well-being
- Increased productivity
- Improved morale
- Decreased absenteeism
- Improved health status
- Decreased healthcare costs



Creating a Culture of Health and Well-being

- Environment
 - Safety
 - Tobacco Free
 - Healthy Food
 - Provide support, tools and resources
 - Create opportunity to make the right choice

Creating a Culture of Health and Well-being

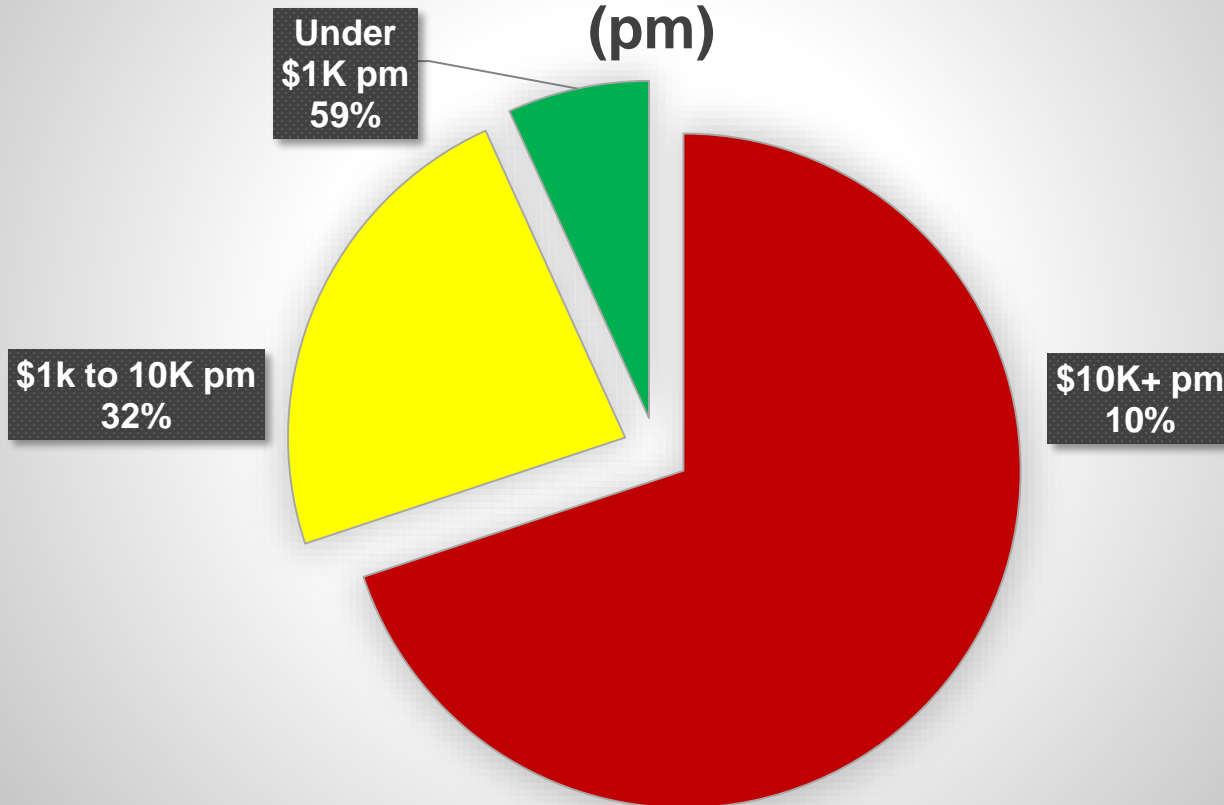
Choose to....theme

- Staff Engagement
 - Self-responsibility/accountability for health
 - Take care of self
 - Engagement/behavior change
 - Return to healthy state if injured or ill
 - Tie WC to general health and self care which promotes recovery and improved quality of life

Wellness Works Program

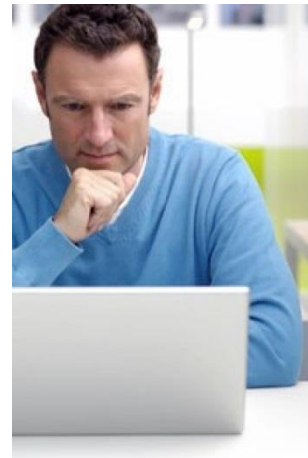
- Population Health Approach

**Total Plan Cost by
Average Annual Claims Per Member
(pm)**



Health Assessment/Questionnaire

- Identifies individual risks
- Creates annual health snap-shot
- Aggregate data drives programming and strategies
 - Modifiable risk
 - Rising risk trends
 - Chronic conditions



Wellness Works Programming

- Traditional Wellness Programming
 - Physical activity
 - Nutrition
 - Stress/EAP
 - Tobacco Cessation
 - Self-care
 - Weight Management
- On-site Workplace Clinic
 - Free, acute care
 - Assess WC injury and manage health needs
 - On-site Health Coaching
 - Registered Nurses, Registered Dietitian, Pharmacist, Exercise Physiologist
 - Targeted programs aimed at improving health and reducing cost
- Condition Management
 - Care Coordination through IHN (ACO)
 - Facilitated by TPA, Care Coordinators in Medical Homes and IHN, and Wellness Works

Proactive Approach: Focus on Obesity

Cultural Changes:

- Dining Rooms: Choose to Eat Healthy Program
- Activity: Indoor and Outdoor Walking Trails/maps
- Benefit Plan Design – alignment with Wellness Program

Programming Changes:

- Education/Awareness/Transparency
 - Challenges (Maintain-Don't Gain, Fit and Focused etc..)
- Onsite Coaching
 - Focus on Pre-Diabetes/Diabetes/Metabolic Syndrome
 - Weight Management
- Onsite Dietitian
- Onsite Physical Activity

Coordinated Efforts

- Key stakeholders in wellness, injury prevention and injury management
 - Executive Leaders/ Managers/ Supervisors
 - Wellness Communication and Programming
 - Facilities / Maintenance
 - Occupational Health / Workers Compensation
 - Ergonomics / Safety
 - Staff members

Primary Injury Prevention:

- Physical Work Environment
- Job Description- Physical Requirements
- New Hire Process
- Ergonomics
- Culture of Safety



Physical Work Environment

Facilities/Maintenance

- Designing healthy workspaces
- Consideration of safety and wellness
 - New construction / remodel / repair
- Equipment
- Environment of Care- Safety Rounds

What were they thinking?



Active Computer Workstations – Wellness

- Design for health and wellbeing



Job Description

Human Resources/Managers

- Are the physical demands of the job safe?
- Are the lifting, pushing and pulling requirements OK for the majority of the working population?
- Is the frequency of the heavier tasks reasonable? Is there enough recovery time?
- Does it require repetitive movement, sustained or awkward postures.

Physical Demands Categories	
Sedentary Work	Requires the occasional lifting of 10lbs or less
Light Work	Requires lifting a maximum of 20lbs
Medium Work	Requires lifting a maximum of 50lbs, but with frequent lifting of up to 25lbs
Heavy Work	Requires lifting a maximum of 100lbs
Very Heavy Work	Requires lifting in excess of 100lbs, with frequent lifting of 5lbs or more

S. H. Snook and V. M. Ciriello

The design of manual handling tasks: revised tables of maximum acceptable weights and forces

Ergonomics 34(9):1197-1213, 1991

Application manual for the revised NIOSH Lifting Equation

Waters, Putz-Anderson, Garg 1994

New Hire Process

Occupational Health

Pre-placement physical (ADA and EEOC guidelines)
immunizations, referral to PCP, lifting education

Communication with PCP regarding any
medical issues that may put worker at risk.

Need accurate job description

Determine temporary or permanent work
restrictions and accommodations

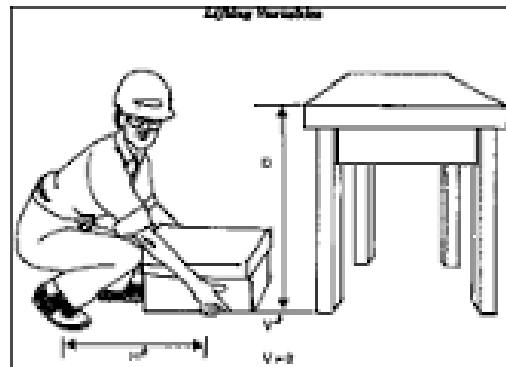
Ergonomics Safety

- The science of modifying work processes and the environment to reduce physical stressors on employees and improve job efficiency and productivity.



Ergonomic Risk Factors

- Force
 - Lifting, pushing, pulling and carrying
- Awkward Posture
- Repetition / Duration
- Physical stresses (physical environment)
 - Lighting, temperature, flooring, contact stress, vibration



Injury Prevention – Safety/Ergonomics

- Early ergonomic evaluations in the “discomfort and fatigue” stage can decrease the probability of progression to pain, lost work days, medical visits, restricted duty, surgery and possible permanent restrictions.

Injury Prevention

Ergonomics / Safety, Staff

push measurements for a Phlebotomy cart		
Push	carpet	Tile floor
initial force, lbs.	12-15 Lbs.	6-8 Lbs.
sustained force, lbs.	5-6 Lbs.	3-4 Lbs.



- Identify the problem
- Ergonomic assessment
- Evaluate equipment, worker and work process
- Implement changes as needed
- Worker education on body mechanics, proper lift techniques and proper push pull techniques

Workplace Injury Management

Occupational Health / Workers Compensation

- Case Management
- Early investigation and assessment
 - Prevent from happening again
 - Manager involvement
- Communication with healthcare providers
- RTW program
- Ergonomics

Workplace Clinic Wellness

- Injury Assessment
 - Holistic approach
 - Connection of personal injury to general health
 - Wellness referral opportunity
 - Focus on overall health and well-being
 - Open door to PCP – preventive care, routine care, gaps in care
- Treatment
 - Provides staff with options for treatment
- Referral to appropriate provider
- Role of the Medical Director

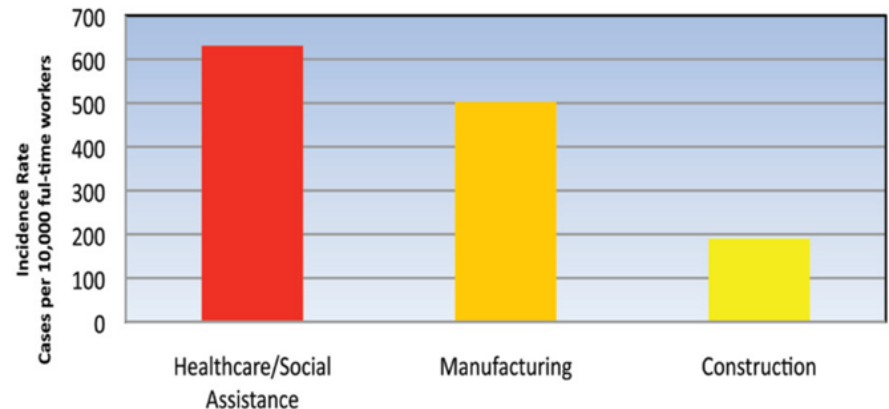
Successful Return to Work following an injury ALL Involved

- Work with manager and worker to understand the work restrictions and provide a safe work environment
- Ergonomic evaluation to determine risks of the job tasks and recommend changes
- Determine if worker can safely do their job or a temporary job
- Educate staff in good posture, body mechanics and proper lift techniques

Safe Patient Handling

- The most recent statistics tell us that almost half of all reported injuries in the healthcare industry were attributed to overexertion and related tasks. Nurses and nursing assistants each accounted for a substantial share of this total

U.S. Department of Labor | June 25, 2015



Source: Bureau of Labor Statistics, U.S. Department of Labor, October 2012



Successful Safe Patient Handling Program

Facilities

Ceiling lifts included in all new and remodeled patient rooms

Management

Policy, Financial support

Nursing Management

Annual Education for healthcare workers

Unit champions

Putting safe patient handling into practice

Occupational Health

Investigate any injury related to patient handling.

Educational Services

Including Safe Patient handling in new employee orientation

Ergonomics / safety

Evaluate patient handling tasks and recommend safe methods for moving and transferring patients.

Wellness

stretches, strengthening, wellness programming



Wellness...one component in WC claim prevention/mitigation

- HR: Hire, placement, training, retention
- Wellness: injury prevention/recovery
- Safety/ergonomic
- Case Management
- Appropriate & coordinated care
- IME/legal

