



Influencing Culture with Early Injury Intervention Methods



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Who Am I



- ^ **Chet Brandon - CSP, CHMM, VP of Operations & Corporate Safety Officer for ATI Worksite Solutions**
- ^ Marshall University: BBA-Economics, MS-Safety Technology, MA-IO Psychology
- ^ 25 Years in EHS & WC Executive Management for Large Industrial Concerns:
 - Metals, Automotive, Aerospace, Utilities, Chemicals, Glass, Electronics, Management Consulting
- ^ Special Emphasis in:
 - Early Injury Intervention, EHS Mgmt. System Development & Implementation, Complex System Safety, HPI/HEP, Culture/BBS, Dust Explosion Prevention, High Hazard Process Safety



Session Objectives



In this session you will gain:

- ✓ Understanding what Early Injury Intervention methods are.
- ✓ Understanding how Early Injury Intervention methods can impact site culture leading to enhanced injury prevention.
- ✓ Knowledge of how to implement the method to impact culture.



The Need for Better Methods



U.S. Bureau of Labor Statistics reports 650,000 work-related musculoskeletal disorders (WRMSDs), resulting in costs to employers of over 20 billion dollars. These costs include Worker's Compensation and medical expenses, the latter of which are **increasing 2.5 times faster than benefit costs.**

- \$1 of every \$3 of Worker's Compensation costs are spent on occupational musculoskeletal disorders (MSDs)
- Employers pay \$15-20 billion per year in Worker's Compensation costs for lost workdays.
- Mean costs per case of upper extremity MSD are \$8,070 versus a mean cost of \$4,075 per case for all types of work-related injury.
- Worker's Compensation claims per injury equal \$29,000 - \$32,000 per year.
- Medical bills for the average shoulder injury (excluding surgery) are \$20,000 per year.
- Indirect costs are 3 to 5 times higher, reaching approximately \$150 billion per year.

Traditional H&S Focus



- (Tomorrow) Prevention of Injuries & Loss
 - Policies and procedures
 - Risk assessment and corrective action
 - Hazard identification and correction
 - Near miss reporting
- (Yesterday) Reaction to Injuries & Loss
 - Accident Investigation and correction
 - Engineering risk out
 - Enforcement of rules (discipline)
 - Re-education of work force
 - Management of recovery (claim mgmt)



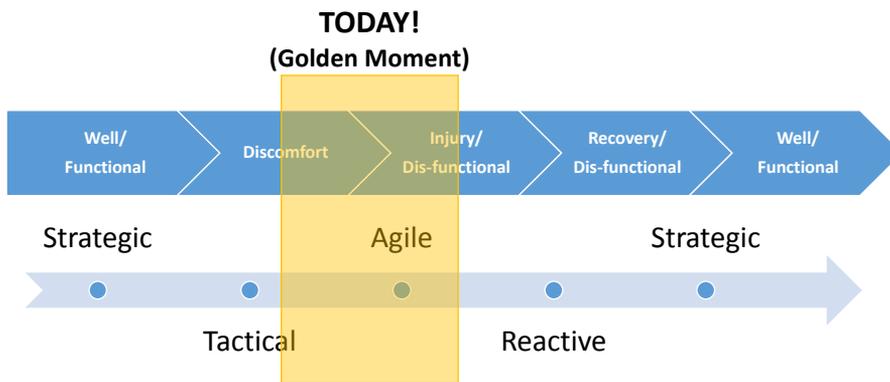
EHS Pros Have No Time Today!



- Dealing with Issues in real-time takes time.
- EHS Pros have constraints:
 - There are less of us!
 - We are focused on strategic improvement.
 - Maintaining required documents and processes.
 - Meetings, meetings, meetings...
- The Athletic Trainer is our representative on the floor.



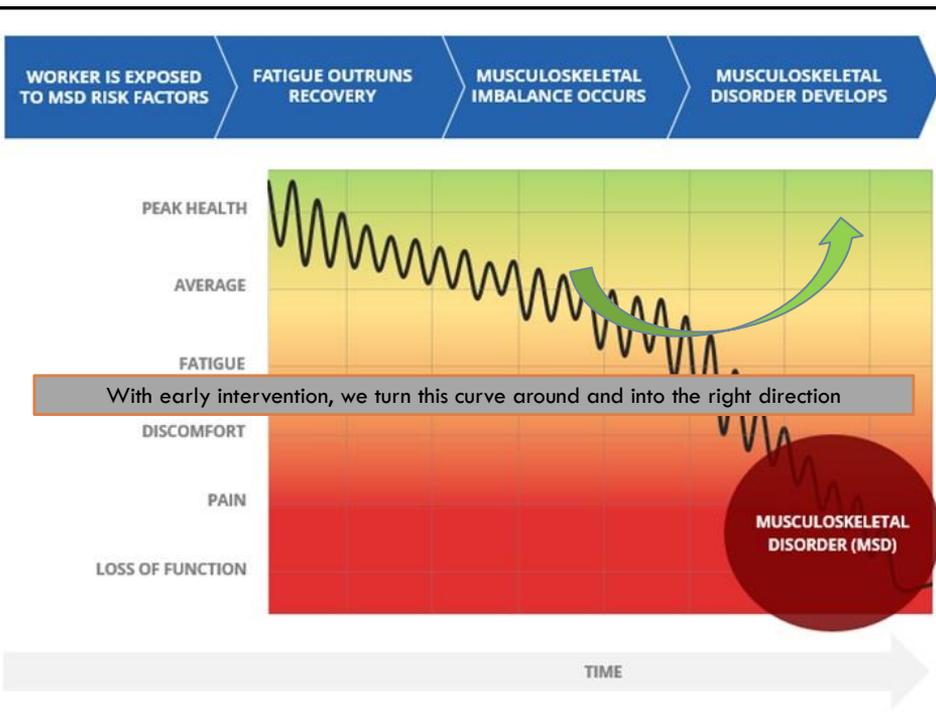
Today is Where the Action is



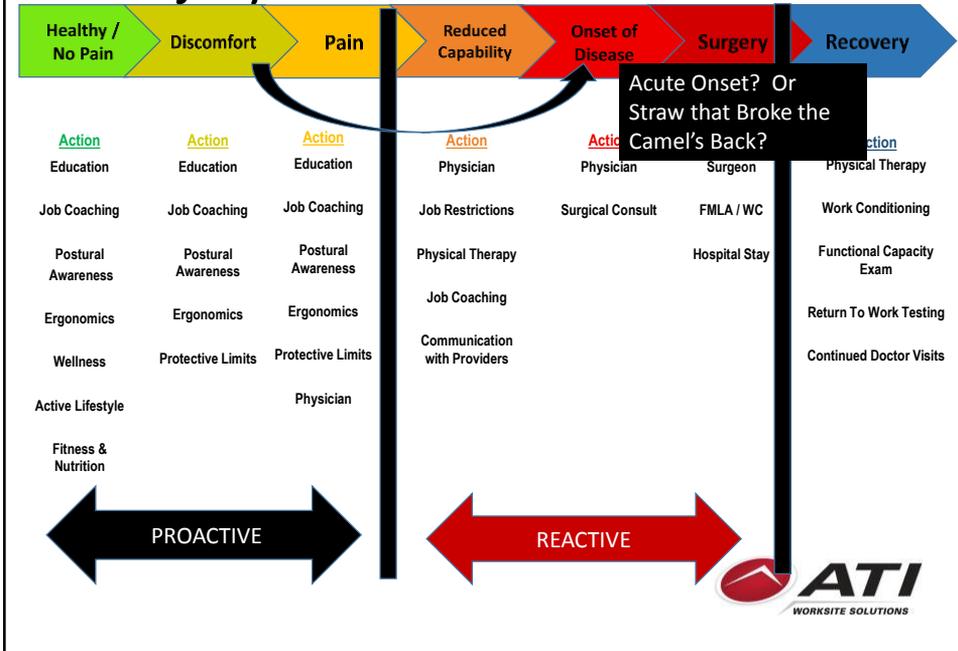
- Prevention:**
- Policies
 - Training
 - Risk Assessment
 - Hazard ID
 - Corrective Action

- Intervention:**
- Real-time Encounters
 - Job biomech coaching
 - Stretch & Strength Coaching
 - Fitness Coaching

- Reaction:**
- Accident Investigation
 - Case Management
 - Trend Analysis
 - Near Miss Reporting
 - Lean Six Sigma



The Injury Continuum



The Industrial Athlete



- Workplaces are leaner than ever before: Amazon requires employees to be able to walk 15 miles.
- “Increasingly employers are using a smaller permanent work force, and they’re trying to keep everybody at the wheel as much as possible,” said Tom Juravich, a professor of labor studies at the University of Massachusetts.
- Meanwhile, laborers are “realizing that demands today are quite high, and that to survive this, they’re going to actually have to start thinking outside the box.”



Sources: <http://www.businessinsider.com/working-conditions-at-an-amazon-warehouse-2013-2>
http://www.nytimes.com/2006/10/26/fashion/26Fitness.html?pagewanted=all&_r=0

Athletic Trainer Skill-Set



- Prevention
 - Physical examinations
 - Training and conditioning programs
 - Ensuring a safe environment
 - Selecting, fitting and maintaining PPE
 - Coaching diet and lifestyle choices
 - Using medications appropriately
- Clinical Evaluation and Diagnosis
 - Understanding pathology of injury and illness
 - Immediate care
 - Incorporating therapeutic modalities
 - Treatment, rehab and reconditioning supervision
 - Psychosocial intervention



CEIS: Hybrid Professionals



Certified Early Intervention Specialists Apply their Athletic Training background in the workplace:

- On-the-Work Floor Job Coaching
- Basic Job Task Analysis and suggest Corrective Actions
- Culture Shift toward Early Reporting
- Functional Task Analysis – development and education
- Case Management – communication and referral
- Manager and Supervisor Training
- Wellness and Health Coaching
- Return to Work (RTW) Testing



What a CEIS Does



- Resource for employees to get consultation on pain/discomfort – no matter the source or severity.
- Triage and administer first aid according to OSHA.
- Utilize clinical reasoning to efficiently direct the employee via job coaching, posture coaching, stretching, education, other modalities.
- If a PWR injury requires treatment beyond first aid, the CEIS communicates to H&S, supervisors and/or health services (depending on protocol).
- Effective reporting from supervisors & employees of early on-set of symptoms allows for the largest impact of this program.
- Remains an objective healthcare professional dedicated to preventing Injuries in the people he/she serves.



Goals of Early Intervention



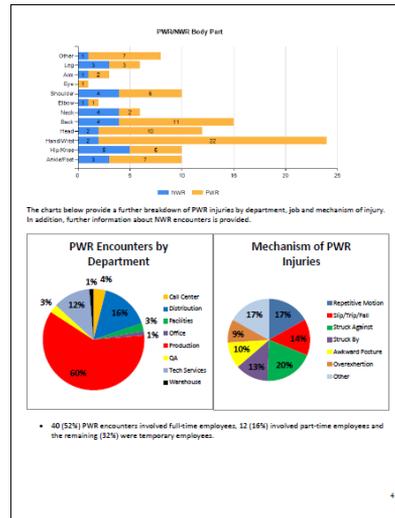
- Injury Prevention – Stop the progression
- Task modification to avoid injury
- **Identify and Diminish Root Cause**
- Body Awareness & Postural Endurance
- Develop Injury Management Onsite
- Set Expectations for Long Term Health
 - Life style choices
 - Strength and conditioning
 - Education on preventative medicine
- Establish a Culture for Early Reporting



Data Driven Process



- Sophisticated Electronic Medical Records system used to capture and utilize data.
 - Ensures efficient tracking of case details to speed recovery
 - Allows for extensive trend analysis
 - Generates predictive data regarding risk potential.



Agile Methods Adapt



“Managing on the edge of Chaos”

“Rapid change tolerant systems”

Principles of Agile Organizations:

- Principle #1: Delighting Clients
- Principle #2: Self-Organizing Teams
- **Principle #3: Client-Driven Iterations**
- Principle #4: Delivering Value to Clients in Each Iteration
- Principle #5: Radical Transparency
- Principle #6: Continuous Self-Improvement
- Principle #7: Interactive Communication



What is Culture



Culture is a pattern of shared tacit assumptions that were learned by a group as it solved its problems of external adaptation and internal integration,...

that has worked well enough to be considered valid and,...

therefore, to be taught to new members as the correct way to perceive, think, feel in relation to those problems.



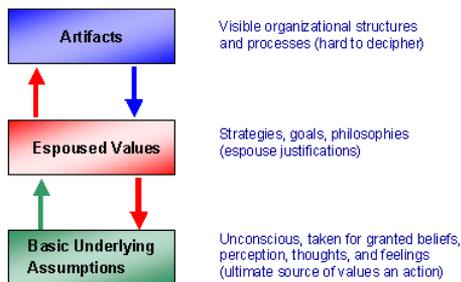
Source: Schien, E., 2009. P 27, 82

Levels of Culture



Schein identifies 3 levels of culture:

- Artifacts
- Espoused Values
- Underlying Assumptions



Assumptions are the deepest and most important level.

Assumptions are where the culture of a group “lives”.

What Does Culture Do?



A group's culture allows its members to reach the *quasi-stationary equilibrium* emotional state.

People are seeking physiological and psychological equilibrium at all times. Culture helps us stabilize our emotional and cognitive state, which is perpetually bombarded by new external and internal stimuli that have the potential for disrupting the equilibrium creating a state of anxiety.

Culture helps us avoid uncertainty and unpredictability, but they also can suppress learning and improvement.



Source: Schien, E., 2009. P XX

How Culture is Influenced



Changes in the group's (and the individuals that make up the group) basic assumptions must occur.



From a high level, this occurs when:

- Current cultural assumptions must be disconfirmed.
- Survival Anxiety must overcome Learning Anxiety.
- New cultural assumptions based on success are formed.
- Internalization of new assumptions is completed by the group.

Psychological Safety



Reassurance of the learner that the pain of unlearning and relearning will be possible, worthwhile, and adequate resources will be provided.

Reduces the restraining forces created from learning anxiety.

Steps to Create Psychological Safety:

1. Have a compelling positive vision.
2. Provide formal training to new ways of thinking.
3. Involvement of the learner.
4. Provide practice fields, coaches and feedback.
5. Provide positive role models.
6. Provide support groups.
7. Align systems and structures consistent with desired change.



Culture is a Learning Process



Culture is learned, evolves with new experiences, and can be changed if one understands the dynamics of the learning process.

Attributes of group learning (Cognitive Redefinition):

- Only occurs if adequate psychological safety exists.
- New cultural learning can occur by trial and error or a formal training process by management. If no formal process is present, the group will learn for itself.
- Ambiguity is minimized for new behaviors.
- The new behavior must lead to desirable outcomes.



Intervention Changes Culture



- Relationship based:
 - Effective listening skills
 - Psychosocial training
 - Objective Health Care professional
- Effective evidence-based solutions
- Soon, Certain and Positive feedback and reinforcement



The Early Reporting Culture



The Early Reporting Culture is Characterized by:

- Decreased threshold of perception for developing injury situations.
- The need to take immediate action to bring risk levels down to acceptable levels.
- The assumption that reports of elevated risk will be effectively acted upon.
- A continuous awareness of the risk potential in situations.



Cultures Supporting Safety



- The belief that accidents and injuries are preventable.
- The belief that action must be taken to prevent accidents and injuries.
- The belief that all employees have an active role in our success towards the goal of zero incidents.



Culture is a Looped Process

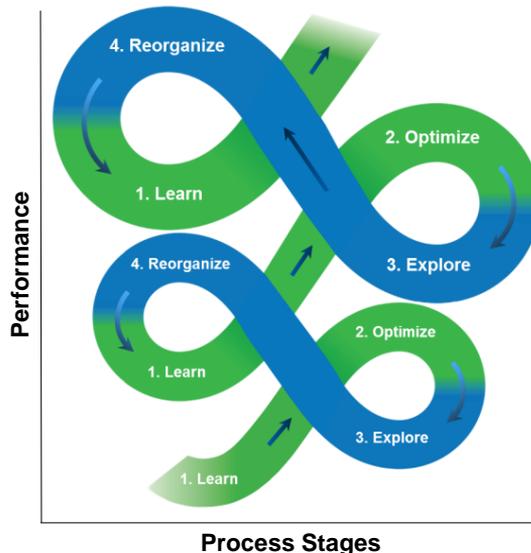


Because group culture is constantly evolving to meet new external stimuli, the change process must be continuous.

Reiteration of the previous steps must occur to guide the cultural evolution process.

The pipe gets bigger at the top to depict increasing capability.

Absent reinforcement, the process can reverse: Culture Drift.



How to Implement



- Typically takes 90-days to get process implemented.
- Changes in culture start at about 3 months.
- Normal Steps to implement are:
 - 1) Conduct Risk Analysis – MSD risk high?
 - 2) Determine who will provide the CEIS services.
 - 3) Identify partner to provide personnel and systems.
 - 4) Inform managers and supervisors of the program and how it works.
 - 5) Inform workforce of the program
 - 6) Begin services and locate immediate wins with employees.
 - 7) Conduct monthly process reviews with management.



Questions?



Thank You!



Chet Brandon, CSP, CHMM
Vice President of Operations

ATI Worksite Solutions

5949 W. Raymond St. | Indianapolis, IN 46241

O: 317-390-5590 | C: 316-650-9583 | F: 317-486-2194

ronald.brandon@atipt.com | www.atiworksitesolutions.com

