



# Integrated Employee Health, Safety and Wellness

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VP/Medical Director, Employee Health and Wellness



# Today's Agenda

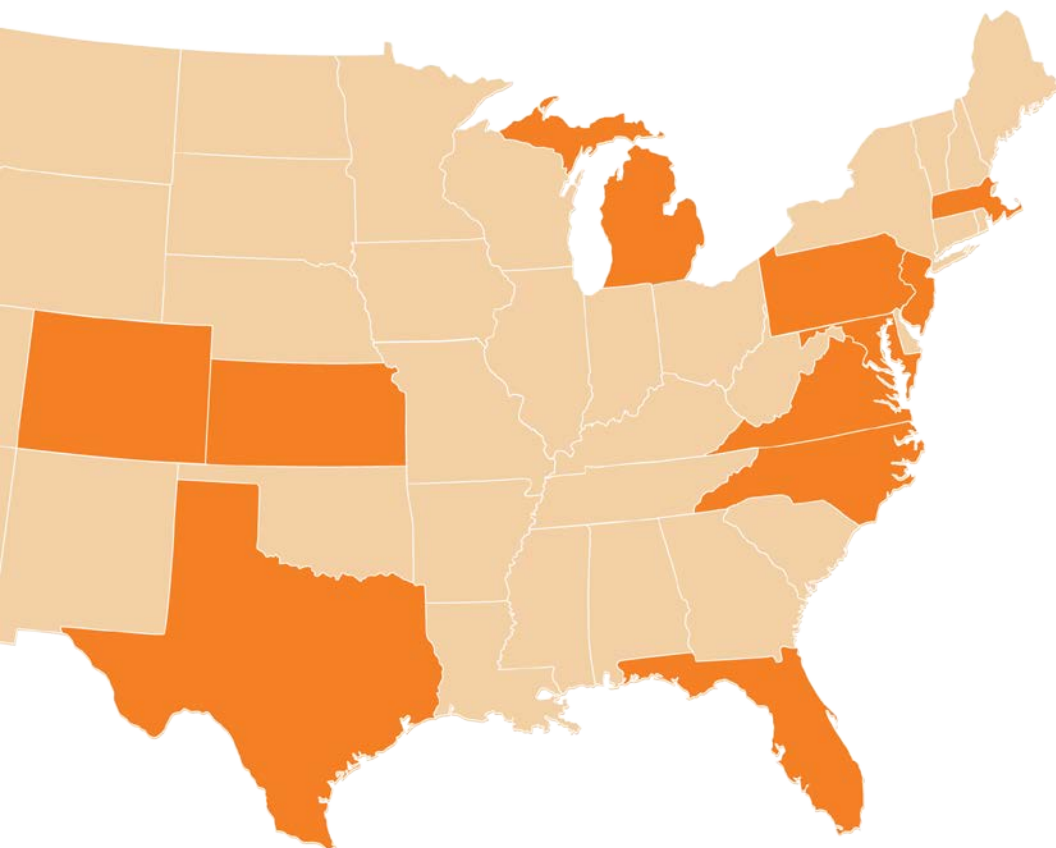
- Who is Erickson Living?
- Our Corporate Health Achievement Award (CHAA) *Journey*
- Highlights of our Integrated Health, Safety and Wellness Programs
  - Establishing a culture of safety, health and wellness
  - Alignment with company's health and wellness vision
  - Role of onsite Employee Health and Wellness Centers (EHWC)
  - Other innovative programs to *promote* and *protect* workers' health
  - Focusing to achieve success
- Next steps in our commitment to excellence



# Who is Erickson Living?



# Erickson Living Locations



## 19 communities, 11 states

### **Colorado**

Wind Crest

### **Florida**

Devonshire at PGA National  
Chatsworth at PGA National

### **Kansas**

Tallgrass Creek

### **Maryland**

Charlestown  
Oak Crest  
Riderwood

### **Massachusetts**

Brooksby Village  
Linden Ponds

### **Michigan**

Fox Run

### **New Jersey**

Cedar Crest  
Lantern Hill  
Seabrook

### **North Carolina**

Windsor Run

### **Pennsylvania**

Ann's Choice  
Maris Grove

### **Texas**

Eagle's Trace  
Highland Springs

### **Virginia**

Ashby Ponds  
Greenspring

# Our Vision, Mission and Values

Erickson Living® helps people live better lives. We strive to be the most valued and trusted leader in senior housing and services through operational excellence, integrated senior health and wellness and a commitment to the Erickson Way culture and values.



Respect & Caring  
Diversity  
Friendliness & Enthusiasm  
Integrity  
**Responsibility**  
**Excellence**  
**Teamwork**

*"We share our gifts to create communities that celebrate life"*





**Greenspring Village  
Springfield, Virginia**



# Erickson Living at a Glance



- Third-largest independent living provider in U.S.
- 23,000+ residents served
- 14,000 staff; 8,500 full-time
- 96% occupancy; industry standard is 90%

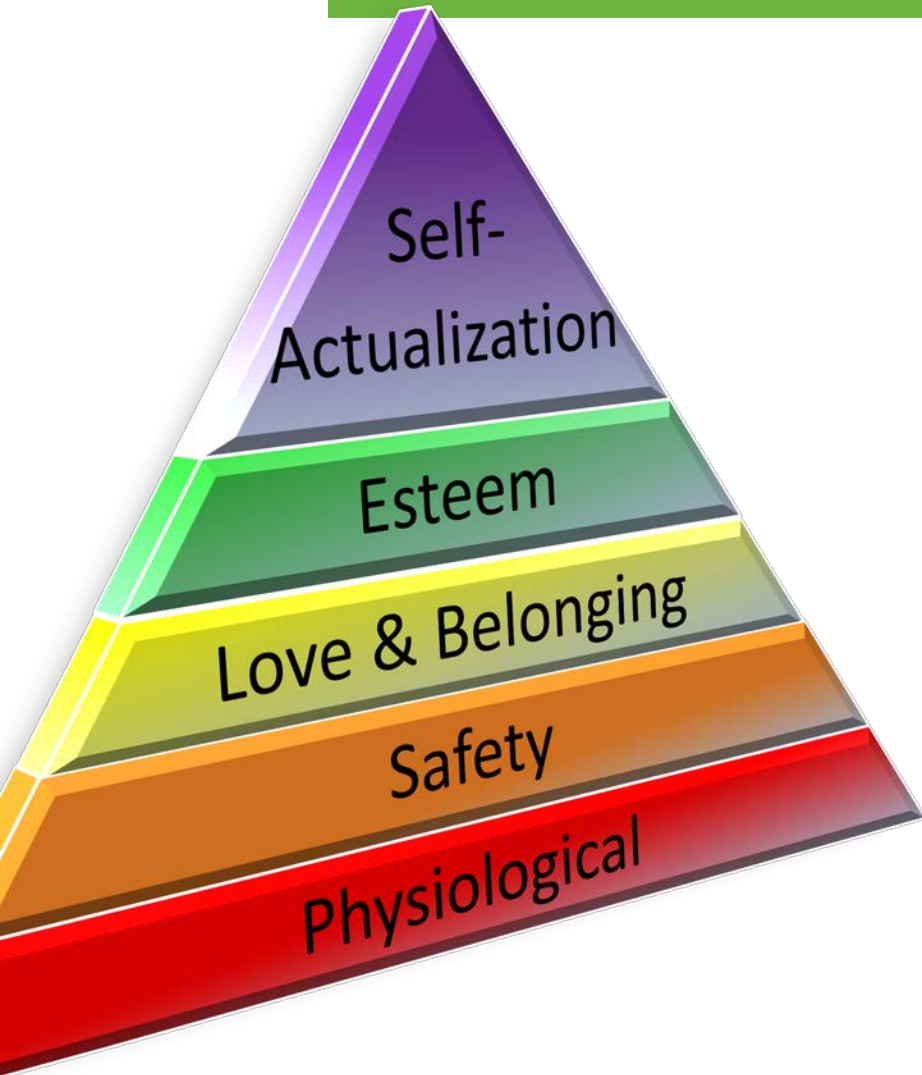
# Person-Centered Approach

“Caring enough to understand the individual and customizing our approach to recognize the person’s gifts, their needs, their preferences, and their goals”





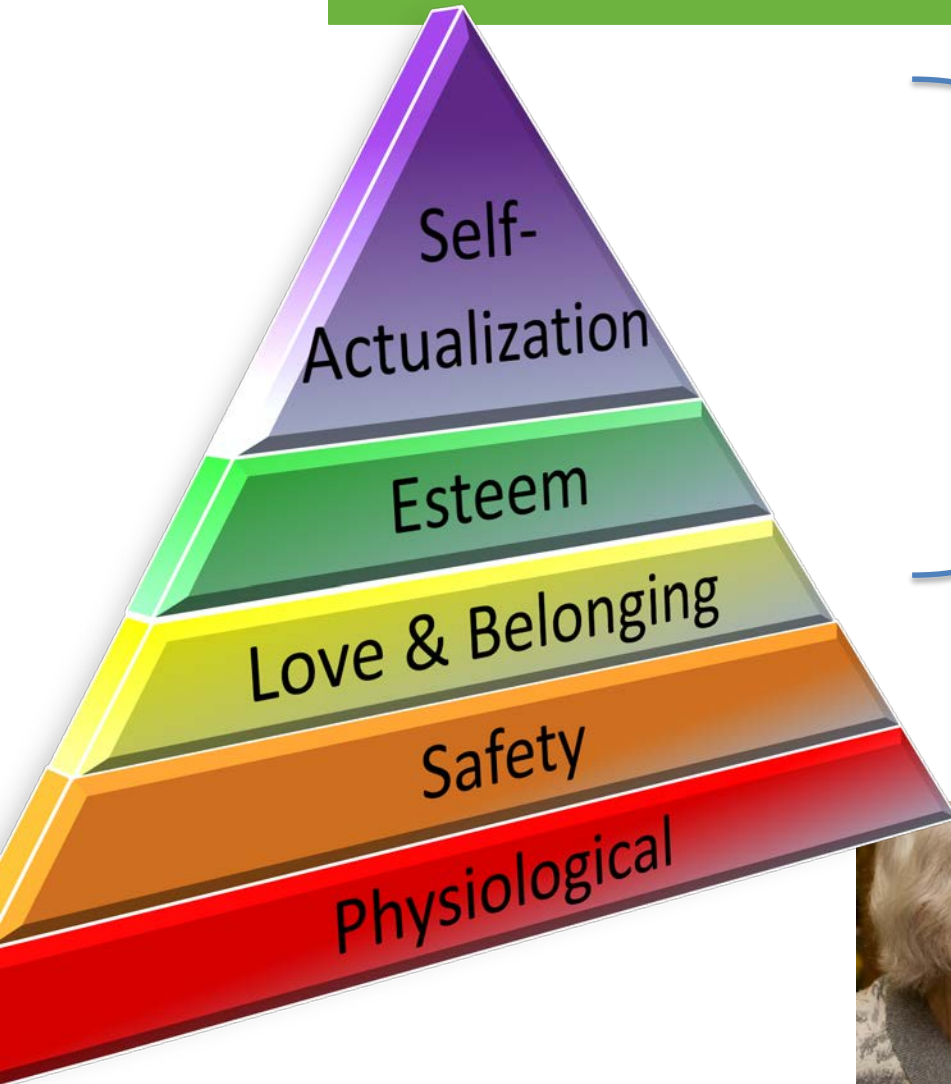
# Person-Centered Approach



} Quality of Care



# Person-Centered Approach



Quality of Life



# Our Corporate Health Achievement Award *Journey*

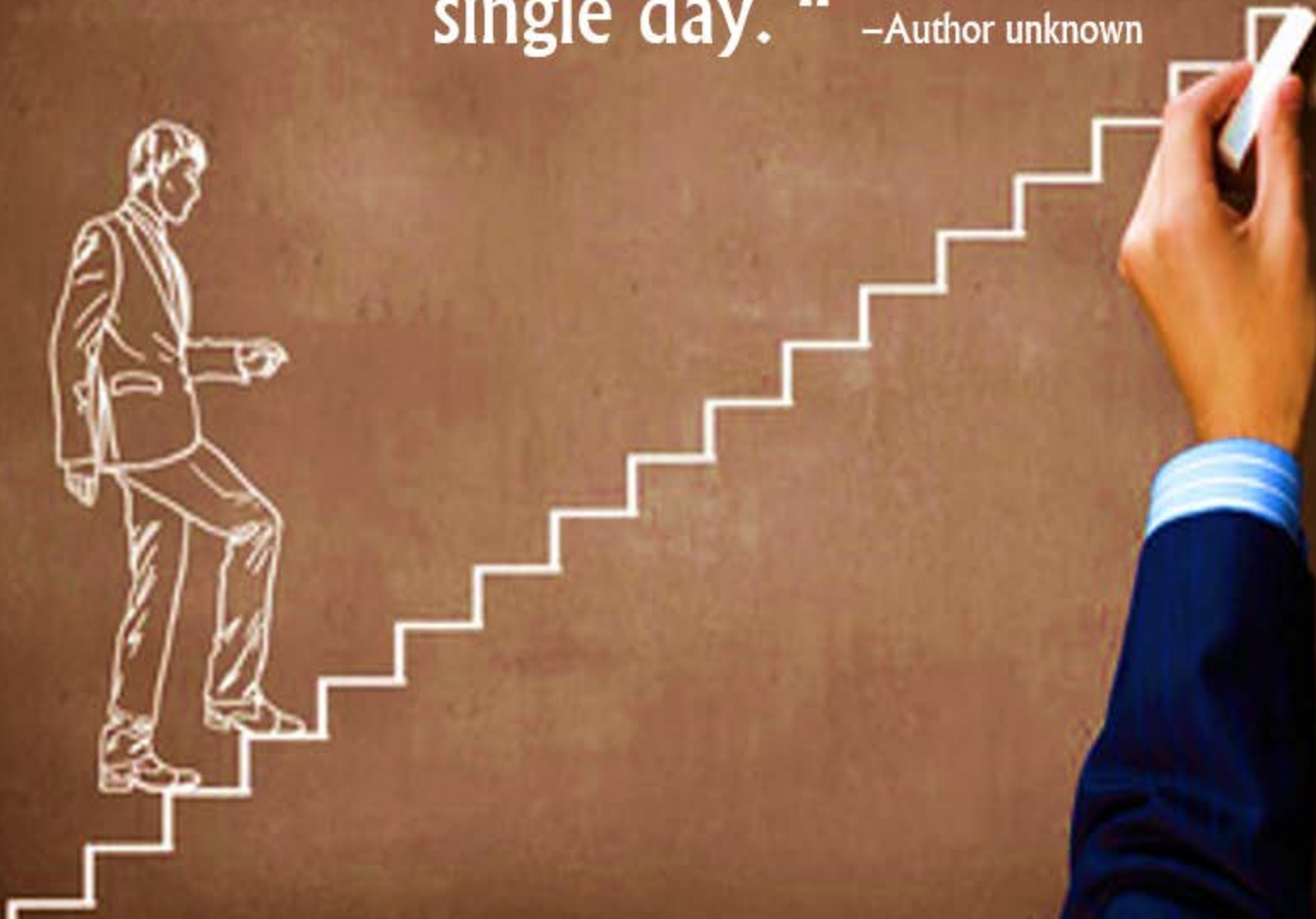




# Why we applied for this recognition?

1. Use the self-assessment learning tool as a quality improvement initiative to identify gaps and opportunities for improvement.
2. Benefit from formal feedback from the ACOEM leaders to improve even more.
3. Sharpen our programs to improve employee health, safety, cost savings and productivity, whether we win or not.
4. Enhance team pride in our work if we receive national recognition.

**“Practice the philosophy of continuous improvement. Get a little bit better every single day.”** –Author unknown



# CHAA Method

- Based on ACOEM Corporate Health Excellence – Guide to a Healthy Workplace
- Comprehensive Award in Four Areas
  - Leadership & Management
  - Healthy Workers
  - Healthy Environment
  - Healthy Organization
- Points Awarded for
  - Comprehensive & Appropriate Programs
  - Appropriate Dissemination
  - Metrics
  - Positive Trends



# The Scoring Method

- The award criteria are divided into four categories.
- Each category has been divided into evaluation items (areas that should be considered in developing and deploying a comprehensive health, safety, and environmental program)
- The organization is scored based on the programs and the level of “maturity” of program(s) that the organization has described in the application.

# The Scoring Method (cont.)

- Each Examiner evaluates each category and item:
  - ***How comprehensive and appropriate is the program defined?***
  - ***How well it is deployed across the organization (globally as appropriate)?***
  - ***How positive are the results (measurable outcomes)?***
  - ***Is there evidence of improvement trends?***
- A team of Examiners determines a Consensus Score based on a dialogue against the scoring criteria utilizing their individual scoring to frame the dialogue.

# Categories and Points

|  |                    |
|--|--------------------|
| <b>1.0 Leadership &amp; Management</b> | <b>250</b>         |
| Four areas                             |                    |
| <b>2.0 Healthy Workers</b>             | <b>250</b>         |
| Four areas                             |                    |
| <b>3.0 Healthy Environment</b>         | <b>250</b>         |
| Five areas                             |                    |
| <b>4.0 Healthy Organization</b>        | <b>250</b>         |
| Four areas                             |                    |
| <b><u>Total Points</u></b>             | <b><u>1000</u></b> |



# ACOEM Guidance

## **Integrating Health and Safety in the Workplace: *How Closely Aligning Health and Safety Strategies Can Yield Measurable Benefits***

*Ronald R. Loeppke, MD, MPH, FACOEM, Todd Hohn, CSP, Catherine Baase, MD, FACOEM, FAAFP, William B. Bunn, MD, JD, MPH, FACOEM, Wayne N. Burton, MD, FACOEM, Barry S. Eisenberg, CAE, Trish Ennis, CSP, ARM, CRIS, Raymond Fabius, MD, CPE, DFACPE, R. Jack Hawkins, CSP, T. Warner Hudson, MD, FACOEM, FAAFP, Pamela A. Hymel, MD, MPH, FACOEM, Doris Konicki, MHS, Paul Larson, MS, Robert K. McLellan, MD, MPH, FACOEM, FAAFP, Mark A. Roberts, MD, PhD, MPH, FACOEM, Cary Usrey, Joseph A. Wallace, CSP, RRE, Charles M. Yarborough, MD, MPH, FACOEM, and Justina Siuba, MPH*

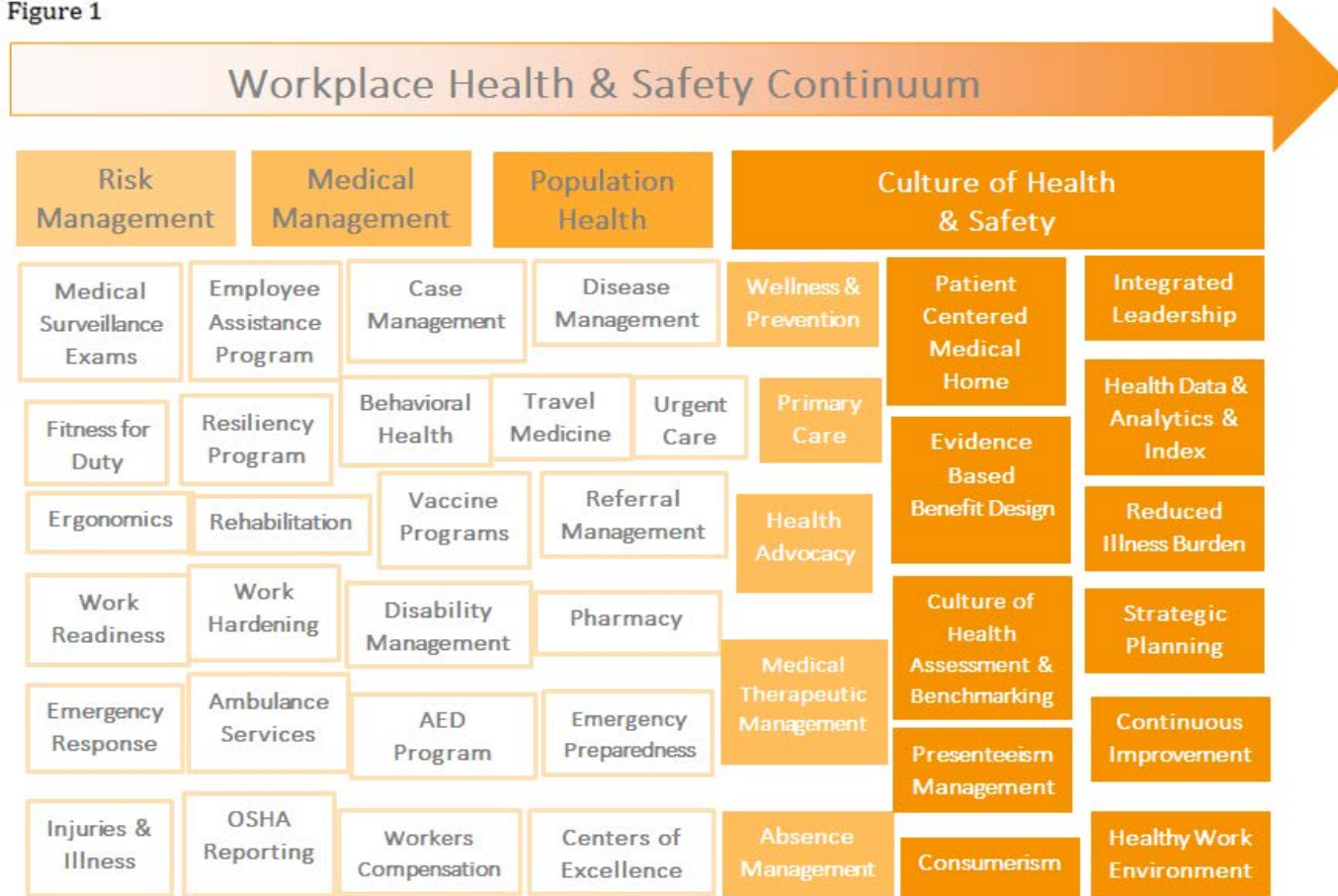
***JOEM Volume 57, Number 5, May 2015***

# Highlights of Our Integrated Health, Safety and Wellness Programs



# Integrated Health and Safety

Figure 1



Source: *How Closely Aligning Health and Safety Strategies Can Yield Measurable Benefits*, AOHC - MAY 2015

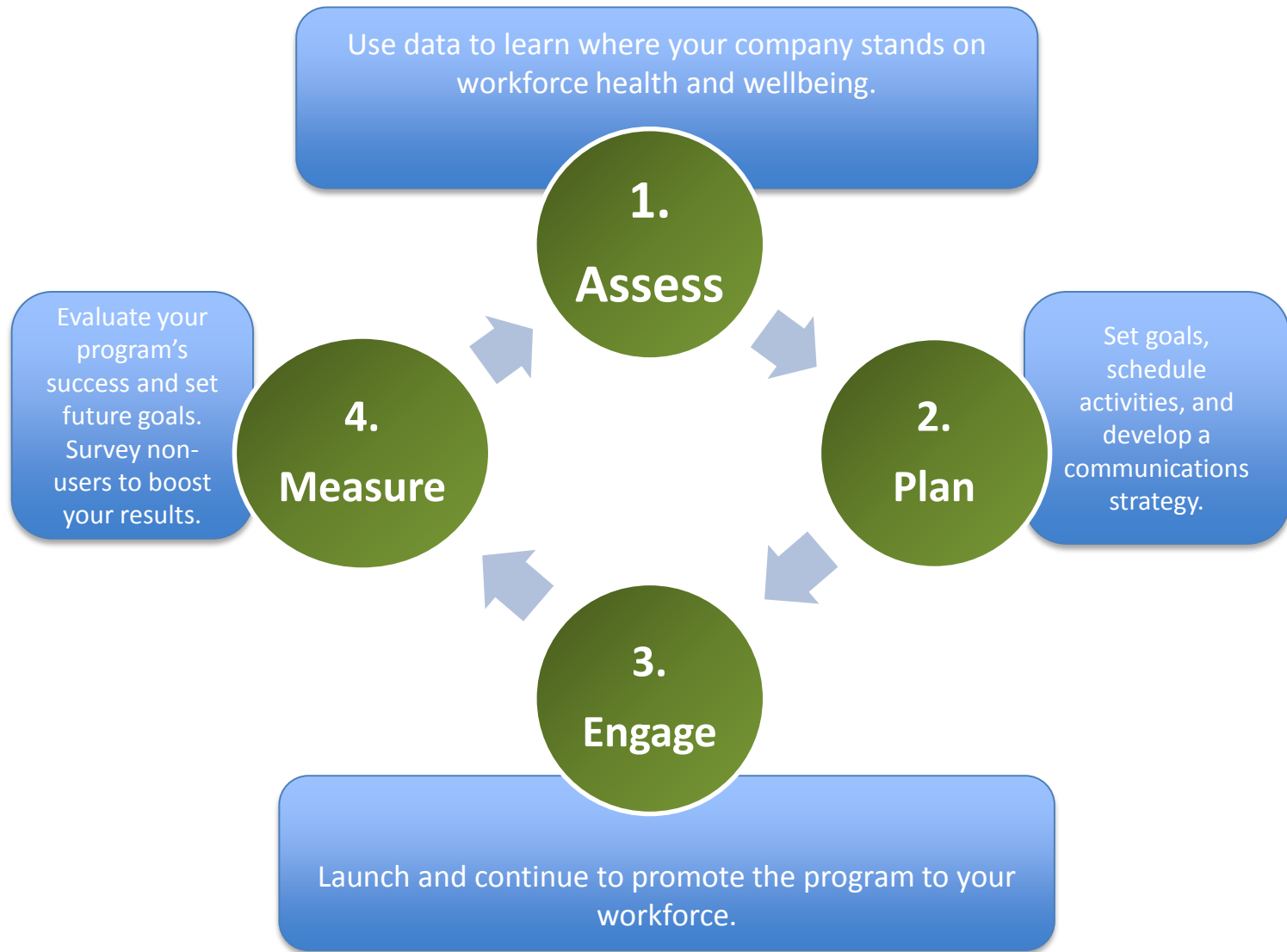
# Integrating Health and Safety

Figure 6





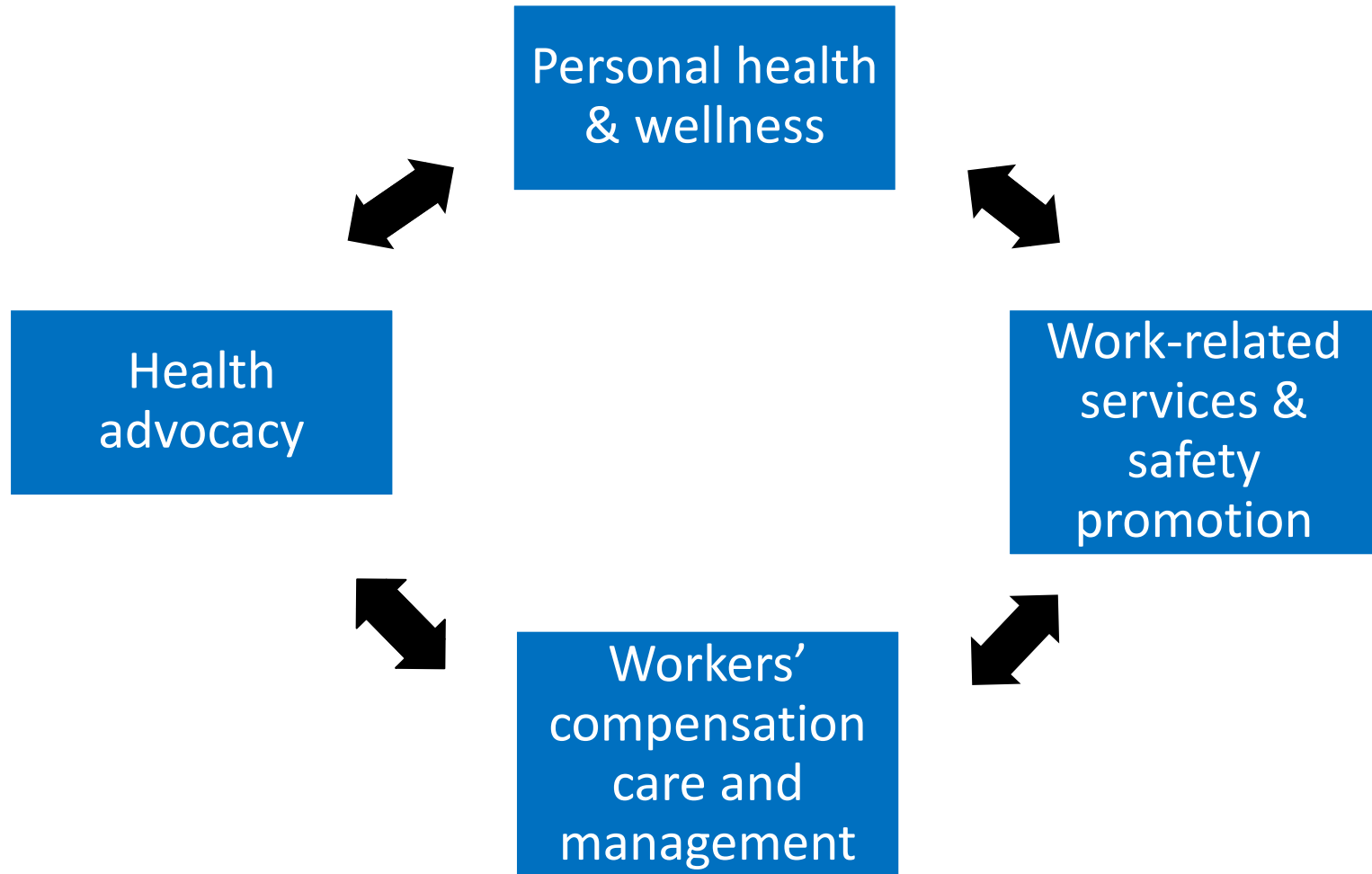
# Our Process Improvement Cycle



# Vision: How Erickson Living defines a healthy and productive worker

- Not using tobacco, alcohol to excess, or illicit drugs
- Maintains a healthy body mass index (BMI)
- Regularly performing appropriate levels of physical activity
- Complying with recommended preventive health practices
- Has the psychological skills that enables success in highly demanding work environments
- Works in a safe and healthy work environment
- Is productive at work and is ready to respond to changes necessary to provide the very best service to your residents.

# Integrated Employee Health, Safety, and Wellness at Erickson Living



HEALTHY  
PEOPLE  
2010



# Leading Health Indicators

## *Ten Major Public Health Issues*

1. Physical activity
2. Overweight and obesity
3. Tobacco use
4. Substance abuse
5. Responsible sexual behavior
6. Mental health
7. Injury and violence
8. Environmental quality
9. Immunization
10. Access to health care

# Our health plan philosophy

- Our commitment to prevention and wellness to reduce employee health risks, using quality provider networks, and providing low cost care through our Employee Health and Wellness Centers (EHWC) keeps our health plan costs lower for our communities, improves employee services to our residents, and is an important part of our total rewards package for our employees
- We also make our health plans as affordable to employees as possible by discounting employee premiums for non-management staff and we continue to have lower employee contributions (including copays, deductibles and coinsurance) in comparison to other companies

# Integrated workers' compensation management

- U.S.: 1985-1992: National health care costs increased 10% annually; workers' comp costs increased nearly 15%.
- JHMI: 1992-2002 (Bernacki et al, JOEM, Vol. 45, No. 5, May 2002)
  - Patient advocacy & customer service, preferred provider network using 'sports medicine' model, close follow-up, continuous dialogue between parties & injured employee, & in-house legal services to settle certain cases.
  - 73% decrease in lost time & medical claims; 54% decrease in all costs (incl. admin costs).
  - 77% decrease in temporary/total days paid.
- Hospital of the University of PA: 1997-2002 (Green-McKenzie et al, JOEM, Vol. 44, No. 12, Dec. 2002)
  - 46% decrease in lost time mainly due to modified duty.
  - 10% decrease in total claims.

# Employee Health Management Programs - *Today!*

- Population management
- Integrated data management and predictive modeling
- Disease management
- Health and wellness coaching
- Targeted and tailored messaging (social marketing)
- Value-based benefit design
- Incentives
- Culture of health and wellness engagement.

# Our employee safety philosophy



## AWARENESS

Be aware of the hazards around you.

How can you reduce the risk of injury on the job?  
Adopt an alert mentality and understand the potential dangers in your day-to-day tasks.  
When you act in a safe manner, we all benefit.  
Remember, safety begins with you.

**Safety**  
begins with  
**you**



10662509

FOLLOW THE 3 A'S OF WORKPLACE SAFETY:  
**AWARENESS. ACCOUNTABILITY. ATTITUDE.**



## ACCOUNTABILITY

Be accountable for all that you do.

How can you ensure a safe workplace? Act in a professional manner and carry out your duties according to training and company policy.  
If you see something unsafe, tell your manager.  
Remember, safety begins with you.

**Safety**  
begins with  
**you**



FOLLOW THE 3 A'S OF WORKPLACE SAFETY:  
**AWARENESS. ACCOUNTABILITY. ATTITUDE.**



## ATTITUDE

A great attitude goes far!

How can you make the workplace even safer?  
Know the risks and adopt a safety-first attitude.  
Show that you care about yourself and your co-workers by following the programs in place.  
Remember, safety begins with you.

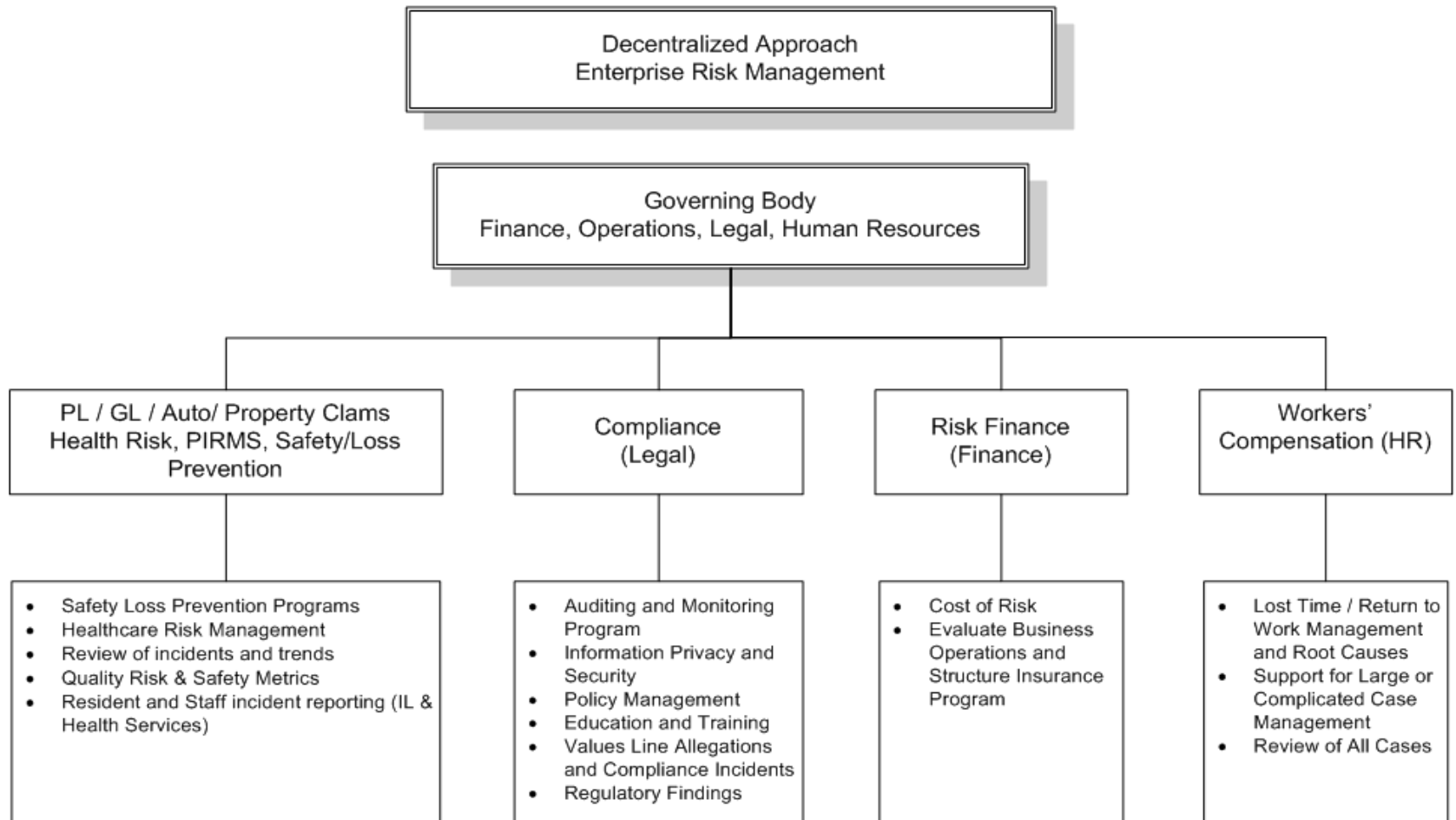
**Safety**  
begins with  
**you**



FOLLOW THE 3 A'S OF WORKPLACE SAFETY:  
**AWARENESS. ACCOUNTABILITY. ATTITUDE.**



# Governance Structure for Employee Safety



# Our Culture of *Health and Wellness*...



# EHWC Brochure

## Greenspring

Employee Health & Wellness Center



TAKE CHARGE OF YOUR  
**Well-Being**  
CARE | PLAN | GROW | GIVE

## Greenspring Employee Health & Wellness Center

SICK CARE, HEALTH IQ, WELL VISITS, WORK-RELATED CARE AND MORE

### SICK CARE

Fast, convenient care for the following conditions and more:

- Sore throat/cold/flu
- Allergies
- High blood pressure
- Digestive problems
- Urinary tract infections
- Headache/earache
- Back or joint pain
- Menstrual cramps

### HEALTH IQ

A 15 minute preventive health screening, including:

- Full cholesterol profile (LDL, HDL and triglycerides)
- Diabetes screening
- Blood pressure check
- Weight and body mass index (BMI)
- Vision screening

### WELL VISIT

A 45 minute complete health exam tailored for women and men. Choose from any or all of the following services:

- Colon cancer screening if indicated
- Heart disease risk
- General health
- Physical exam

Women's Well Visit includes:

- Osteoporosis screening
- Mammogram referral
- Female screening tests

Men's Well Visit includes:

- Prostate and testicular check

### QUIT SMOKING

Easier than ever ways to quit smoking for life, including:

- Lung age
- Workbook and "one to one" support
- Latest medications

**FOR EMERGENCIES** such as chest pain, shortness of breath, passing out and deep cuts, call 911 immediately.

### NEW PROGRAM OFFERINGS

- Lab draws
- Prescription renewals
- Specialist referrals
- Weight Management

### WORK-RELATED CARE

Convenient care for issues relating to your job, including:

- New hire processing
- Injury or infectious exposure
- Vaccinations
- TB testing
- DOT and school physicals (18 years and over)

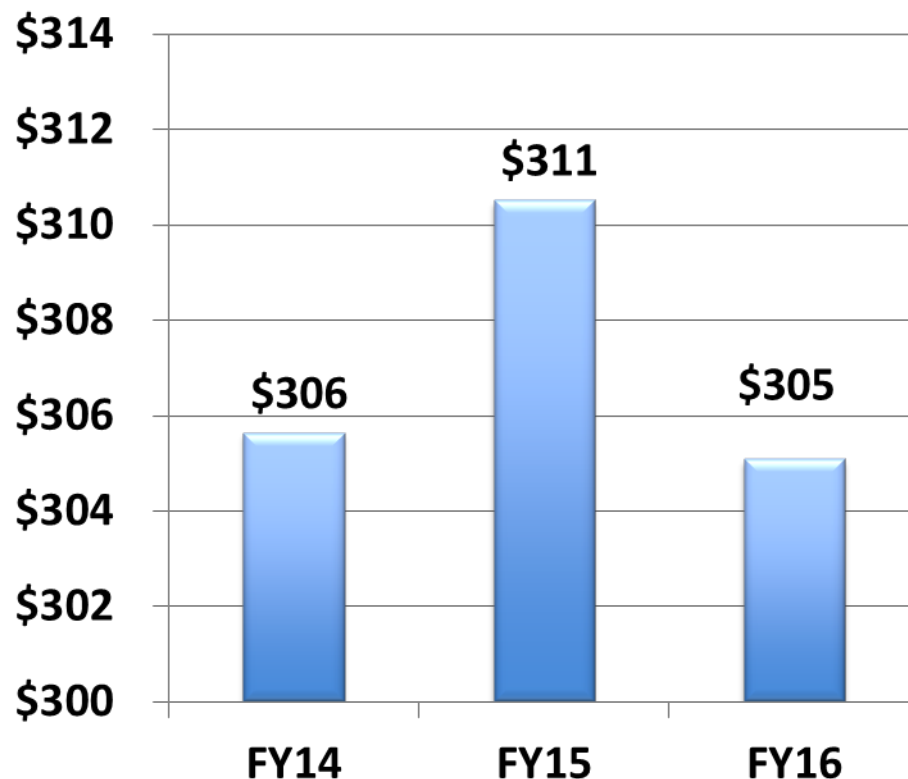
For hours or to make an appointment, call **703-923-3180** today. Internal callers, dial **604-3180**.

Convenient,  
affordable care—  
Right where you work.

Your Employee Health  
and Wellness Center offers:

- Low-cost health care for all employees over age 18
- On-site services with shorter wait times and no drive
- Skilled medical professionals
- Confidentiality
- Prescriptions when appropriate
- Work-related care

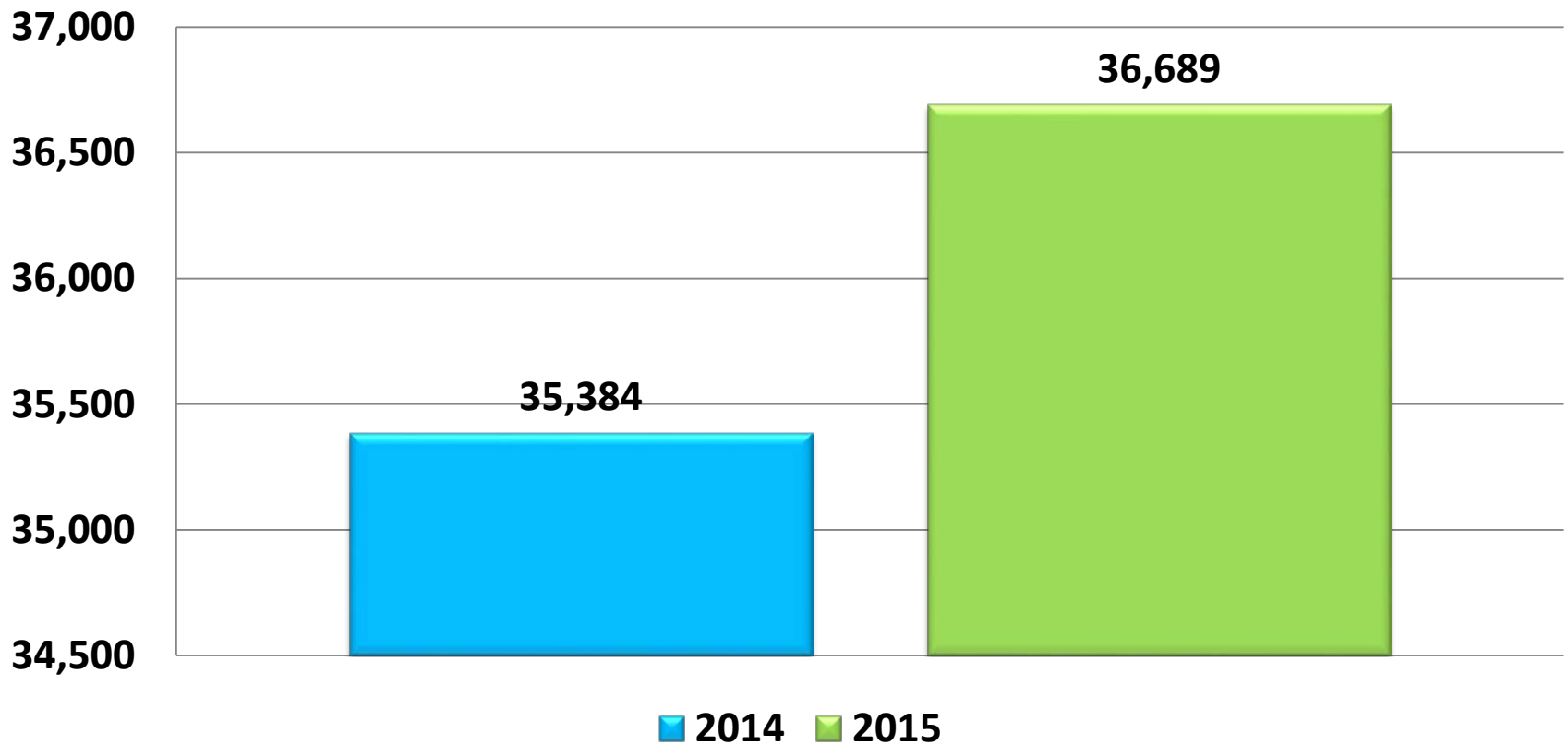
# Total EHWC Cost per FTE



All expenses are included: corporate oversight, back-office support (EMR, coding, recruitment, billing, etc.), wages for clinical staff, supplies, etc.

# All Visits Data

**Total Visits to EHWC**

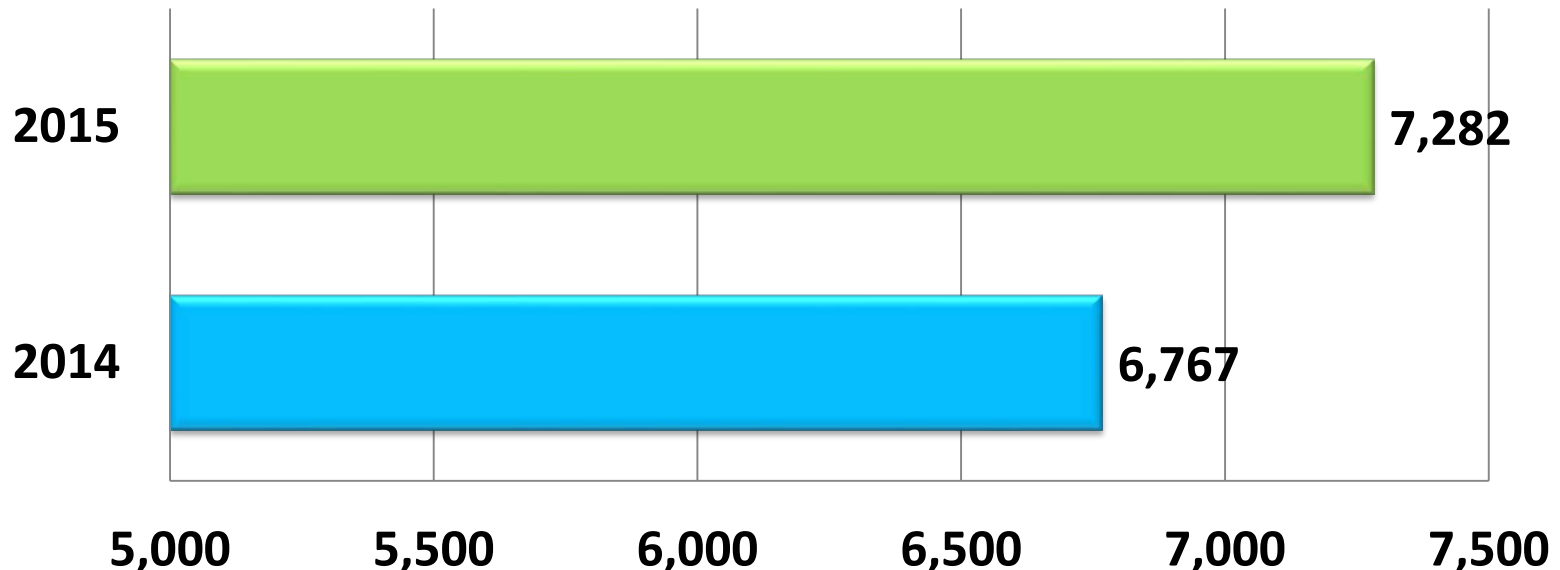




# Elective Use of EHWC

**Elective Use\***    2014: 52%  
                         2015: 53%

## Total Elective Use



\* Total active employees who have been to the EHWC for Elective Use in past 12 months (i.e., visits for where they could instead elect an external clinic including sick/well care, smoking cessation, Health IQ, or injury care) divided by all current employees (except students < 18 years old who are instead referred to their Pediatrician).

# Customized Health Assessment

**Assessment Date:**

## STEPS:

1. You must have your numbers checked at least every two years. For example, if you had your numbers checked in 2014 and they were normal, you do not need to retest them until 2016. If you had your numbers checked in 2014 and they were abnormal, you must have them re-checked in 2015. "Numbers You Should Know" can be obtained by visiting the nearest Employee Health and Wellness Center or by consulting with your personal health care provider.
2. Once you complete your Health Assessment, click on the Open Enrollment link at the bottom of the Assessment if:
  - a. You want to make any changes to your benefit elections for the upcoming year, OR
  - b. You want to continue your Flexible Spending Account (FSA). As a reminder, you MUST enroll in FSA every year to be covered by this benefit.
3. As a reminder, Peoplesoft will time out after 20 minutes of inactivity. If you do not complete your assessment within that 20-minute period your information will not be saved and you will need to begin your assessment again.
4. You may submit only one Health Assessment per day. If you need to make changes to your assessment, please return to this site tomorrow.

## Numbers You Should Know

\*Body Mass Index

\*Cholesterol: HDL

\*Blood Pressure Top

\*Cholesterol: LDL

\*Blood Pressure Bottom

\*Cholesterol: Triglycerides (TRG)

\*Blood Sugar (glucose, GLU)

Date Health Numbers were Taken:

\*Month   \*Year

# Customized Health Assessment

## Physical Health

### \*Exercise

I exercise most days of the week with a combination of aerobic and weight/resistance training for > 30 minutes.

☐ Low Risk

I exercise 3 days a week with aerobic training for > 30 minutes.

☐ Intermediate Risk

I am mostly sedentary, only exercising occasionally.

☐ High Risk

### \*Nutrition

My food choices are primarily vegetables, fruits, lean sources of protein (including meat) and healthy fats with some whole grains.

☐ Low Risk

I eat 4 or less servings of fruits and vegetables a day, fast food or fried foods occasionally, moderate intake of sugar and starch (potato, rice, pasta).

☐ Intermediate Risk

I eat fast food or fried food often, minimal fruits and vegetables, high intake of processed foods, high intake of sugar and starch (potato, rice, pasta).

☐ High Risk

## Well-Being

### \*Stress

I am generally happy and optimistic most of the time. I have good coping strategies for stress.

☐ Low Risk

I currently feel somewhat stressed. I could do better with coping strategies.

☐ Intermediate Risk

I feel down and/or stressed more often than not. I cope poorly with stress.

☐ High Risk

### \*Alcohol

I have 1 to 2 drinks a day or none.

☐ Low Risk

I have 2 to 4 drinks a day.

☐ Intermediate Risk

I have 5 or more drinks in any one day.

☐ High Risk

### \*Tobacco

I have never used tobacco or have quit over 1 year ago.

☐ Low Risk

I use tobacco occasionally at events or social gatherings.

☐ Intermediate Risk

I use tobacco at least several times a week in the form of cigarettes or chewing tobacco.

☐ High Risk

☐ Both me and my covered dependents have been tobacco free since at least January 1 of the current year.

# Customized Health Assessment

## Cancer Risk

### \*Cancer

I am up-to-date with my recommended cancer screening.

☐ Low Risk

My recommended cancer screening is partially complete.

☐ Intermediate Risk

I have not had my recommended cancer screening.

☐ High Risk

## Check any of these health conditions that you have

☐ Arthritis

☐ Asthma

☐ Chronic Heartburn/GERD

☐ Congestive Heart Failure

☐ Depression

☐ Diabetes Type I

☐ Diabetes Type II

☐ Heart Attack

☐ Heart Bypass Surgery

☐ Heart Disease

☐ High Blood Pressure

☐ Irritable Bowel Disease

☐ Lower Back or Neck Pain

Other (Please List):

[Click here if you would like to take the American Heart Association's Heart Attack Risk Assessment](#)

# Customized Health Assessment

## Help From Your Employee Health and Wellness Center

Please list any other health concerns you have

Are you interested in being contacted to schedule your annual check-up at our Employee Health and Wellness Center (where available), including general health, preventive health screening, heart disease risk and a physical exam (or any part of it you want)?

Your Health Score



Do you need assistance with finding a primary care provider or specialist?

If you are a smoker, are you interested in being contacted about our FREE smoking cessation program?

If you would like to be contacted, please enter a daytime contact number or e-mail address where you can be reached.

Contact Preference:

Contact Number:

Email Address:

Preferred time to be contacted:



I voluntarily authorize the information from my health assessment to be shared with my medical plan's Nurse Health Coach and my Employee Health and Wellness Center Provider who may contact me to provide me with health education and information about wellness programs sponsored by Erickson Living . I understand that this information will not be shared by them with anyone else unless I request it to be shared. as it is my personal health information.

# Customized Health Assessment

## Interpreting Your Health Score

Score >81 = Excellent! Keep It Up

Score of 61-80 = Consider Lifestyle Change (contact your Employee Health and Wellness Center (where available) or Personal Health Care Provider to learn simple steps)

Score <61 = Initiate Lifestyle Change (contact your Employee Health and Wellness Center (where available) or Personal Health Care Provider to learn simple steps)

## Health Assessment Completion

☐

By checking this box, I certify that I have completed this assessment with accurate data to the best of my knowledge.

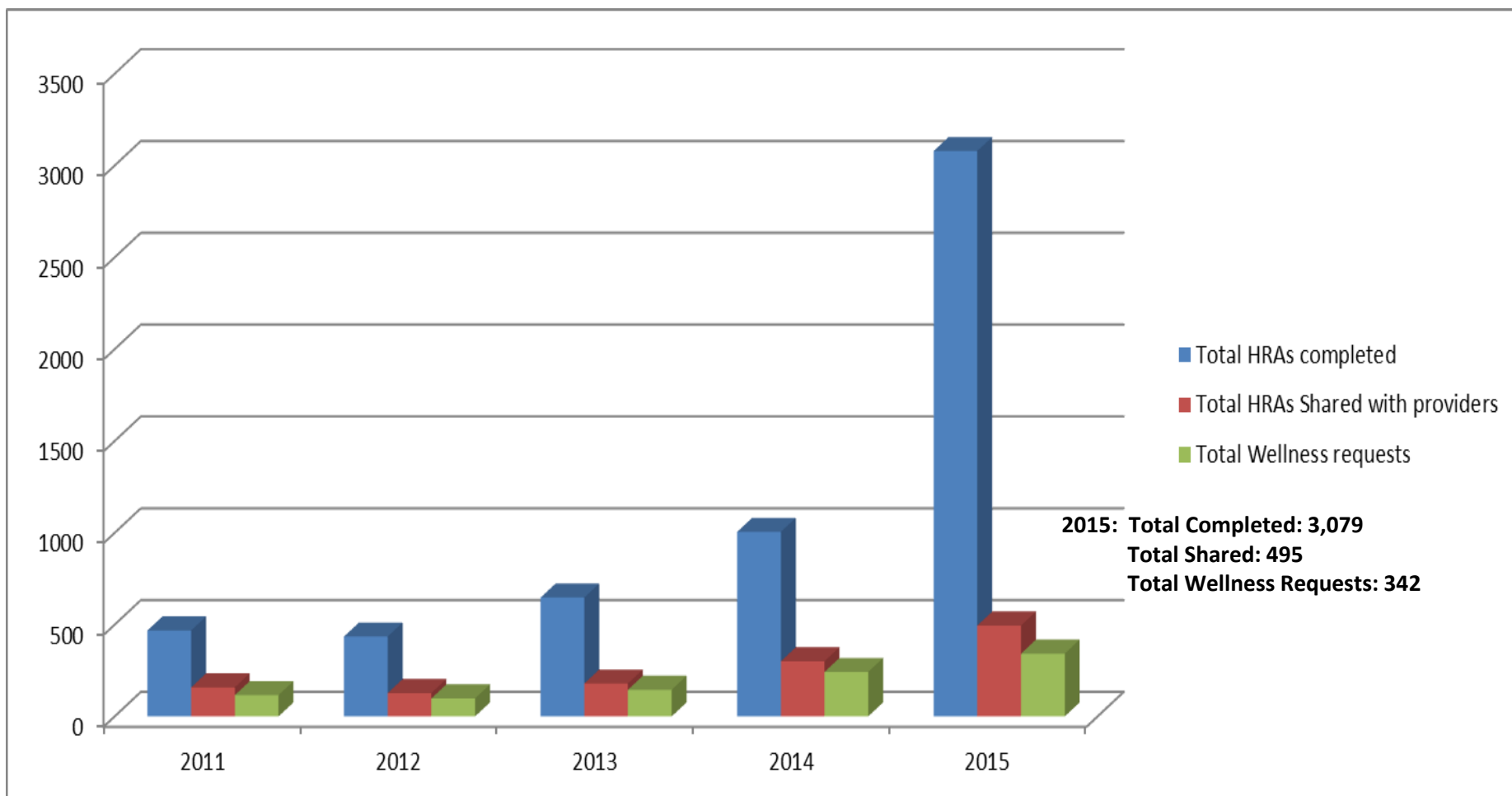
[Click here to be taken to the Open Enrollment site to make your benefits elections for the upcoming plan year](#)

Return to My Assessments

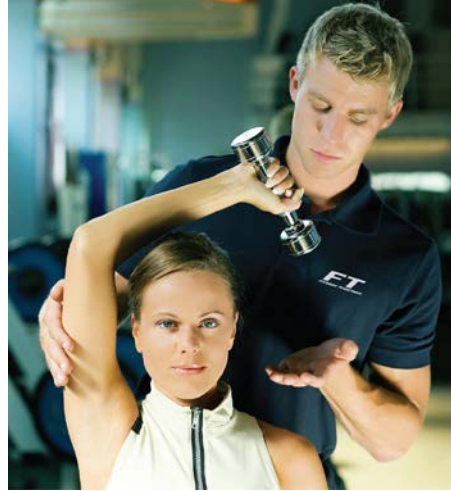
Save



# Health Assessments



# Wellness Fund



# Safety and Integrated Health “Ripple Effect”

Work-related  
services &  
safety  
promotion

- Where else can you have all the support you need to not only do your job, but to be able to identify problems and then be able to provide a program to help fix the problems?
- This “Ripple Effect” all started because one year it was noted that there were 12 back injuries that happened to the housekeeping department.
- Managers were contacted to let them know the trend in and consulted about what we could do.

# Ripple Effect Program

Work-related  
services &  
safety  
promotion

- The President's Challenge is the premier program of the President's Council on Fitness, Sports, and Nutrition. The program helps people of all ages and abilities increase their physical activity and improve their fitness.
- One mile walk/run
- Flexibility
- Sit ups and push ups
- Biometric readings before and after (Health IQ)
- And walked every day, or did the exercise tapes
- And one step further

# Health IQ

Personal health  
& wellness

| Job Department:  |   |
|--|---|
| Position: <input type="text"/>   | Department: <input type="text"/>  |
| <b>VITAL SIGNS</b>   |   |
| Temp(degrs F): <input type="text"/>  | Temp Site: <input type="text"/> BP: <input type="text"/> / <input type="text"/> |
|  | <input type="checkbox"/> R Arm<br><input type="checkbox"/> L Arm                |
| Height (in): <input type="text" value="69"/>   | Weight (lbs): <input type="text"/> BMI: <input type="text"/>                    |
| <b>VISUAL ACUITY</b>   |   |
| Right: <input type="text"/>  | Left: <input type="text"/> Both: <input type="text"/>                           |
| <b>LIPID PROFILE</b>   | <b>DIABETES SCREENING</b>   |
| Total Cholesterol: <input type="text"/>  | Fasting Glucose: <input type="text"/>   |
| HDL: <input type="text"/>  | SGPT/ALT: <input type="text"/>  |
| TRG: <input type="text"/>  | SGOT/AST: <input type="text"/>  |
| LDL: <input type="text"/>  | LDH: <input type="text"/>   |
|  | ALK PHOS: <input type="text"/>  |
|  | GGTP: <input type="text"/>  |
|  | T.BILI: <input type="text"/>  |
|  | D.BILI: <input type="text"/>  |
| Data entered by: <input type="text"/> <input type="button" value="Sign"/>  |   |
| <b>PROVIDER COMMENTS</b>   |   |
| <input type="text"/>   |   |
| Main Menu 2009 Health IQ Employee Work Stories - Employee Session & Plan - Employee Vital Signs - Employee                                     |   |
| Select Form: <input type="text"/> <input type="button" value="Go to form"/>  |   |
| <input type="button" value="Prev Form (Ctrl+PgUp)"/> <input type="button" value="Next Form (Ctrl+PgDn)"/> <input type="button" value="Close"/> |   |

# Results

Work-related  
services &  
safety  
promotion

- The next year back injuries were down to 2!
- Together lost 148 pounds and 75 inches!!!! Also donated this 148 lbs. to the local food bank in your team names for the pound for pound challenge by the biggest loser producers.





# Who is Health Advocate & who is eligible?

- An All-in-1 Program offering:
  - **EAP+Work/Life**
  - **Healthcare Help**
- Easy access.
- One source support for a variety of needs.
- Expert staff of health and insurance professionals, including Registered Nurses.
- Covers all employees over the age of 18, whether you have health insurance or not.
  - Including Flex and Part-Time employees.
- Spouses/domestic partners.
- Dependent children.
- Even covers parents and parents-in-laws.



**HealthAdvocate™**

# What do they offer?

## Healthcare Help

### Find the right doctors

We'll also locate the right hospitals, dentists and other leading healthcare providers anywhere in the country.

### Schedule appointments

We can help expedite the earliest appointments with providers including hard-to-reach specialists and arrange treatments and tests.

### Get cost estimates

You'll receive estimates of common medical procedures in your area to help you make informed decisions.

### Help resolve insurance claims

Our experts get to the bottom of your issue to assist with negotiating billing and payment arrangements.

## EAP+Work/Life

### Licensed experts available

Receive assistance for marital relationships, family/parenting issues, work conflicts, stress or anxiety.

### Address drug and alcohol abuse

A professional counselor can make a referral for in-depth, long-term help.

### Eldercare and Childcare

We can find resources including in-home care, assisted living and nursing homes; daycare and summer programs.

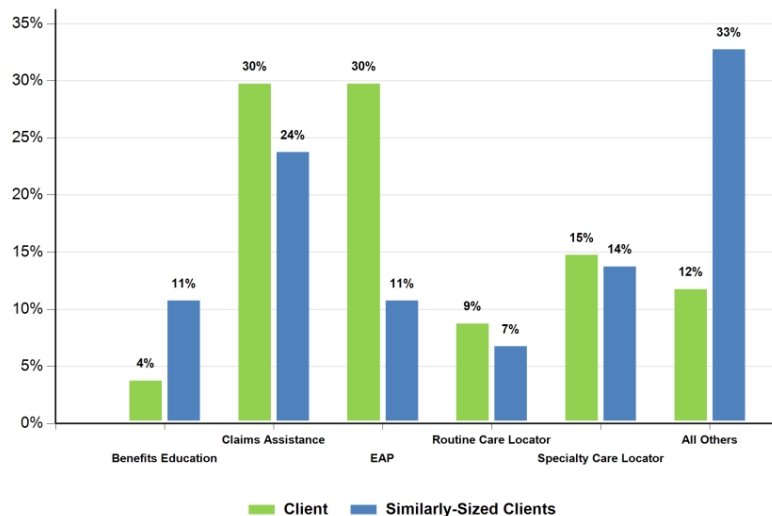
### Financial, Legal, Identity Theft

We locate experts to assist with budgeting, debt management, estate planning and fraud recovery.

# Health Advocate

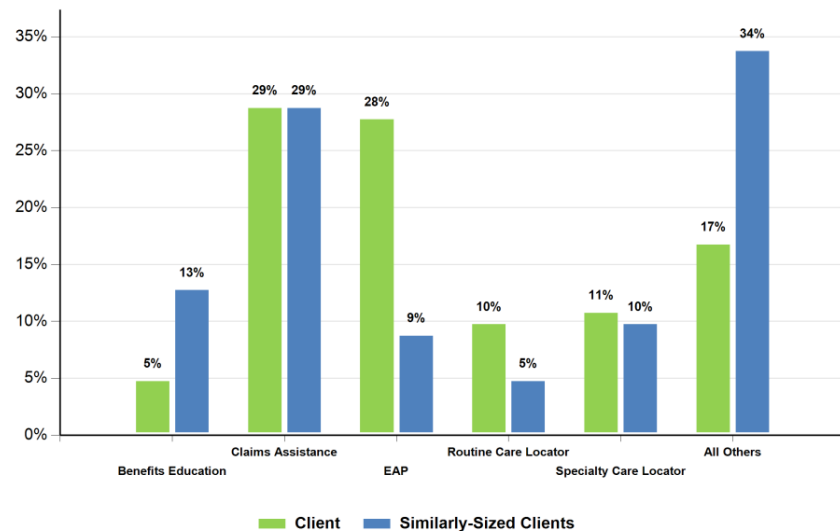
Erickson Living Utilization compared to Health Advocate's book of business shows higher utilization in most major categories

Client vs. Similarly-Sized Health Advocate Clients



2014

Client vs. Similarly-Sized Health Advocate Clients



2015

# Chronic Care Solutions

The newsletter for employees of Erickson Living

## New Nurse Health Coach Program Launched

*Erickson Living launched the Nurse Health Coach program in January 2012. The new free benefit is available for eligible health plan enrollees with chronic medical conditions. We spoke with Dr. Craig about the program.*

### What is the new Nurse Health Coach benefit?

In 2012, the Erickson Living health plan will be offering this free benefit exclusively to eligible enrollees who have long-term medical conditions and might benefit from more education and help in finding the right health care for them. Of course, if a covered employee or their dependent gets a call from the Nurse Health Coach, it is entirely **their choice** whether they want to participate or not, and information will be held **confidential** in accordance with HIPAA regulations.

### Who is the Nurse Health Coach?

After looking extensively, I hired Diane Garbrick, RN because of her extensive (over 20 years) experience including home health care and case management. She has 10 years of experience providing education for members with long-term health care needs.

### How will she access my health information?

Under the Erickson Living health plan, Diane will access claims information and a program that identifies employees who could most benefit from the program. She won't access specific clinical information.

Will any information get reported to my manager or anyone else at Erickson Living?

None at all! The program is confidential, following all state and federal regulations regarding private health information. In fact, I will not even know the names of the enrollees that she will be providing services to. That is simply the right thing to do to protect privacy.

### Is the primary goal of this program to save the company money?

No, the Nurse Health Coach has been hired to work closely with covered employees and dependents to provide education to assist them in meeting their desired health goals.

### Do I have to go to the office to meet with her?

No, the program will be done over the phone for your convenience. She will set up the best time to call you and provide all services by phone and by mail.

### Why do I need a health coach or nurse coach? I have a doctor with whom I am perfectly satisfied with?

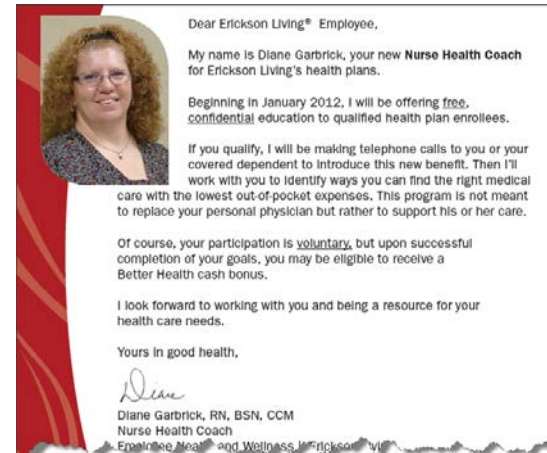
This program is not meant to replace your personal physician but rather to support his or her care. Medical information can be very complex, even for individuals.



Dr. Craig Thome, VP and Medical Director, Employee Health and Wellness

## Newsletter announcement and Q&A from Medical Director

## Introductory letter from Nurse Health Coach



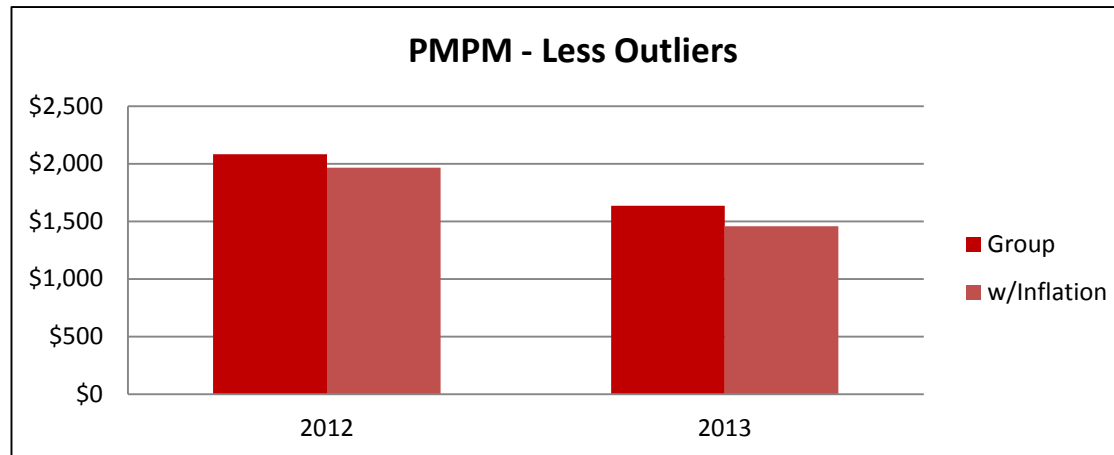
### Key Phrases in Communication Strategy

- Quality Care
- Confidentiality
- Voluntary
- Incentives
- Affordable
- Control Out of Pocket Expenses

# Group – Less Outliers

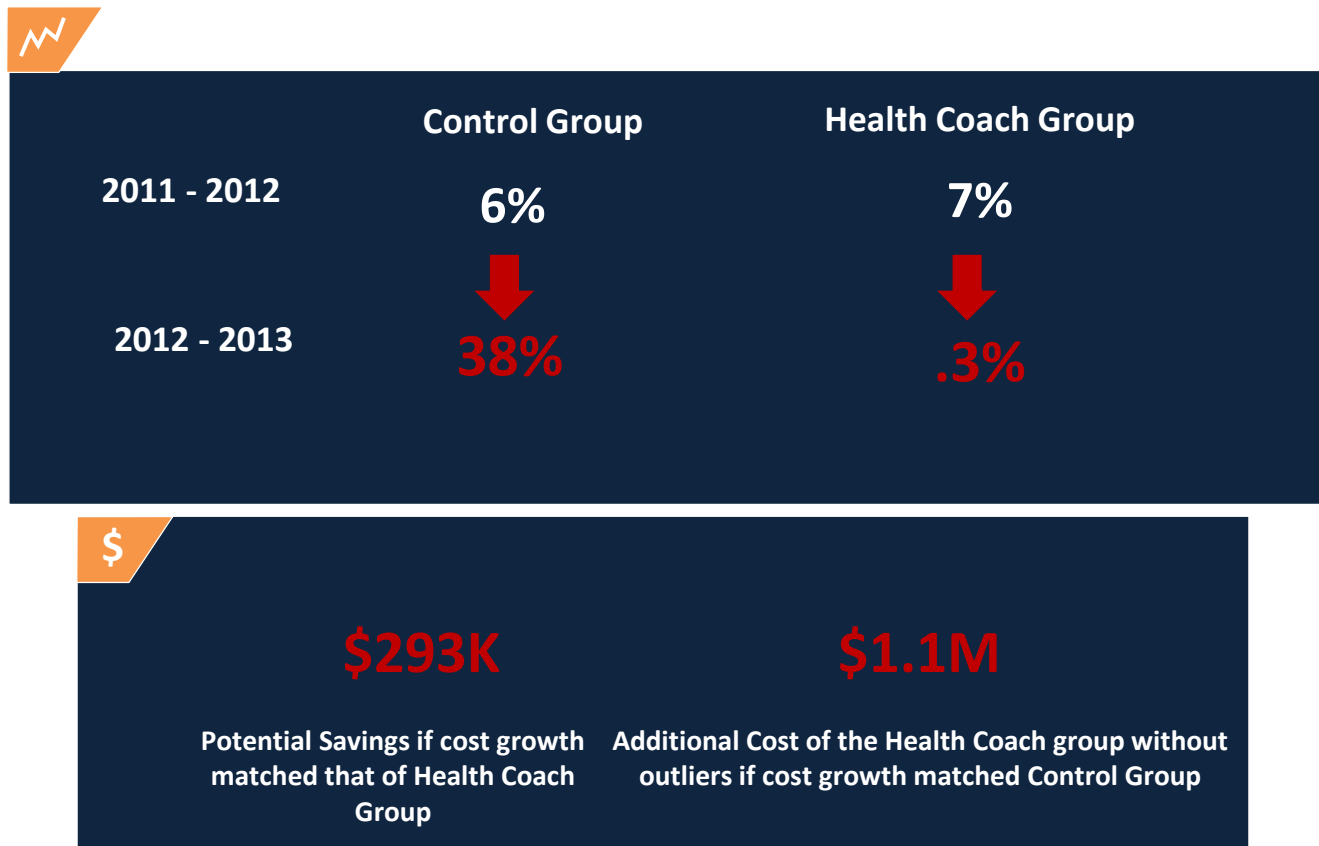
Two outreach patients had catastrophic events: Patient A had subarachnoid bleed and Patient B had complications related to vascular surgery. Neither could be impacted by health coaching. While they needed more care in 2011 and 2013, they required less in 2012.

| PMPM               | 2011    | 2012              | 2013               |
|--------------------|---------|-------------------|--------------------|
| <b>Group</b>       | \$2,084 | \$2,082           | \$1,636            |
| <b>w/Inflation</b> | \$1,919 | \$1,983           | \$1,605            |
| <b>Change PMPM</b> | \$809   | (\$101)           | (\$477)            |
| <b>Savings</b>     | -       | <b>(\$49,363)</b> | <b>(\$232,559)</b> |



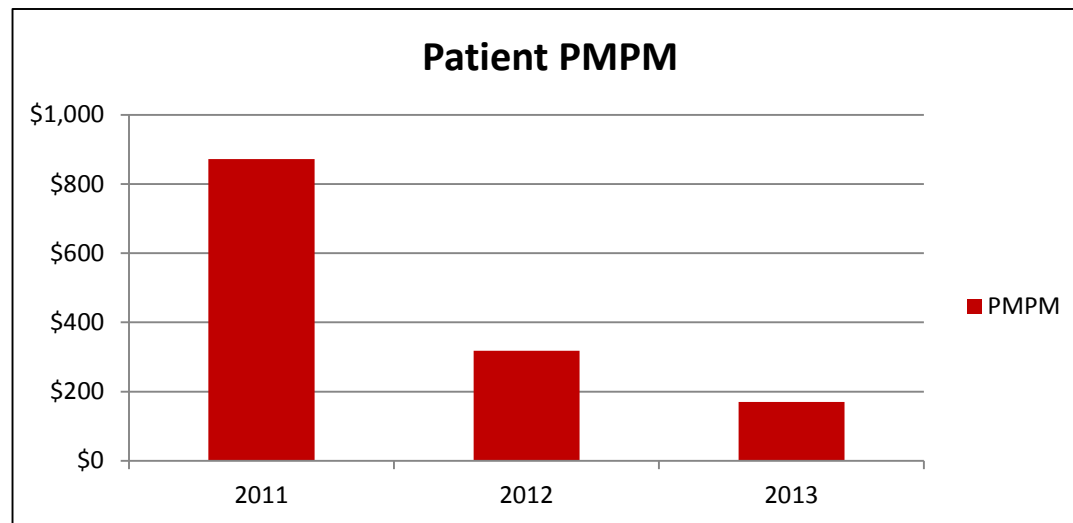
# Risk Control Group

Another way to consider the management of Health Coach participants is to compare their cost growth to a group of patients with similar MARA Concurrent and Prospective Risk scores. While the Control Group costs were lower they grew significantly more than the group using Health Coaching services.



# Individual Impact – Case Study

Chronic disease management leads to measurable results with a 59 year old diabetic with comorbidities closes care gaps related to preventative screening and chronic condition. Health Coach education led to fulfillment of cancer screenings, labs, and eye exams. The patient also progressed off of insulin dependence during the period.



**30%**

Reduction in Prospective Risk for patient from 2012 to 2013, indicating fewer incidents caused by chronic conditions.

**\$12K**

Savings attributed to closed care gaps and elimination of insulin dependence.



# Creating the Solution



From the desk of *Diane Garbrick, RN*

Dear Valued Employee or Family Member,

Did you know that choosing an Urgent Care Center instead of the ER for nonemergency medical care could save you time and **will** save you money?

Here are some important facts that you'll find useful the next time you are faced with a medical condition that requires immediate attention but is not life-threatening.

Urgent Care Centers (like Minute Clinic and Patient First) are often open during evenings and weekends, making it convenient to see a qualified medical professional when your regular doctor's office is closed.

You will usually get treatment more quickly at an Urgent Care Center than in an ER.

Choosing an Urgent Care Center over the ER will save you money. Under the Erickson Living® Health Plan, you will be charged a \$50 co-payment for visiting the ER, while Urgent Care Centers typically charge a \$10, \$15 or \$20 co-pay, depending on your health plan. You will also experience a higher out-of-pocket expense at the ER.

Urgent Care Centers are your best choice for:

- Sore throat/cold/flu
- Ear or eye infections or other infections
- Headaches/Migraines
- Burns
- Backache
- Sprains
- Broken bones
- Cuts/stitches
- Other nonemergency medical conditions

**DO NOT** choose an Urgent Care Center if you experience a sudden illness or injury, such as chest pain, passing out or trouble breathing, which could have a serious life-altering or life-threatening outcome. Call 911 or go directly to the nearest emergency room.

To find a participating Urgent Care Center in your area, just call **1-800-810-2583** or review the information on the back of this letter. (see enclosed)

If you have questions or need additional information, please call me at **410-402-2330**. As your Nurse Health Coach, it will be my pleasure to assist you.

Sincerely,

Choosing a convenient Urgent Care Center instead of the ER for nonemergency medical care could save you significant time and money. Here are some helpful guidelines for choosing the right path:

Use an Urgent Care Center when your medical condition is not life-threatening but does require immediate medical attention and your primary care doctor is not available. You will often get treatment more quickly than you would in a hospital ER, and your co-payment will be much less—\$10, \$15 or \$20, depending on your health plan, instead of the \$50 mandatory ER co-pay.

Go immediately to the Emergency Room for sudden illness or injury that could have a serious, life-altering or life-threatening outcome. Prior authorization from your doctor IS NOT needed for ER services.

For a list of participating Urgent Care Centers in your area, just call **1-800-810-2583** or visit the provider directory at [carefirst.com/doctor](http://carefirst.com/doctor). Click "Find a Doctor," choose your PPO location, then choose "Urgent Care" under "Facility" and enter your zip code.

\*These services may also be available from your Employee Health and Wellness Center. Call to inquire.



Visit an Urgent Care Center\* for problems like:

- Sore throat/cold/flu
- Ear or eye infections or other infections
- Headaches/Migraines
- Burns
- Backache
- Sprains
- Broken bones
- Cuts/stitches
- Other nonemergency medical conditions

Visit the ER instead if you experience:

- Chest pain
- Passing out
- Trouble breathing
- Bleeding that does not stop when pressure is applied
- Head injury
- Ingestion of poisons or drugs



Add more Living to your Life®

# Seeing the Results



Crimson Population Risk Management  
System Wide Cost & Utilization Management

## Emergency Department

## Steering Unnecessary Emergency Department Visits to a Lower Cost Care Setting

Population Risk Management Member since 2011

- About:** Erickson Living is a national system of continuous care retirement communities spanning ten states; headquartered in Baltimore, MD. They are at risk for ~8,000 covered lives under their self-insured employee population
- Challenge:** Erickson Living saw a rising number of potentially unnecessary diagnoses being treated in the emergency department that could have been treated in a lower cost care setting
- Solution:** Erickson Living identified the need to further educate their employee population on appropriate emergency department (ED) utilization and implemented communications campaign targeting ED frequent users
- Impact:** Erickson Living's educational program has resulted in an estimated \$48K realized savings from decreased number of potentially unnecessary visits being treated in office setting or urgent care setting in next 3 months

**Impact Highlights**

**\$48K**  
Realized savings based on avg. paid amount for like visits

**29**  
Potentially unnecessary visits avoided in next 3 months.

### CHALLENGE: Excessive Unnecessary Emergency Department Utilization and Plan Spend



Medical claims data reveals opportunity

High plan spend identified for emergency department visits and excessive utilization for potentially unnecessary visits



Communication Campaign for Frequent Flyer Education

Leveraging Crimson Population Risk Management (CPRM) analytics and Advisory Board Recommendations, Erickson Living implemented a communications campaign educating ED frequent users on appropriate utilization of the emergency department vs lower cost settings of care for non-emergency conditions

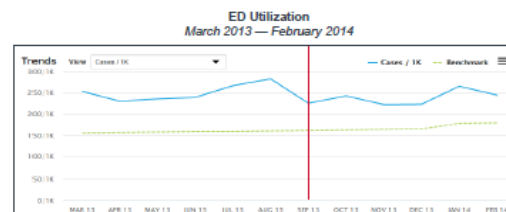
## RESULTS: Decrease in Potentially Unnecessary ED Utilization

### Emergency Department vs. Urgent Care Center Flier

The flier compares the Emergency Department (ED) and Urgent Care Center (UCC) services. It highlights that the UCC is a lower cost setting for many conditions and provides a list of services available at the UCC, including: Acute Care, Minor Injuries, Skin Conditions, and more. The flier also includes a list of services that are only available at the ED, such as: Life-Threatening Conditions, Major Trauma, and more. The flier is designed to help patients make informed decisions about where to seek care.

Communications campaign highlighted diagnoses that were effectively treated in lower cost care settings and identified access/availability of local urgent care services.

Low acuity emergency department visits have decreased since the urgent care flier was sent. The average monthly visits decreased in the three months following the flier from 259 visits per 1K to 230 visits per 1K.



Given the success of the initial mailing, twice yearly mailings have been scheduled moving forward.

#### ED Diagnoses July 2013 – September 2013

| By Diagnosis Group                 | Cases |
|------------------------------------|-------|
| Abdominal Pain                     | 54    |
| Nonspecific Chest Pain             | 36    |
| Sprains And Strains                | 31    |
| Superficial Injury, Contusion      | 29    |
| Other Upper Respiratory Infections | 24    |

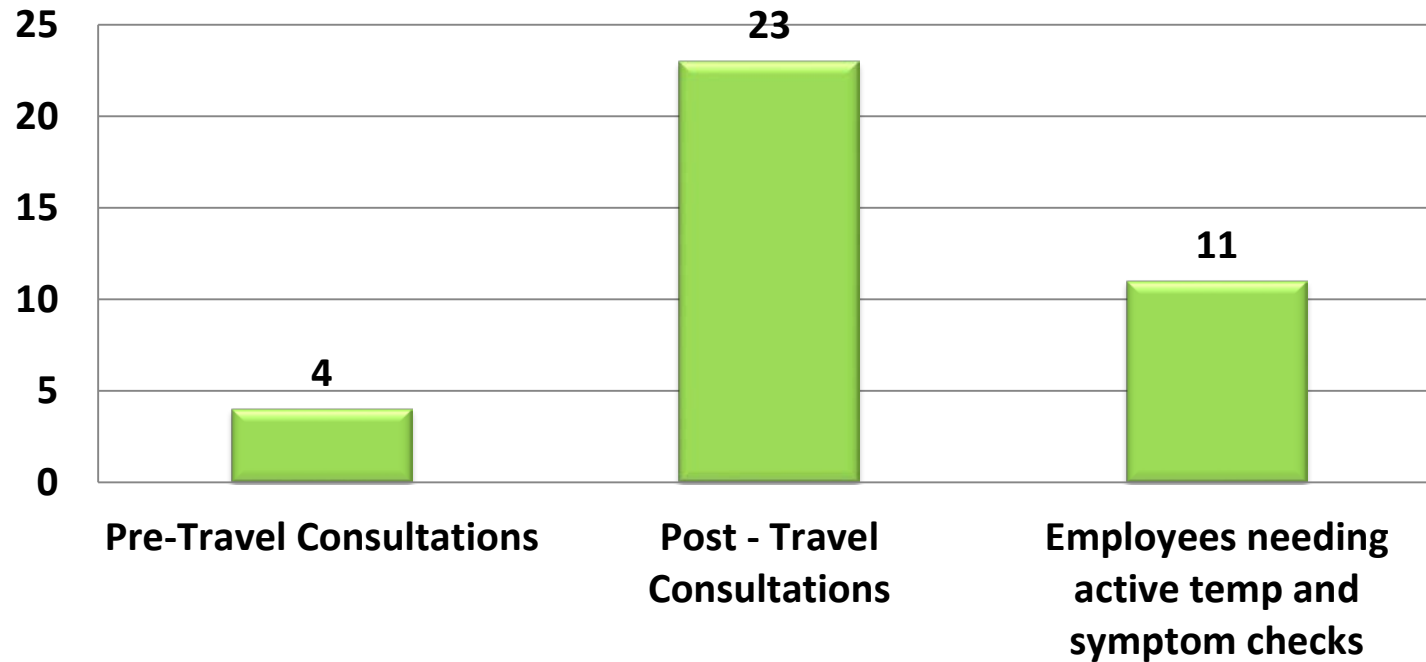
#### ED Diagnoses October 2013 – December 2013

| By Diagnosis Group                 | Cases |
|------------------------------------|-------|
| Sprains And Strains                | 36    |
| Abdominal Pain                     | 30    |
| Nonspecific Chest Pain             | 29    |
| Other Upper Respiratory Infections | 21    |
| Superficial Injury, Contusion      | 20    |

# Ebola Prevention

Work-related  
services &  
safety  
promotion

**EHWC Visits**



## Employee Post-Travel Temperature and Symptom Log

Employee Name: \_\_\_\_\_ Date of return to U.S.: \_\_\_\_\_

Country of Travel: \_\_\_\_\_ Length of stay: \_\_\_\_\_

**Employee Instructions:** *Employee to retain this log but must be completed by RN at beginning of every shift until \_\_\_\_\_ (list date, which is 21 days after return to U.S.). Final complete log must be returned by the employee to EHWC/Occupational Health.*

**RN Instructions:** *If temp. >100 °F or employee has symptoms\*, employee must be sent home and contact EHWC/Occ Health for further instructions. Notify supervisor, HR and EHWC/Occ Health provider.*

| Date | Temperature (°F) | Symptoms*<br>(Yes, No) | Nurse<br>Name/Signature |
|------|------------------|------------------------|-------------------------|
|      |                  |                        |                         |
|      |                  |                        |                         |
|      |                  |                        |                         |
|      |                  |                        |                         |
|      |                  |                        |                         |

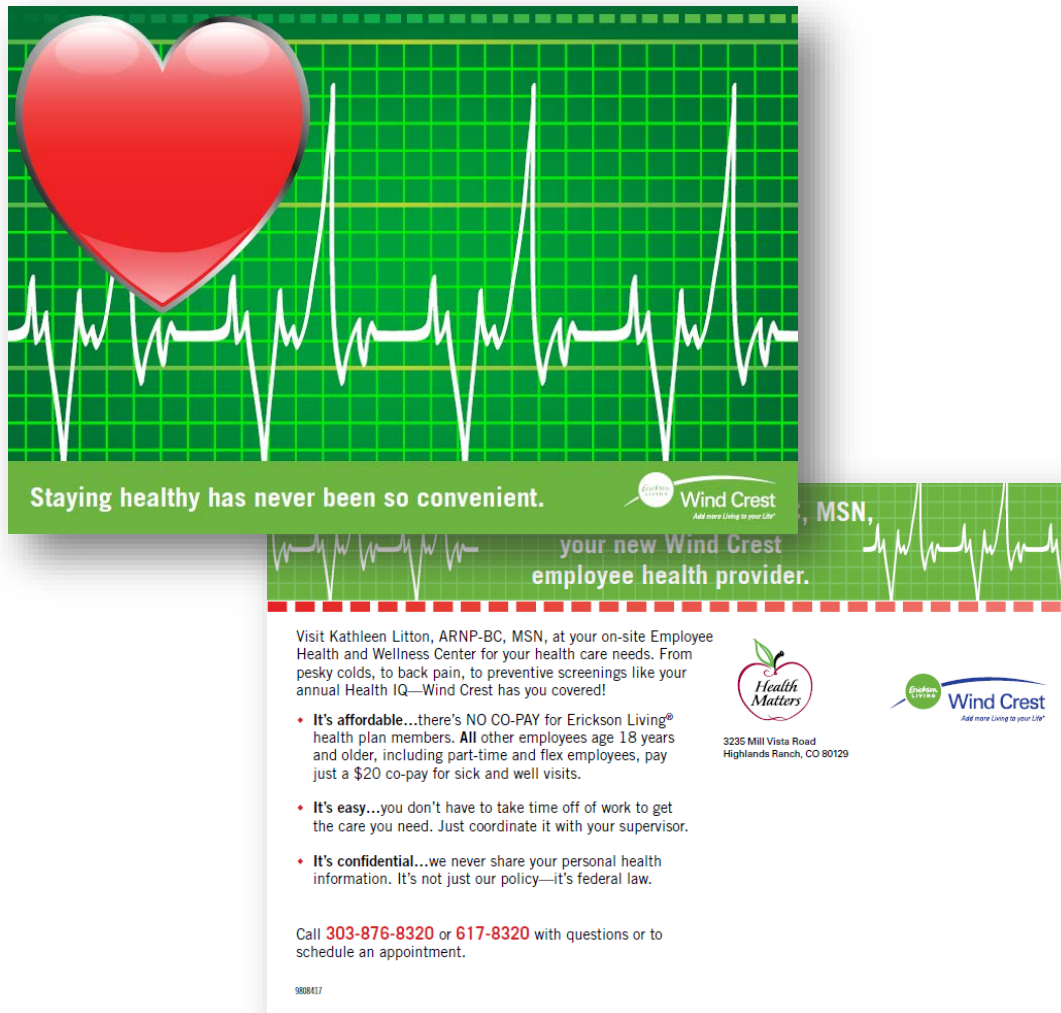
\*Symptoms to ask for:

1. Do you have a known fever?
2. Do you have any symptoms such as nausea, vomiting or blood in your stool?
3. Do you have any flu like symptoms (such as headaches, muscles aches or cough)?
4. Do you have any other unusual symptoms? Notes (e.g. specific symptoms):

# Creativity in Marketing



# New Provider Postcard



- **Goal:** Introduce EHWC providers and reinforce benefits and services
- Highlight key differentiators (affordability, ease and confidentiality)
- Include strong call to action with clear contact information
- Introductory tone establishes relationship and provider credibility



# YES! COUNT ME IN.

## This year, I'm getting a flu vaccine!

This year's more-effective vaccine protects against last year's difficult flu strain. You don't want to miss getting your FREE flu shot!



Now is the perfect time to get your FREE flu shot at the Employee Health and Wellness Center. Not only does getting a flu shot protect you against the flu virus—it protects the health of those very important people who count on you to stay healthy, including family, friends, co-workers, and residents. Taking the time to get your flu shot demonstrates teamwork and kindness, especially in your Erickson Living® community.

### Show us that we can count on you!

Visit the Employee Health and Wellness Center today for your free flu shot.







Health Matters

## Benefit of the Month

### YES! Count Me In!

**Can we count on you to get your flu shot?** The Centers for Disease Control (CDC) recommends that people get vaccinated against flu soon after the vaccine becomes available. Since it takes about two weeks to develop antibodies, and flu season can begin in October, now is a great time to get your flu shot. It's quick, easy, and free at your Employee Health & Wellness Center (EHWC).

September 2015



This year's more effective vaccine protects against last year's difficult flu strain.

For more information on the flu shot, visit [www.cdc.gov/flu](http://www.cdc.gov/flu) and talk with your healthcare professional.



**Tip from Dr. Craig:**  
Your Employee Health & Wellness Center (EHWC) offers **FREE** flu shots (while supplies last). If you prefer, you may see your personal health care provider. For questions about the flu shot, talk with your EHWC or personal health care provider.

### Flu Shot Facts

- The CDC recommends a yearly flu vaccine for everyone 6 months of age and older.
- Most seasonal flu activity occurs between October and May, peaking between December and February. While the CDC recommends getting your flu shot by October, as long as flu viruses are circulating, it's not too late to get vaccinated.
- Getting your flu shot protects not only you, but also your family, friends, coworkers, and residents!



Add more Living to your Life®

# 2015

## HEALTHY WOMAN of the YEAR

*is hereby recognized for being a healthy inspiration to her co-workers.  
Your actions and efforts are helping people live better lives.  
Congratulations!*

Employee Health and  
Wellness Provider

Executive Director



**Community Name**

And more Living to your Life®



Health Matters

## Benefit of the Month

### Don't Be Scared!

October 2014

Fear keeps many people from getting regular cancer screenings. But the fact is, early detection could save your life. Don't let the fear of bad news – or the fear of medical tests themselves – stop you from getting the screenings you need. Take a friend with you, or talk with your healthcare provider or a Health Advocate counselor (1-866-799-2728) about your concerns. Remember, if caught early, cancer might be more afraid of you than you are of it!


Preventive services, including age-appropriate cancer screenings, are covered 100% in all of our medical plans!

### Defeat the Cancer Monster!

While not all cancer is preventable, taking these steps can help you avoid it:

- Don't use tobacco in any form
- Maintain a healthy weight
- Get regular physical activity
- Eat more fruits and veggies, less red meat
- If you drink alcoholic beverages, limit your intake
- Use sunblock and cover your skin in the sun (and NO TANNING BEDS!)
- Know yourself, your family history, and your risks
- **BE PROACTIVE** – Have regular check-ups and cancer screening tests



 **Tip from Dr. Craig:**  
Treat yourself to good health!  
Schedule your annual physical and cancer screenings EVERY YEAR around your birthday.

#### Cancer Screenings\*

##### Women

Clinical breast exam (every 3 years in your 20s and 30s; yearly age 40 and over)

Mammograms (yearly starting at age 50; ask healthcare provider about when to start and how often if you are age 40-49)

Pap test (every 3 years, age 21-29; Pap + HPV test every 5 years age 30-65)

Endometrial cancer: Ask healthcare provider at menopause or earlier based on your history

##### Men

Prostate: Ask healthcare provider at age 50 (age 45 if African American or if your father or brother had prostate cancer before age 65)

##### Both

Colonoscopy (every 10 years starting at age 50; tests may be needed earlier based on your history)

Lung cancer screening (ask your healthcare provider based on your history of smoking and family history)

Other: As part of periodic health exams: skin, lymph nodes, cancer of thyroid, oral cavity, testicles (men) and ovaries (women)

\*These are general guidelines. Visit [www.cancer.org](http://www.cancer.org) or ask your healthcare provider about your situation.

Erickson  
LIVING

Add more Living to your Life™



# A fresh start. A new beginning.

WeightWatchers® is coming  
for all employees.

**January 2015**

**weightwatchers**  
your new beginning starts here

For more information, contact your  
Human Resources Department.



# A fresh start. **A new beginning.**

WeightWatchers® is coming for all employees  
**January 2015**



For more information, contact your  
Human Resources Department.



# Happy New ME!



**weightwatchers**  
your new beginning starts here

The Weight Watchers open enrollment period is January 1 – January 30. Don't miss out!

*There are just three simple steps to enroll and get started.*

## 1. Log On:

You can enroll by going to  
<https://wellness.weightwatchers.com>.

Employer ID = 10612993

Employer Passcode = ww10612993.

You'll need your work address and, if you are already a Weight Watchers member, your WW username and password.

## 2. Sign Up:

Select your At-Work meeting location.

Enter information about you.

**If you are in an Erickson Living® health plan, select "member,"** then you can apply your \$240/year Wellness Fund to the fees, use payroll deduction for your payments, and be eligible for a refund after 12 months of participation.

If you do not have Erickson Living health insurance, select "employee," then enter your payment information.

Print a temporary monthly pass.

## 3. Get Started:

Attend meetings or start your program online. Before your At-Work meetings begin (and even after), you may attend meetings in your local community. Visit [www.weightwatchers.com](http://www.weightwatchers.com) for meeting locations and times.

**Need help enrolling?** Contact your Employee Health and Wellness Center or Human Resources department.

WEIGHT WATCHERS is the registered trademark of Weight Watchers International, Inc.  
All rights reserved.



# Ready. Set. **Summer!**



The days are getting longer—and warmer. It's the perfect time to sign up for Weight Watchers. It's not too late! Enrollment is still open. Your co-workers have already lost thousands of pounds. Join us and welcome summer with a smile!

## **We Now Have Ongoing Enrollment**

Sign up today. Visit **wellness.weightwatchers.com** and enter this special information: Employer ID: **10612993**, Employer Passcode: **ww10612993**.

You'll also need to provide your work address and, if you are already a Weight Watchers member, your username and password.

### **Need Help Enrolling?**

Contact the Human Resources department today!



**weightwatchers**

© 2015 Weight Watchers International, Inc., owner of the WEIGHT WATCHERS registered trademark.

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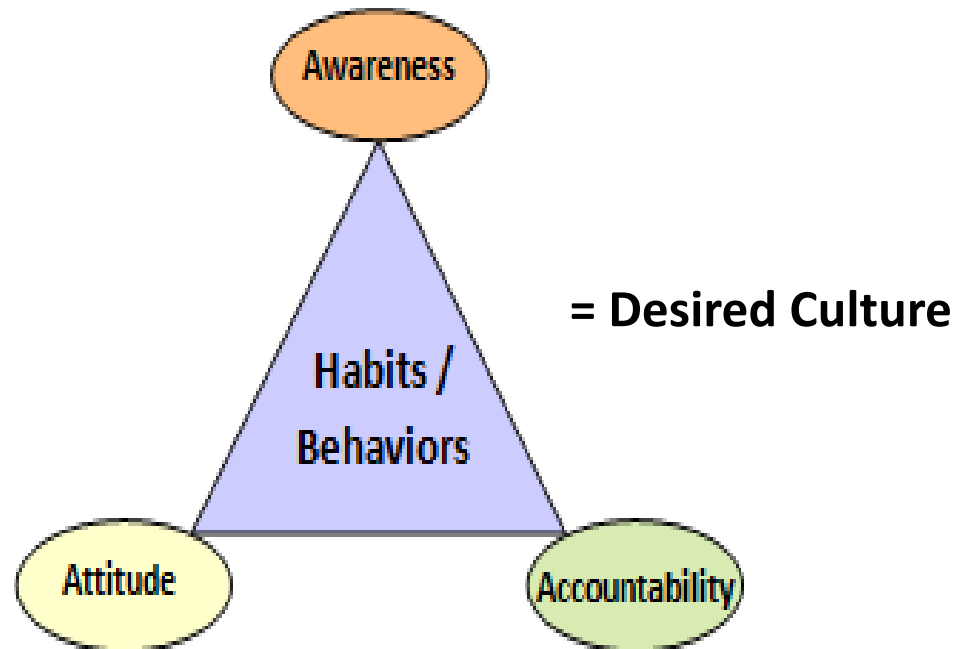


# Our Culture of *Safety*...



# Safe Behaviors = Desired Culture

- Over 90% of all work place injuries are a direct result of an unsafe behavior, versus an unsafe work environment
- Consequently, our focus is on behaviors-not injuries



# Secure your safety

with the lock-out technique!

To prevent the release of hazardous energy, place a padlock on the device that is in the off or closed position.

## Lock-Out Procedure:

1. Prepare for shutdown.  
Notify team members and supervisor.  
Conduct Job Brief.
2. Identify all hazardous energy sources.
3. Shut down the machine.
4. Isolate or neutralize all hazardous energy sources.
5. Lock out energy sources. Neutralize and secure residual and stored energy.
6. Verify that you've completed all lock-out steps correctly!



**Safety**  
begins with  
**you**

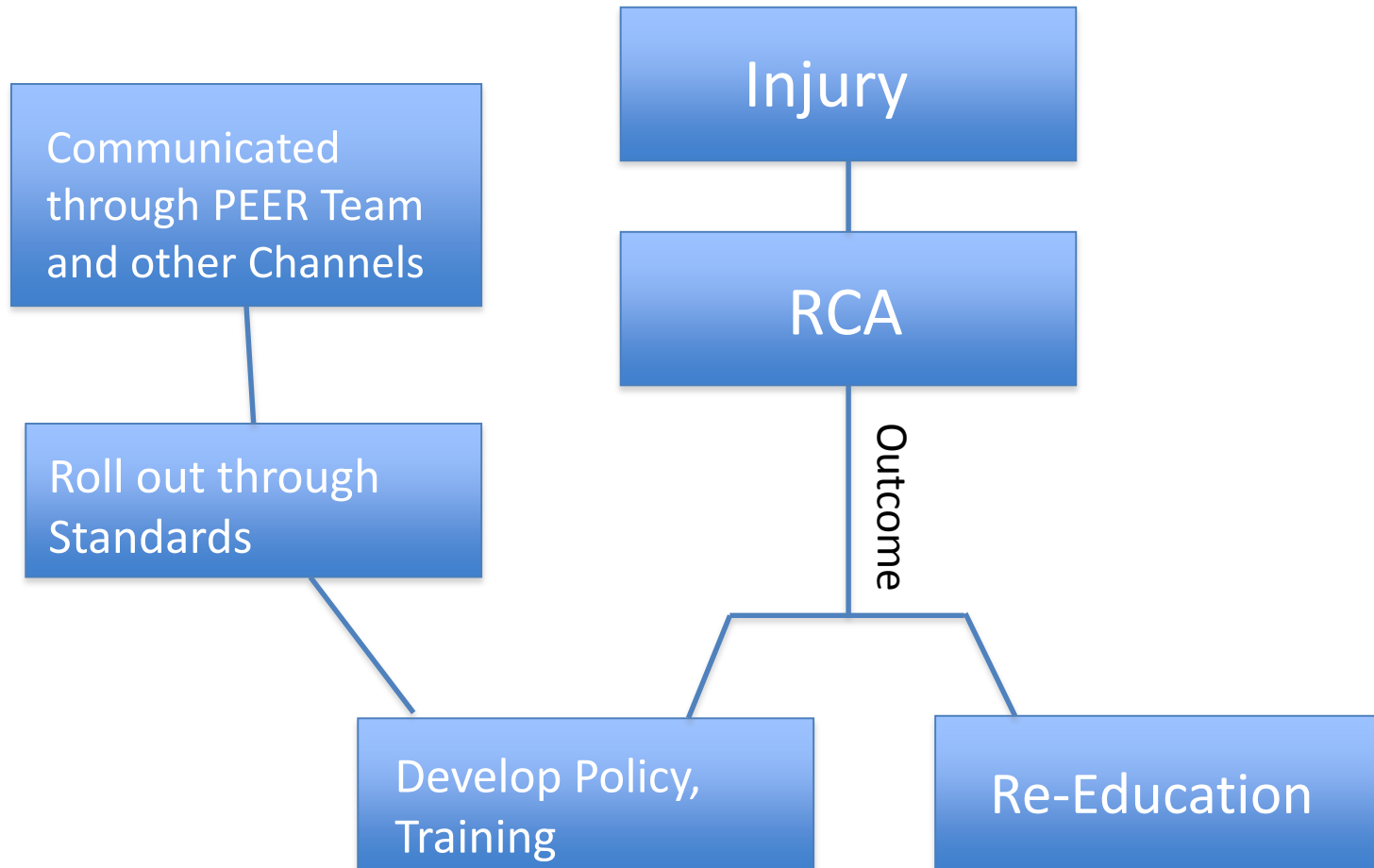


Add more Living to your Life®

# Quality Improvement - Incident Investigations

- 301e
- RCAs
- Weekly occupational health reports
- Quarterly workers compensation calls – trends, costs, process measures and cases >\$25K incurred
- Anytime TPA assistance
- Anytime Corporate assistance
- Accountability and follow through

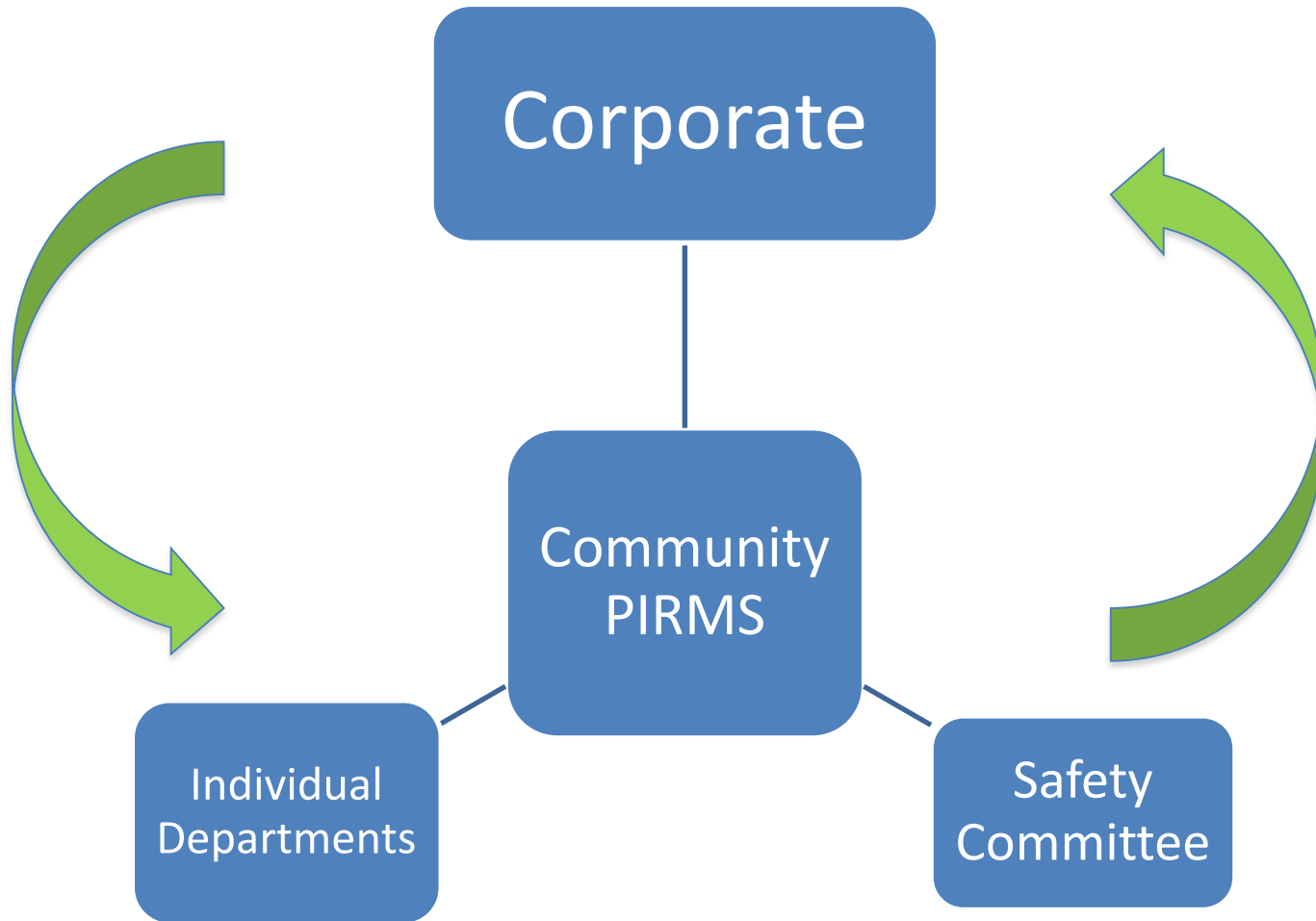
# Risk Identification and Communication



# PIRMS (Performance Improvement, Risk Management, & Safety)

- ❖ Associate Executive Director – Is responsible for establishing and serving as the Co-Chairperson of the Community Performance Improvement/Risk Management/Safety Committee
- ❖ Finance Director
- ❖ Nursing Home Administrator/Manager or Designee
- ❖ Home Health Administrator/Manager or Designee
- ❖ Hospice Administrator/Manager or Designee
- ❖ Rehabilitation Manager or Designee
- ❖ Senior EMS Paramedic or Designee
- Other common positions to attend include: Employee Health and Wellness Nurse, Human Resources Director, General Services Director, and Dining Director
- Every Community has a PIRMS Committee
- Policy on Elink: [PIRMS Policy](#)

# Communicating Safety Information





# Enterprise Wide PIRMS Call Agenda

- Roll Call
- Reoccurring focus on OSHA and Safety Topics
- Enterprise-wide strategies
- Provides a format for local PIRMS meetings

| Communities:               |  |                  |                            |
|----------------------------|--|------------------|----------------------------|
| Ann's Choice               | Charlestown  | Highland Springs | <del>Riderwood</del>       |
| Ashby Ponds                | Eagle's Trace  | Linden Ponds     | Seabrook Village           |
| <del>Brooksby</del>        | Fox Run  | Maris Grove      | <del>Tallgrass Creek</del> |
| Cedar Crest                | <del>Greenspring</del>   | Oak Crest        | Wind Crest                 |
| Devonshire at PGA National |  |                  |                            |
| Items for Discussion:      |  |                  |                            |
| 1                          | <b>Attendance*</b><br>(If you cannot attend, please assign a backup from your PIRMS Committee)   |                  |                            |
| 2                          | Peer Team Standards <ul style="list-style-type: none"> <li>- Mission Moments</li> <li>- Minutes (This month is ETC, Next Month is FRV)</li> </ul>        |                  |                            |
| 3                          | Intro – role, expectations, biggest safety concern or challenge  |                  |                            |
| 4                          | <b>*Monthly OSHA Compliance Focus-</b> Review OSHA Compliance by Location  |                  |                            |
| 5                          | <b>*2015 Community Global/Local Monthly Safety Training-</b> Update/Review   |                  |                            |
| 6                          | <del>Corvel</del> Update   |                  |                            |
| 7                          | Annual Safety Challenge Due Date: 1/15/2016  |                  |                            |
| 8                          | Winter Safety Reminder   |                  |                            |
| 9                          | PIRMS Minutes Reminder   |                  |                            |
| 10                         | PIRMS 2016 Focus   |                  |                            |
|                            | <ul style="list-style-type: none"> <li>• Safety Challenge 2016</li> <li>• OSHA Compliance and Preparedness</li> <li>• Senior Fraud Prevention</li> </ul> |                  |                            |
|                            | <ul style="list-style-type: none"> <li>• Top 5 Injury Focus</li> <li>• Safety Champion</li> </ul>  |                  |                            |
| 11                         | Others???? <ul style="list-style-type: none"> <li>• Open Discussion/Best Practices</li> </ul>  |                  |                            |

# Role of EWHC Provider at PIRMS Committee

Work-related  
services &  
safety  
promotion

- PIRMS = Performance Improvement/Risk Management/Safety

| campus PIRMS           |             |               |     |       |     |               |              |
|------------------------|-------------|---------------|-----|-------|-----|---------------|--------------|
| 1-Feb-16               | back strain | other strains | STF | burns | CUT | struck by res | Needle stick |
| health services        | 0           | 0             | 1   | 0     | 0   | 1             | 0            |
| health services total  | 0           | 0             | 1   | 0     | 0   | 1             | 0            |
| all other dept         | 0           | 1             | 6   | 2     | 2   | 0             | 0            |
| total all other depart | 0           | 1             | 6   | 2     | 2   | 0             | 0            |

# Weekly Injury Report

Workers'  
compensation  
care and  
management

Updates for Community X–

## New:

- Patient A Dining (CB 1) 2/10/2016 cut he was cutting down a box and cut his left finger on the knife, did follow up with EHWC and was treated and had a follow up but has remained full duty.
- Patient B HS 2/8/2016 ?strain wrist did not report to security she was working with two residents and started to feel pain in her left wrist - this was the same wrist she had injured last year when she was kicked by a resident. She did follow up with EHWC but the pain in her left wrist was not related to an injury but a medical issue. She was referred to Ortho for follow up – she remains full duty.
- Patient C Dining (CB 1) 2/5/2016 Burn did not report to security he was changing the fryer oil when he splashed some oil in his eyes. They used the SDS manual and followed the directions and he returned to work full duty.

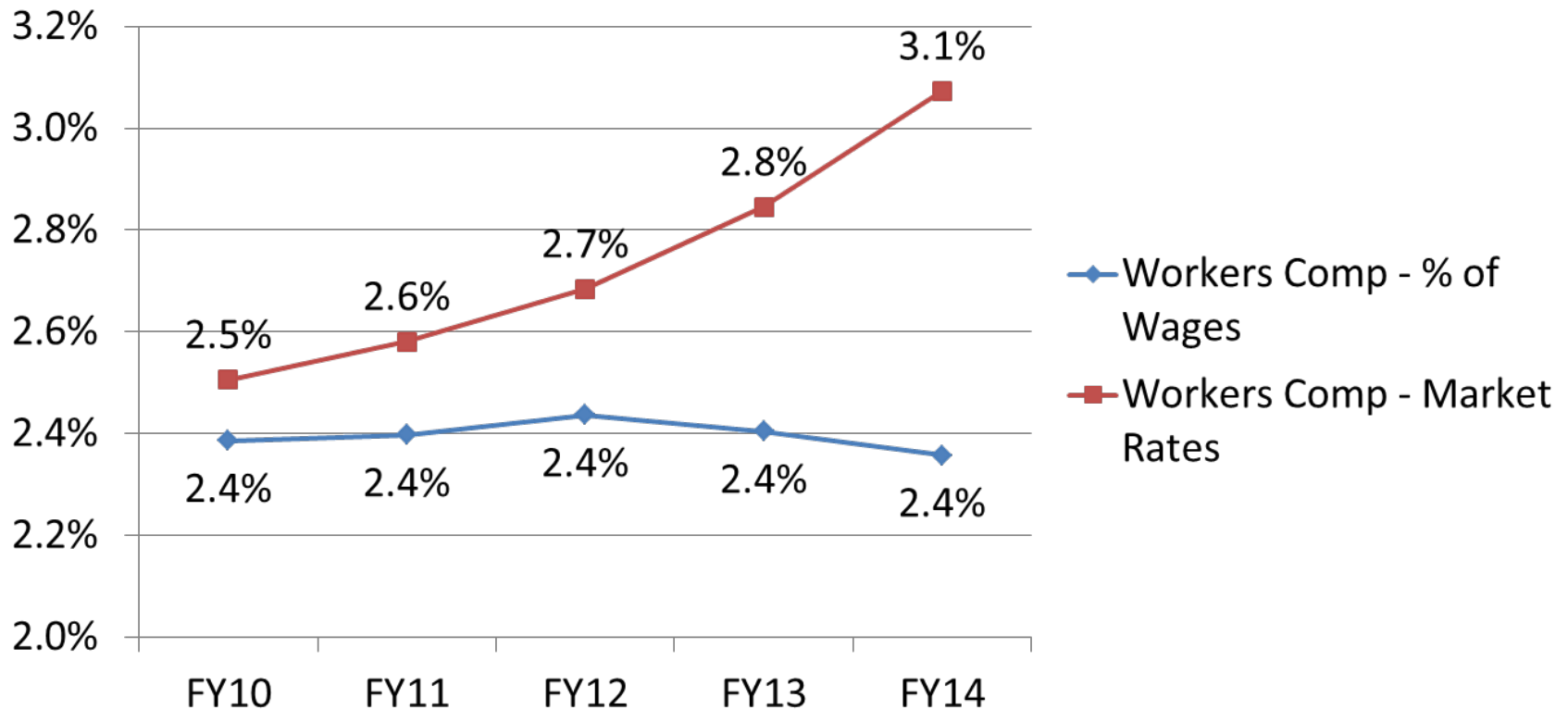
## Updates:

Patient D Dining (GR) 1/20/2016 Struck by(fx toe) Security called and call center called she was carrying a container full of coke and it slipped from her hands landing against her left knee and foot. She was noted to be limping by the supervisor who told her to call Security. She came to EHWC and was sent to Concentra and then returned to light duty of sedentary work. This will be accommodated by her department. UPDATE 1/25/2016 employee did follow up with Concentra and remains on sedentary work. She remains in her department. Follow up 2/1/2016. UPDATE 2/6/2016 employee did follow up with Concentra and remains on sedentary work in her department. **UPDATE 2/11/2016 employee did follow up with Concentra and remains on sedentary work in her department.**

# Enterprise-Wide Success Story

| 2014 Q4 vs 2015 Q4 Frequency Rate Analysis |         |         |        |          |
|--|---------|---------|--------|----------|
| Community                                  | 2014 Q4 | 2015 Q4 | Change | % Change |
|  | 10.81   | 7.33    | -3.48  | -32.17%  |
|  | 9.16    | 15.22   | 6.06   | 66.19%   |
|  | 7.79    | 6.79    | -1.00  | -12.83%  |
|  | 9.61    | 6.45    | -3.16  | -32.88%  |
|  | 6.34    | 6.33    | -0.01  | -0.16%   |
|  | 7.53    | 7.15    | -0.38  | -5.00%   |
| Erickson*                                  | 8.25    | 6.82    | -1.43  | -17.30%  |
|  | 13.89   | 12.72   | -1.17  | -8.46%   |
|  | 4.84    | 4.47    | -0.37  | -7.67%   |
|  | 6.73    | 5.39    | -1.34  | -19.88%  |
|  | 9.28    | 7.05    | -2.23  | -24.06%  |
|  | 8.99    | 6.45    | -2.54  | -28.24%  |
|  | 7.81    | 5.10    | -2.71  | -34.68%  |
|  | 5.27    | 5.18    | -0.09  | -1.67%   |
|  | 10.35   | 6.29    | -4.06  | -39.20%  |
|  | 18.42   | 8.88    | -9.54  | -51.79%  |

# Workers Compensation – Savings Compared to Market Trends



\* \$5,640,235 in hypothetical savings over market rate '10-'14

# Top 5 Injuries to Erickson Living Employees - 2015

- 187 Strains and Sprains
  - 63 related to Resident lifting
- 109 Slips, Trips, and Falls
  - 31 related to ice and snow
- 78 Contact/Exposures
  - 21 burns related to food service (hot soup, coffee, etc.)
- 73 Struck by or Against
  - 14 being struck by falling object (such as a box)
  - 9 being struck by a Resident
- 72 Cuts, Punctures, and Scrapes

# Quality Improvement - Resources

- Monthly Safety Topics and Associated Posters
- Specific to the Hazards within that Department
- Proactive & Reactive

[illegible]



# Evaluation – Focus to achieve success

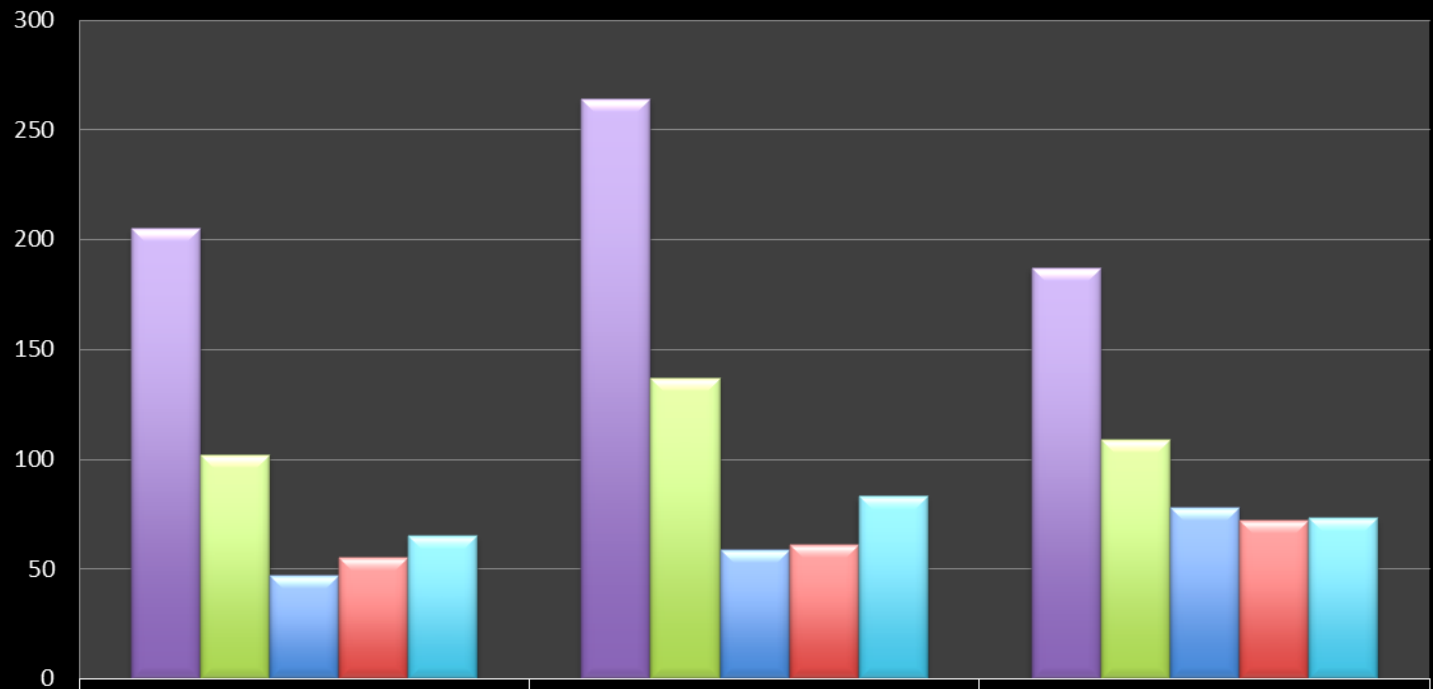
|          | 2012  | 2013  | 2014  | 2015  | 2014 to 2015 % Change |
|----------|-------|-------|-------|-------|-----------------------|
|          | 12.23 | 10.41 | 10.81 | 7.33  | -32%                  |
|          | 3.20  | 13.34 | 9.16  | 15.22 | 66%                   |
|          | 8.04  | 7.15  | 7.79  | 6.79  | -13%                  |
|          | 10.77 | 7.69  | 9.61  | 6.45  | -33%                  |
|          | 5.65  | 4.78  | 6.34  | 6.33  | 0%                    |
|          | 0.00  | 0.00  | 7.53  | 7.15  | -5%                   |
|          | 13.85 | 9.10  | 13.89 | 12.72 | -8%                   |
|          | 5.04  | 4.59  | 4.84  | 4.47  | -8%                   |
|          | 6.65  | 7.38  | 6.73  | 5.39  | -20%                  |
|          | 8.44  | 8.43  | 9.28  | 7.05  | -24%                  |
|          | 7.11  | 7.99  | 8.99  | 6.45  | -28%                  |
|          | 6.14  | 5.48  | 7.81  | 5.10  | -35%                  |
|          | 7.94  | 4.26  | 5.27  | 5.18  | -2%                   |
|          | 15.38 | 0.00  | 10.35 | 6.29  | -39%                  |
|          | 10.12 | 10.33 | 18.42 | 8.88  | -52%                  |
| Erickson | 7.92  | 6.92  | 8.25  | 6.82  | -17%                  |

Community  
Specific  
Focus

# Evaluation – Focus to achieve success

- **3 Focus Communities**
- Community Visits
- Quarterly PIRMS Call
- Strategies focused on loss leaders
- Community 1 = 33% Reduction in frequency
- Community 2 = 8% Reduction in frequency
- Community 3 = 52% Reduction in frequency

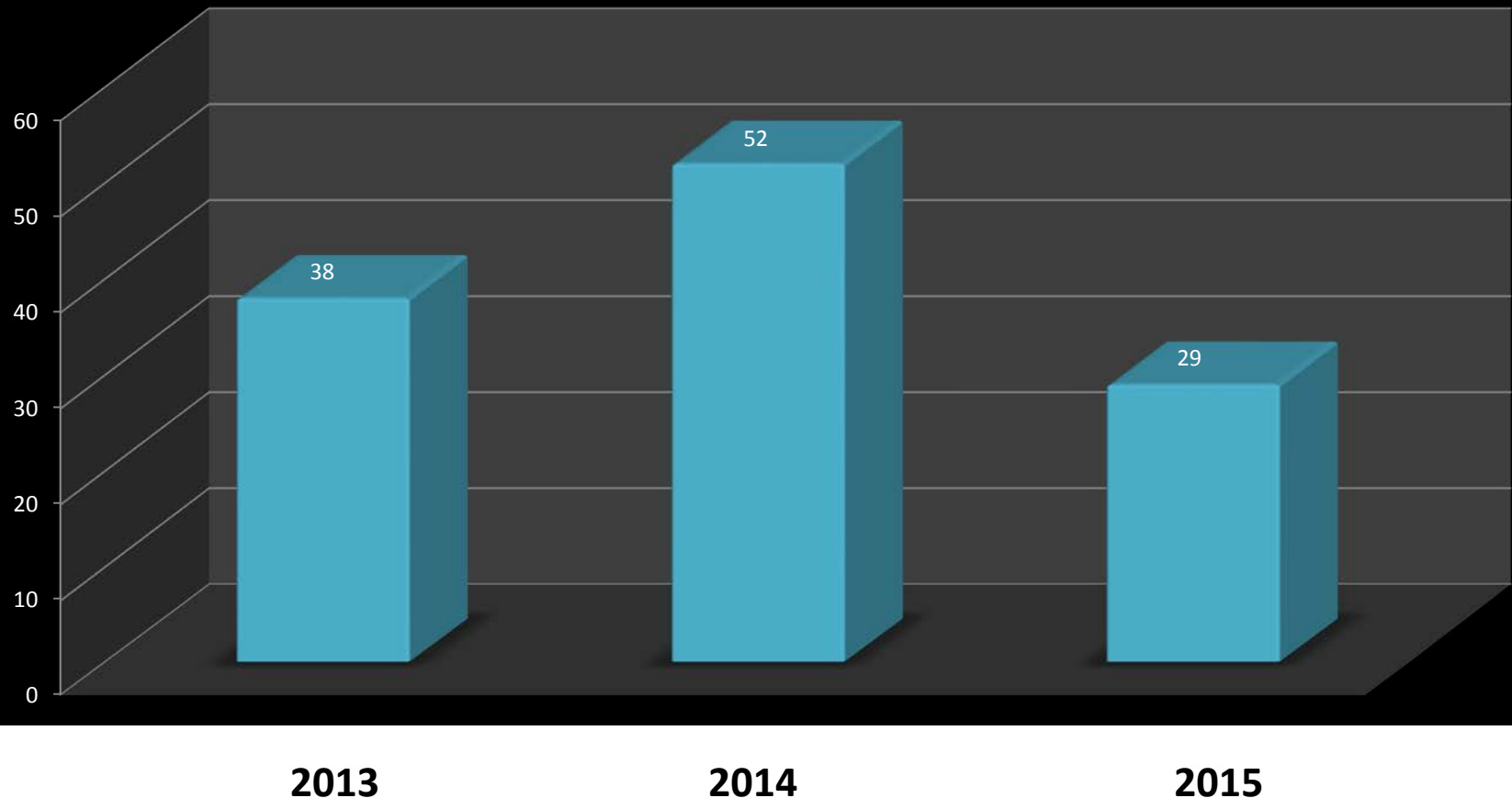
# Top Five Risks to Erickson Employees – 2013, 2014, 2015



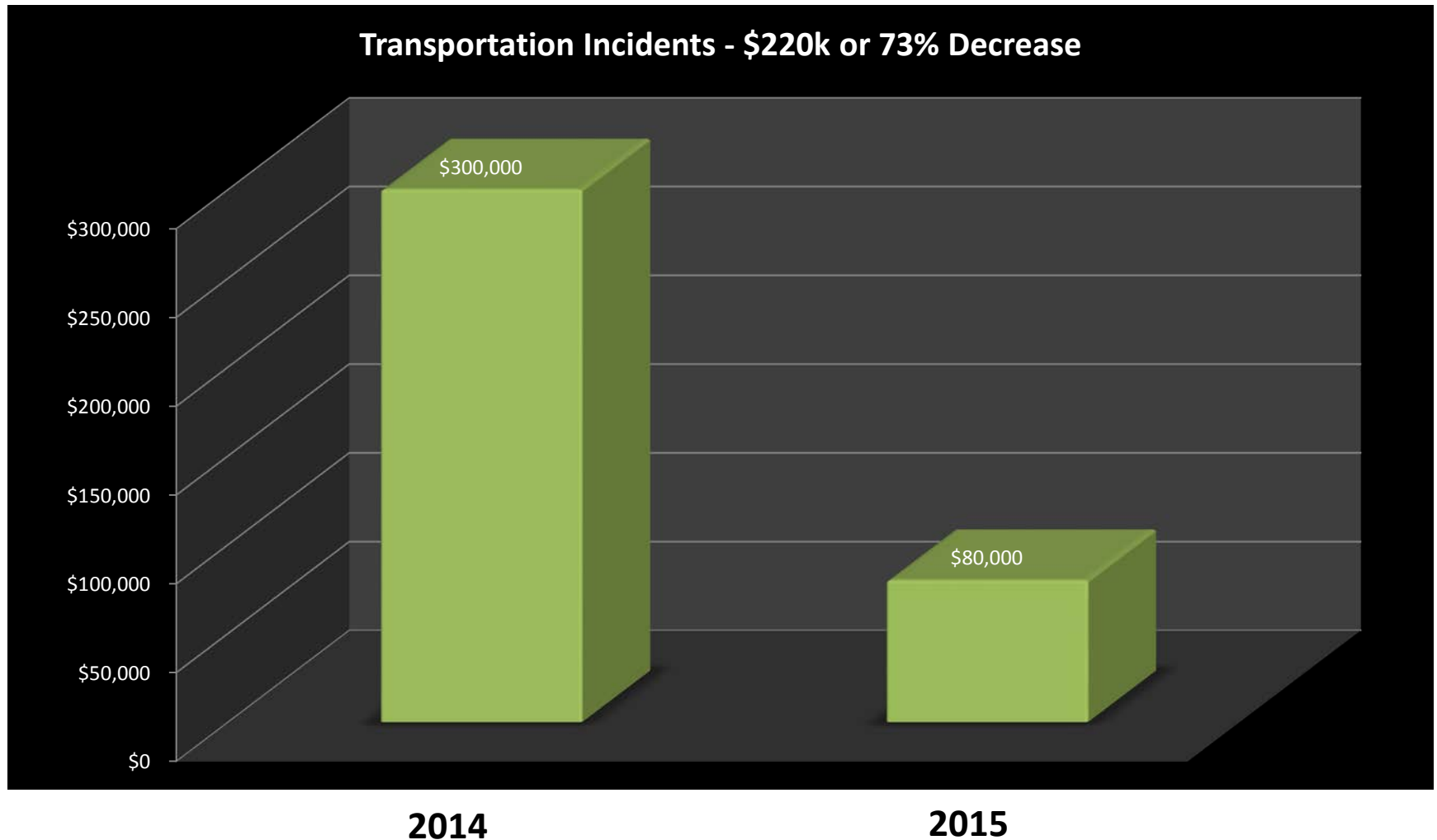
|                            | CY2013 | CY2014 | CY2015 |
|----------------------------|--------|--------|--------|
| Strain / Sprain / Exertion | 205    | 264    | 187    |
| Slip / Trip / Fall         | 102    | 137    | 109    |
| Contact / Exposure         | 47     | 59     | 78     |
| Cut / Puncture / Scrape    | 55     | 61     | 72     |
| Struck by/against          | 65     | 83     | 73     |

# Evaluation – Focus to achieve success

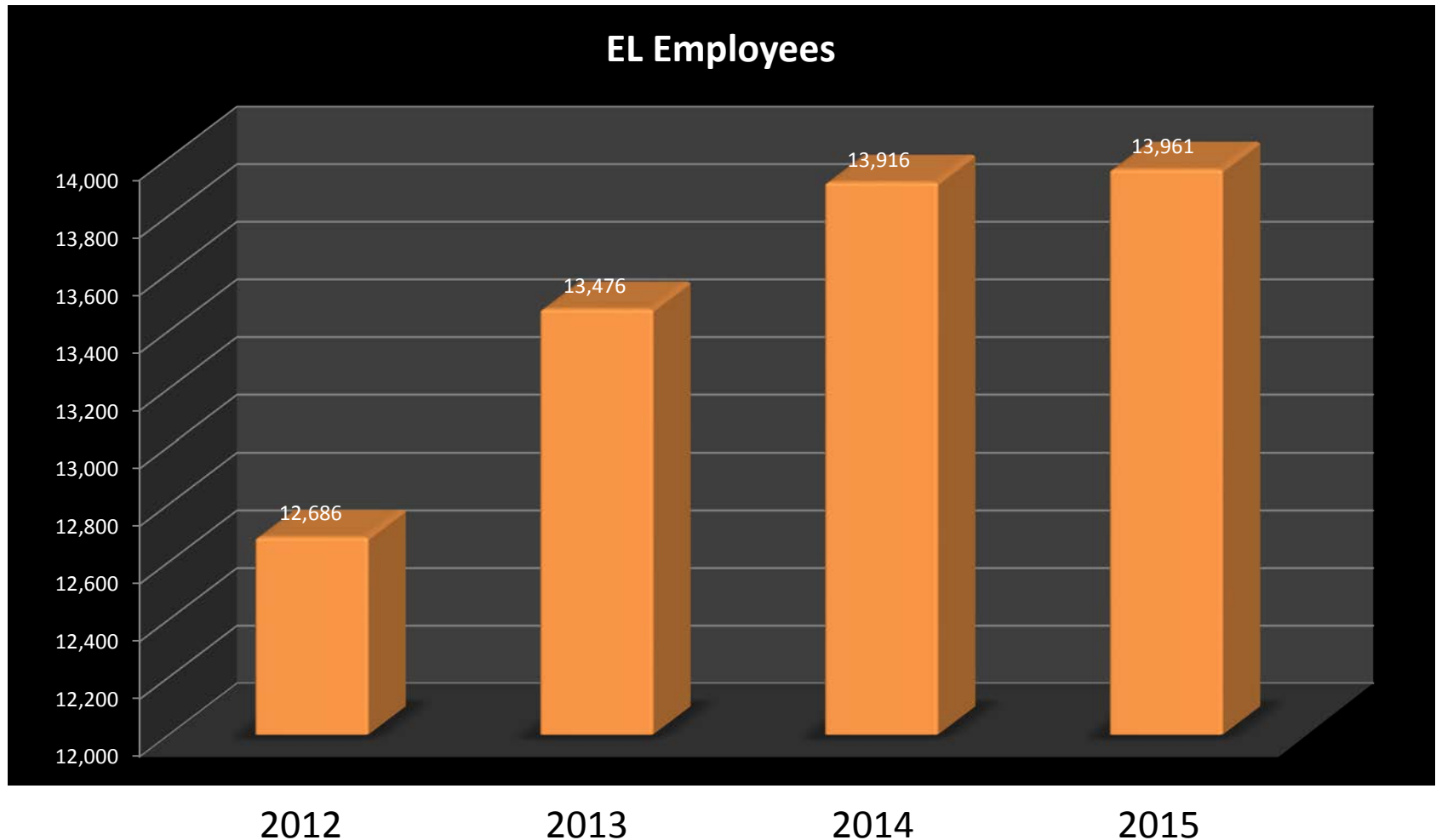
**Needlestick Events - 44% Decrease (2014 to 2015)**



# Evaluation – Focus to achieve success

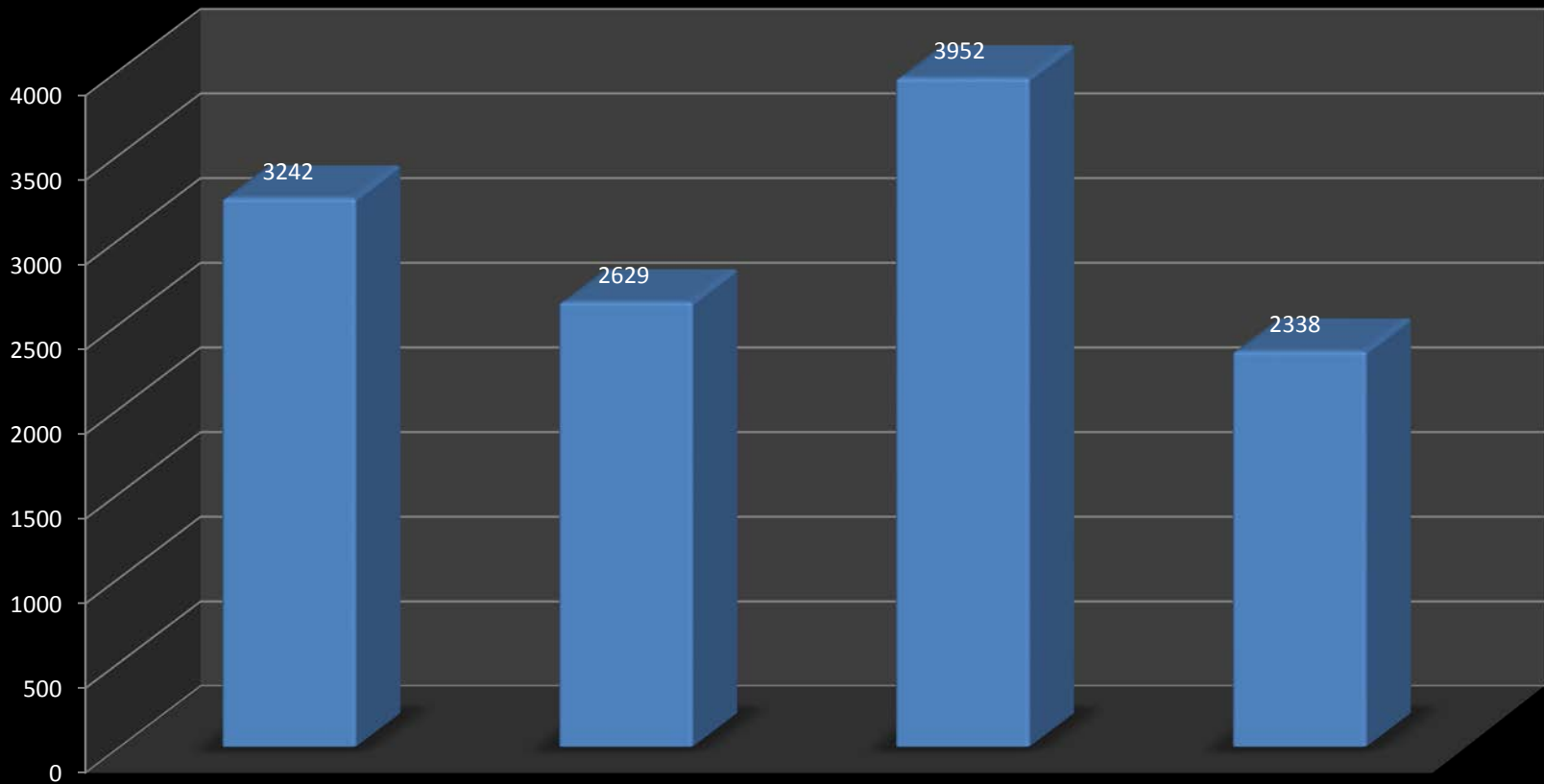


# Continued growth in our employee population



# Evaluation – Focus to achieve success

Loss Days Per Year – 40% Decrease



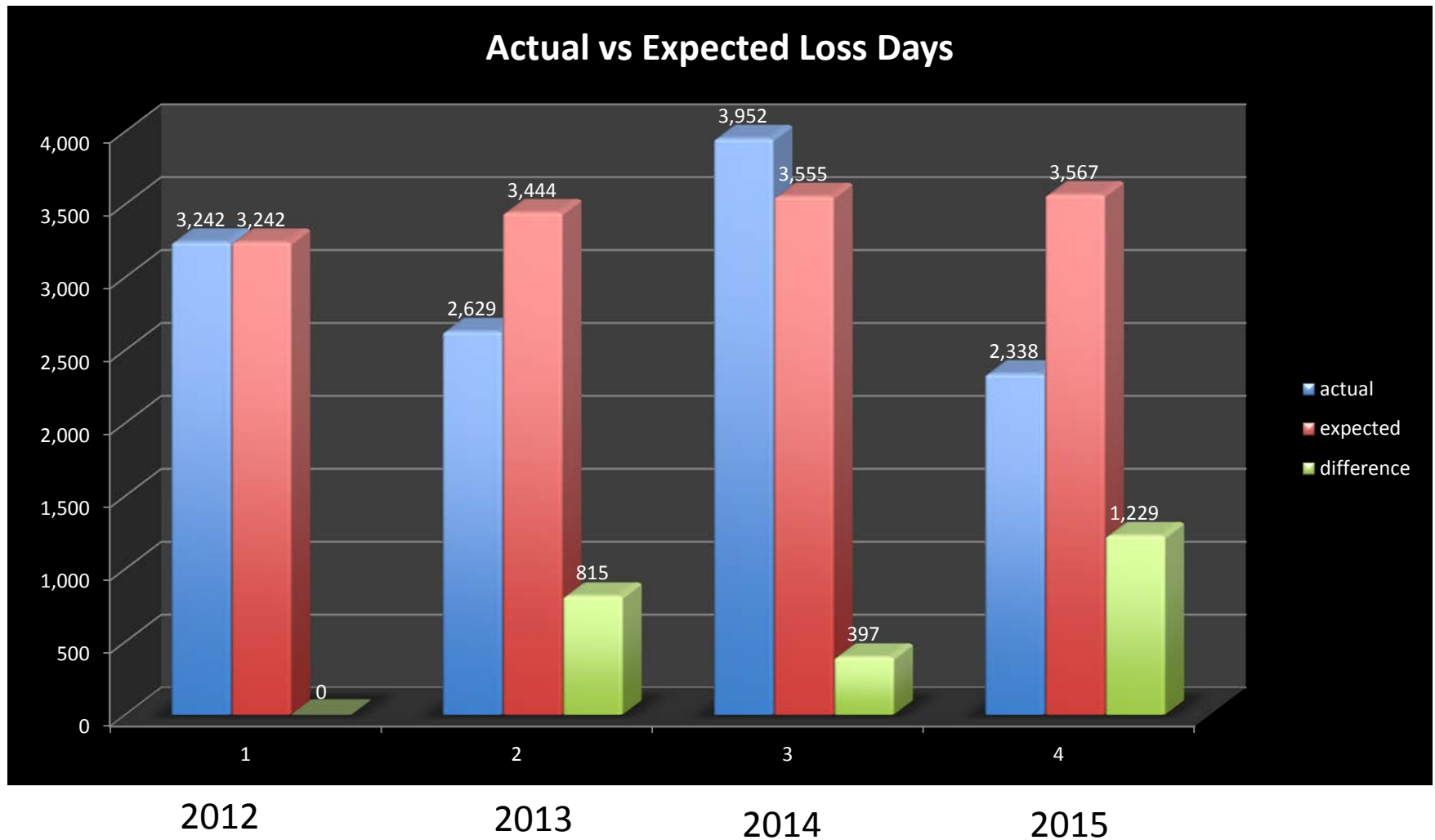
2012

2013

2014

2015

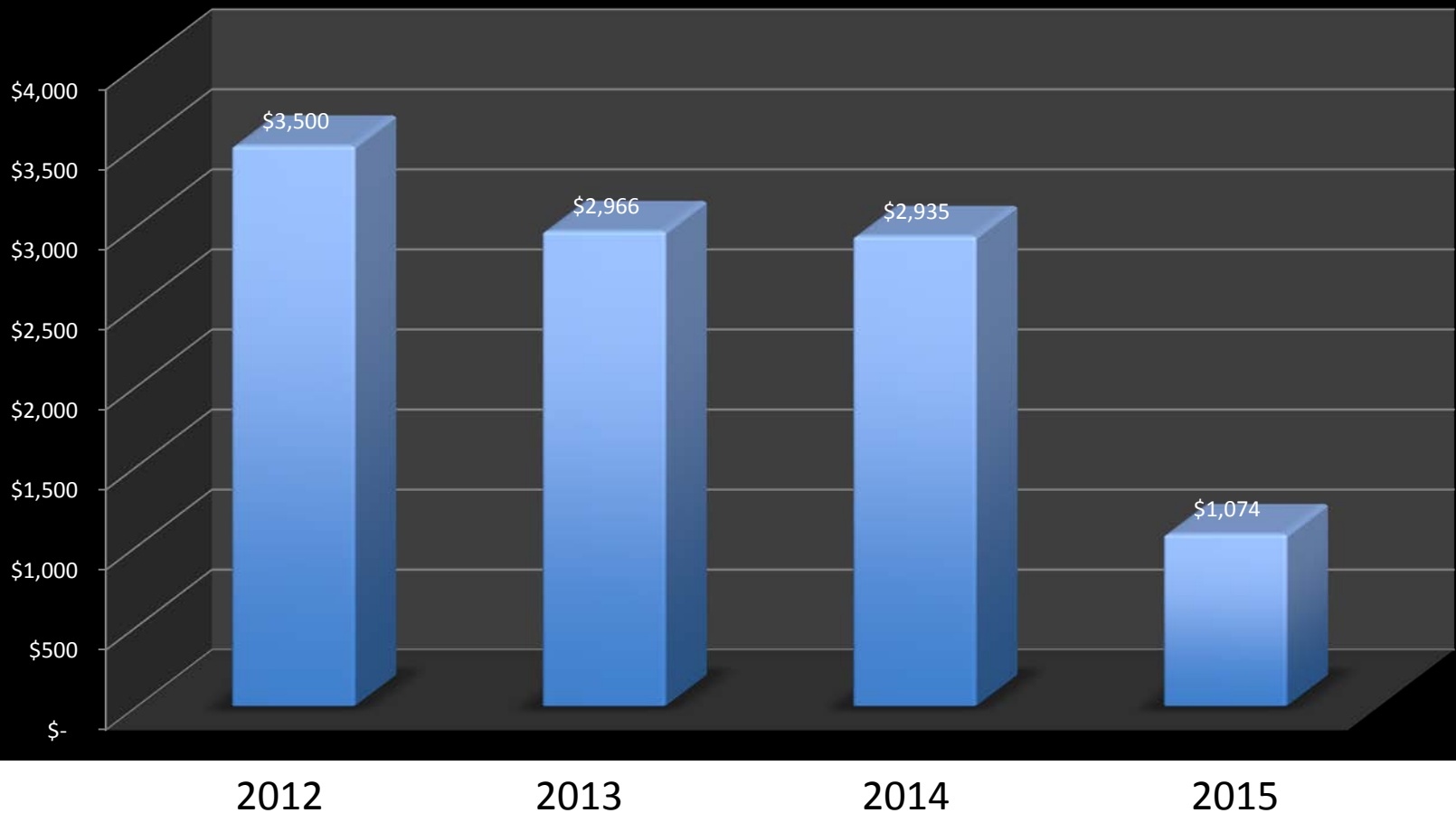
Actual vs Expected Loss Days = 1,647  
hypothetical saved loss days





# Evaluation – Focus to achieve success

Average Cost Per Claim





**To avoid slipping and falling on icy pavement, walk like the penguins do:**

- Walk flat-footed
- Point your feet out slightly
- Take short steps or shuffle for stability
- Stand up straight and keep your head up—don't lean forward
- Keep your arms at your sides, not in your pockets to maintain balance
- Watch where you are stepping and go S-L-O-W-L-Y!
- Report unsafe conditions (such as patches of ice in the parking lot) to security immediately.

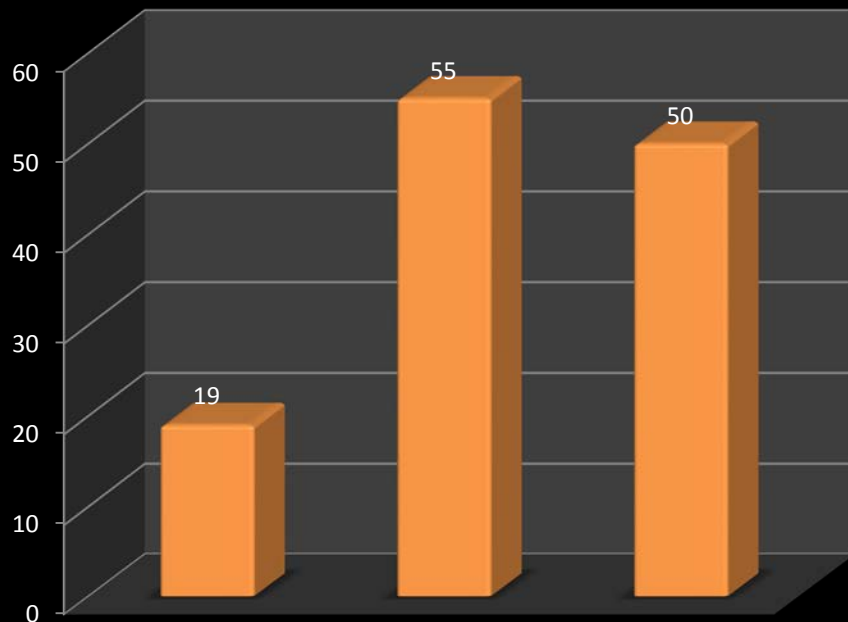
**Safety  
begins with  
you**

Follow these tips and enjoy a wonderful winter season! For more information, visit the Safety/Risk Management site on ELink.



# Quality Improvement

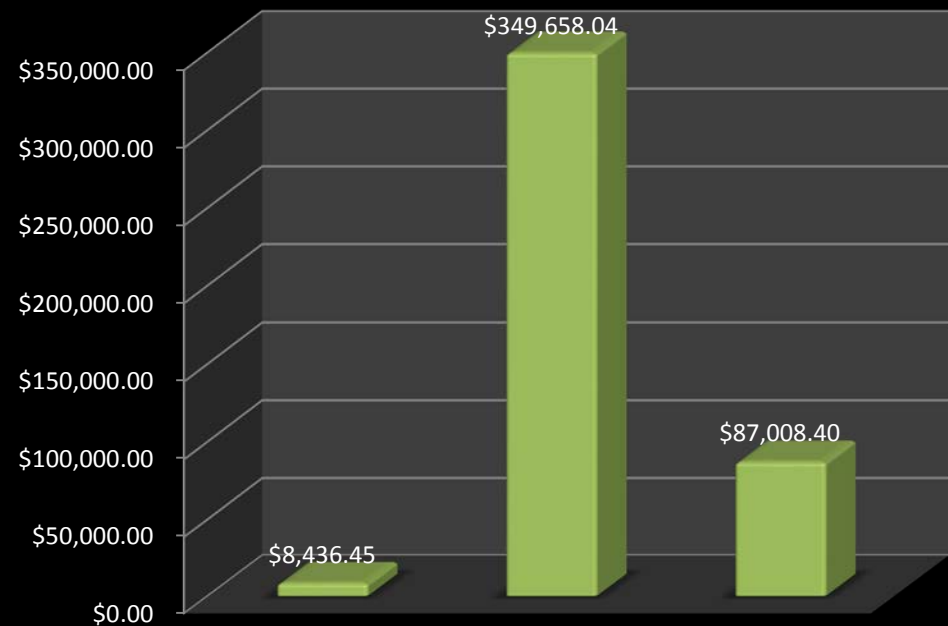
## Focus on Slips, Trips, and Falls on Ice



2013

2014

2015



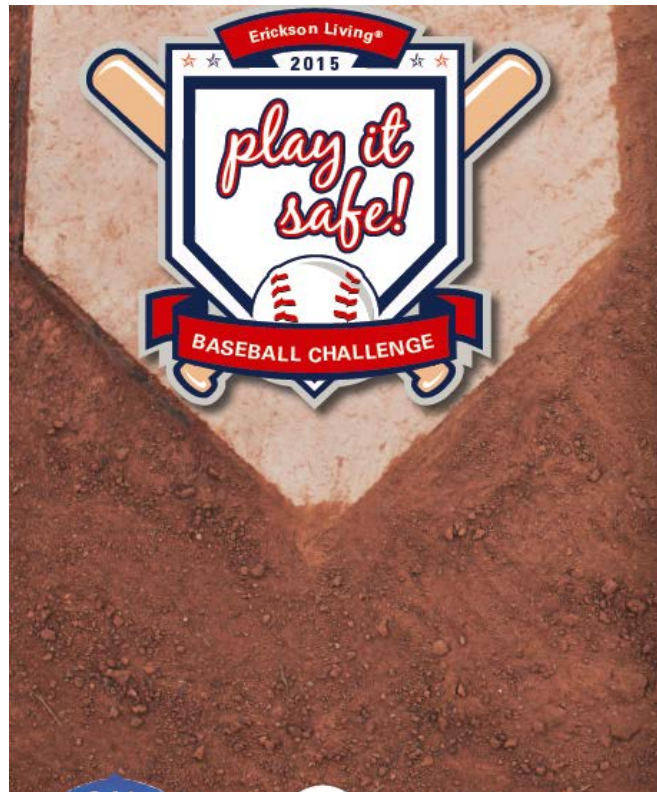
2013

2014

2015

# Department Specific Safety Focus

- GS Safety  
Baseball
- All  
Communities  
Participated
- Approx. 2,400  
employees



## Score a point for safety!

Help your team take home the pennant in the Play It Safe challenge. Top-scoring teams win the title of Safety Champions and may be eligible for special recognition.

### Here's how it works:

When you complete a **safe** work action, you'll receive a "Caught You" card from your manager. If you complete an **unsafe** action, you'll get a "Coach You" card instead. At the end of the season, we'll count up your cards for a final tally.

### Scoring:

Each "Caught You" or "Coach You" card equals 1 run added to your score. The following bonus points are also available:

- Snap a picture of a safe action for **1 run**.
- Implement a suggestion to improve safety for **5 runs**.
- Hold an employee event specific to the Play It Safe challenge for **15 runs**.

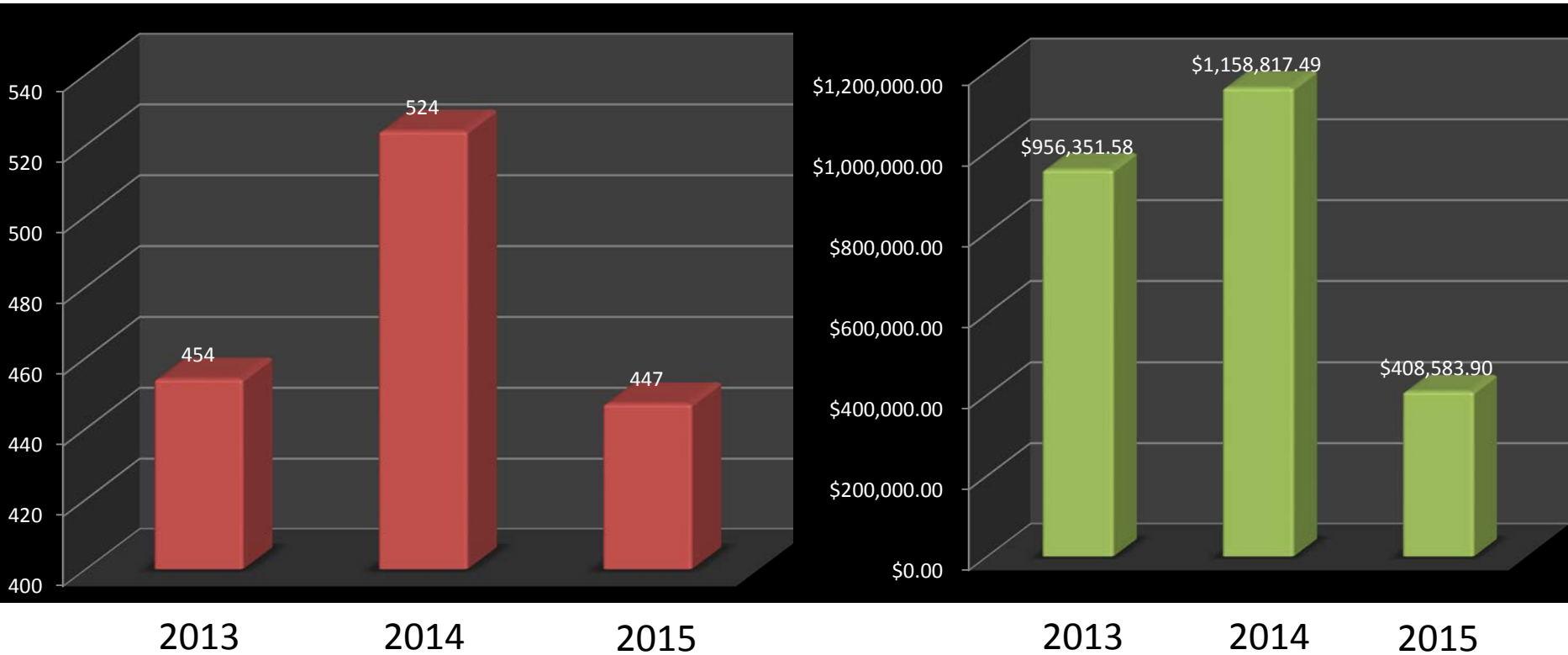
### Rules:

- Contest begins July 6 and ends August 28.
- Players include all General Services employees.
- Each week, cards, pictures, and suggestions should be sent to Corporate Risk Management at [roderick.reid@erickson.com](mailto:roderick.reid@erickson.com).
- Weekly stats will be posted at each community and on the Risk Management page at ELink.

Visit ELink throughout the series to see how your team is doing and view pictures from other communities.

# Department Specific Safety Focus

## Worker's Comp Incidents Specific to General Services

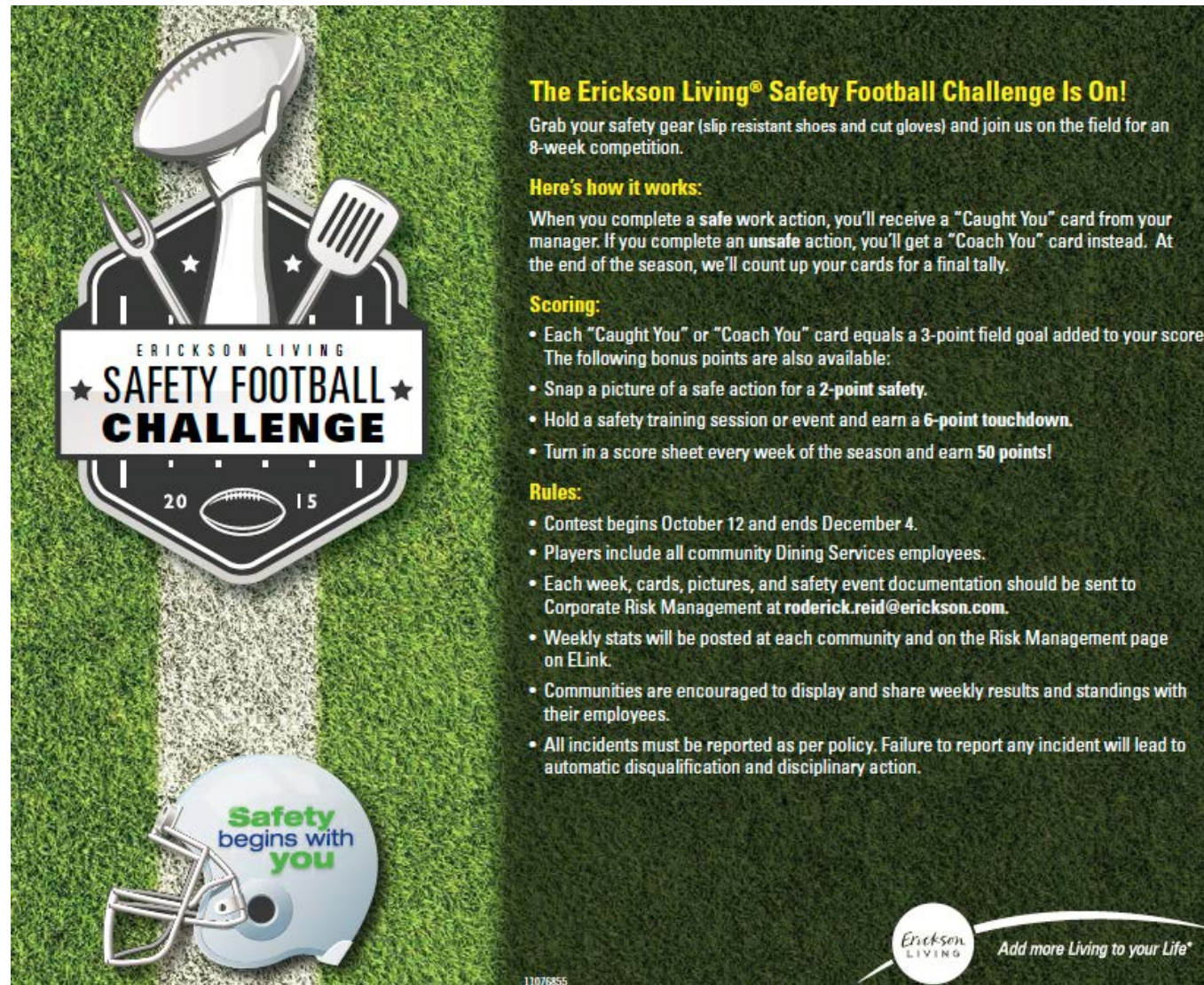


- 77 fewer Incidents in the past year or a 15% reduction = \$750,000



# Department Specific Safety Focus

- Dining Safety Football
- 13/17 Communities Participated
- 4,206 out of 4,803 participated
- 88%



**The Erickson Living® Safety Football Challenge Is On!**

Grab your safety gear (slip resistant shoes and cut gloves) and join us on the field for an 8-week competition.

**Here's how it works:**

When you complete a **safe** work action, you'll receive a "Caught You" card from your manager. If you complete an **unsafe** action, you'll get a "Coach You" card instead. At the end of the season, we'll count up your cards for a final tally.

**Scoring:**

- Each "Caught You" or "Coach You" card equals a 3-point field goal added to your score. The following bonus points are also available:
- Snap a picture of a safe action for a **2-point safety**.
- Hold a safety training session or event and earn a **6-point touchdown**.
- Turn in a score sheet every week of the season and earn **50 points!**

**Rules:**

- Contest begins October 12 and ends December 4.
- Players include all community Dining Services employees.
- Each week, cards, pictures, and safety event documentation should be sent to Corporate Risk Management at [roderick.reid@erickson.com](mailto:roderick.reid@erickson.com).
- Weekly stats will be posted at each community and on the Risk Management page on ELink.
- Communities are encouraged to display and share weekly results and standings with their employees.
- All incidents must be reported as per policy. Failure to report any incident will lead to automatic disqualification and disciplinary action.

**Safety begins with you**

**ERICKSON LIVING**

**SAFETY FOOTBALL CHALLENGE**

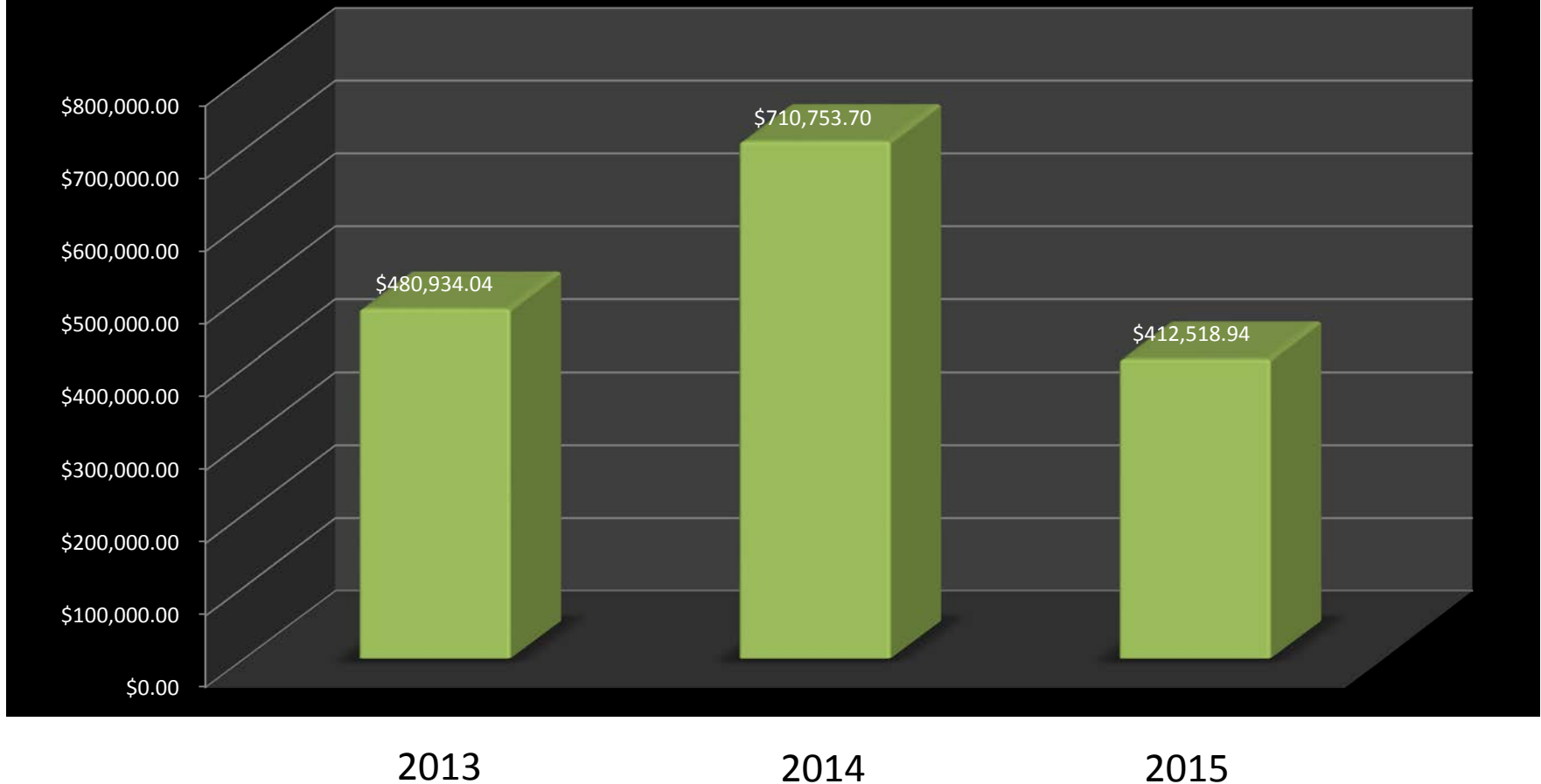
20 15

11076855

**Erickson LIVING** Add more Living to your Life®

# Department Specific Safety Focus

Cost for Dining Injuries – 42% Decrease





# Department Specific Safety Focus

- CC SAFE Lift Campaign
- Enterprise wide focus
- Communicated through Peer Team Calls and Monthly Safety Topic



**A Guide for**  
**SAFE**  
**LIFTING**

At Ann's Choice, we value your safety and well-being. While many workplace injuries are caused by improperly performing a lift, they can be easily prevented. Just remember to lift **S.A.F.E.**

|                   |   |
|-------------------|---|
| <b>STOP</b>       | Refer to the resident's care plan to learn their individual needs for transfers.  |
| <b>ASSESS</b>     | Establish that the resident is able, equipment is in good working order, and appropriate staff are available to safely complete the transfer. |
| <b>FOCUS</b>      | Use the appropriate technique as instructed in training and avoid distractions.   |
| <b>EVERY TIME</b> | Every lift requires care and attention because workplace safety is everyone's responsibility.   |

Please see your supervisor with any questions or concerns.

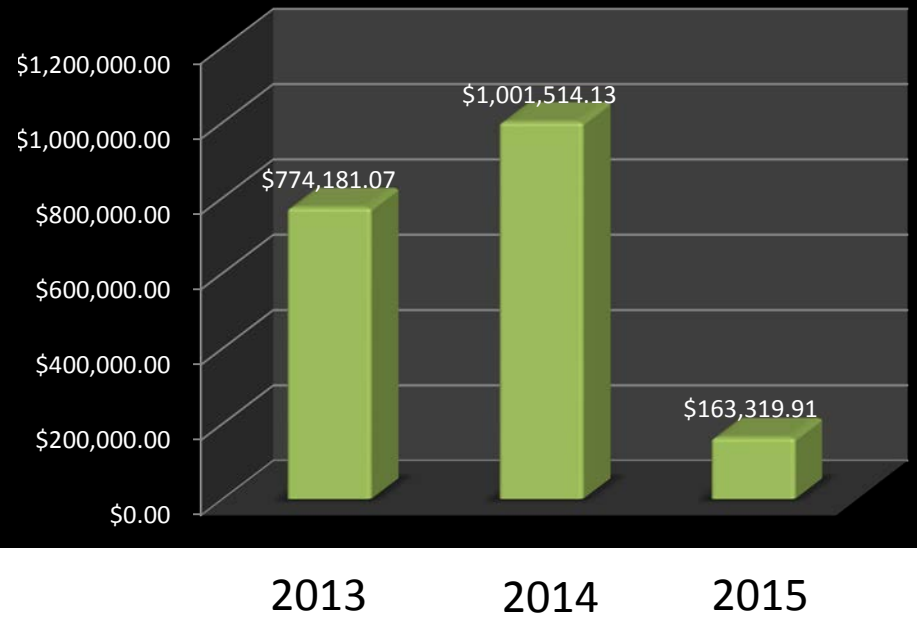
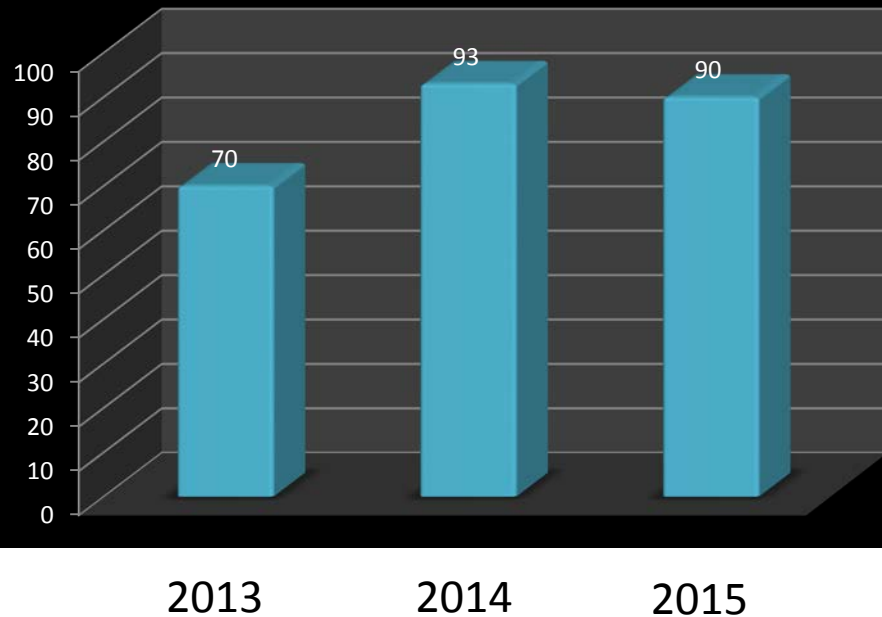
*Safety begins with you*

1077455C

Encompass LIVING **Ann's Choice**  
Add more Living to your LIFE®

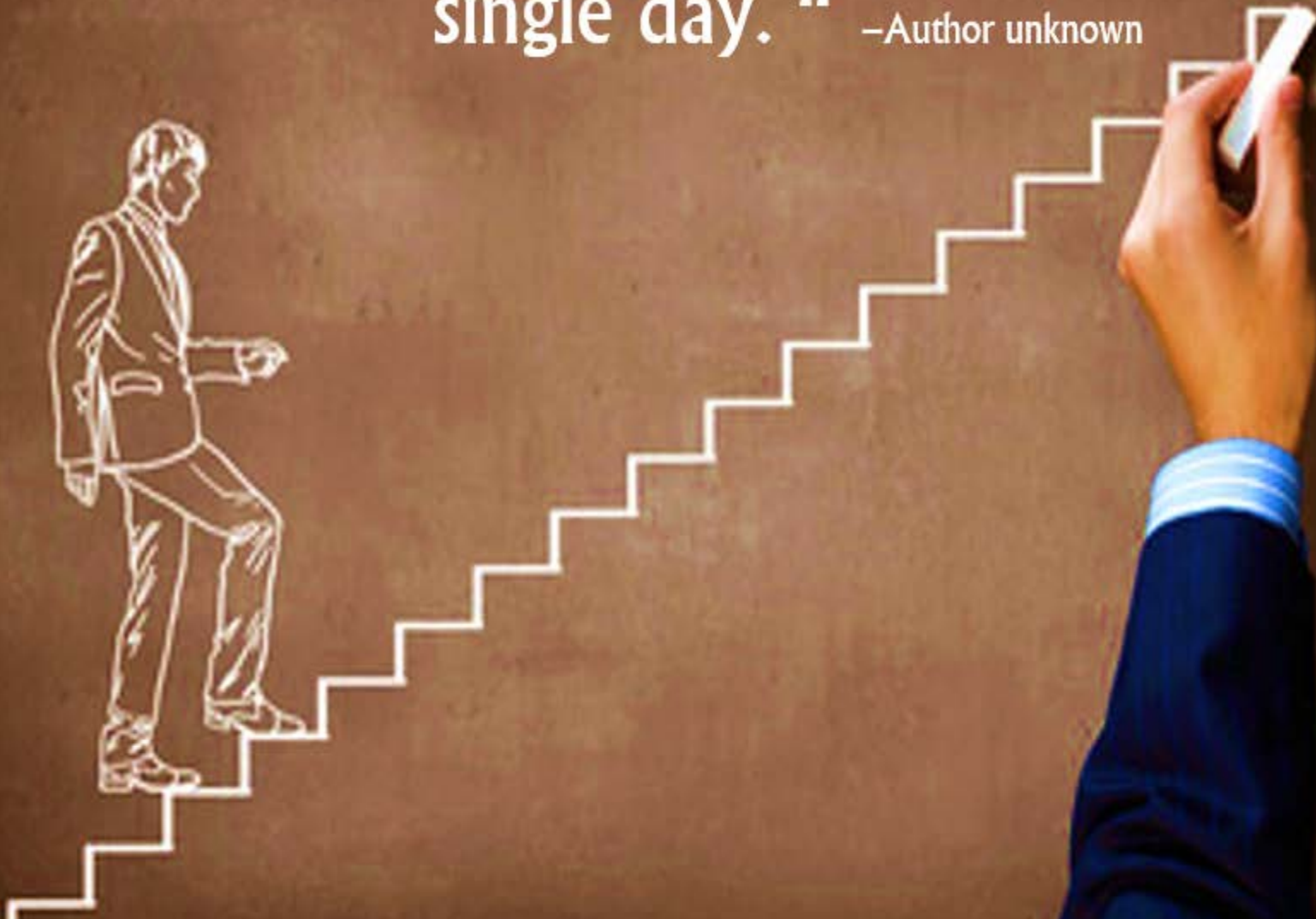
# Safety in Health Services

## Strains and Sprains Associated with Lifting within CC



- \$838,000 less than 2014

**“Practice the philosophy of continuous improvement. Get a little bit better every single day.”** –Author unknown



# Creating a Culture of Well-Being...

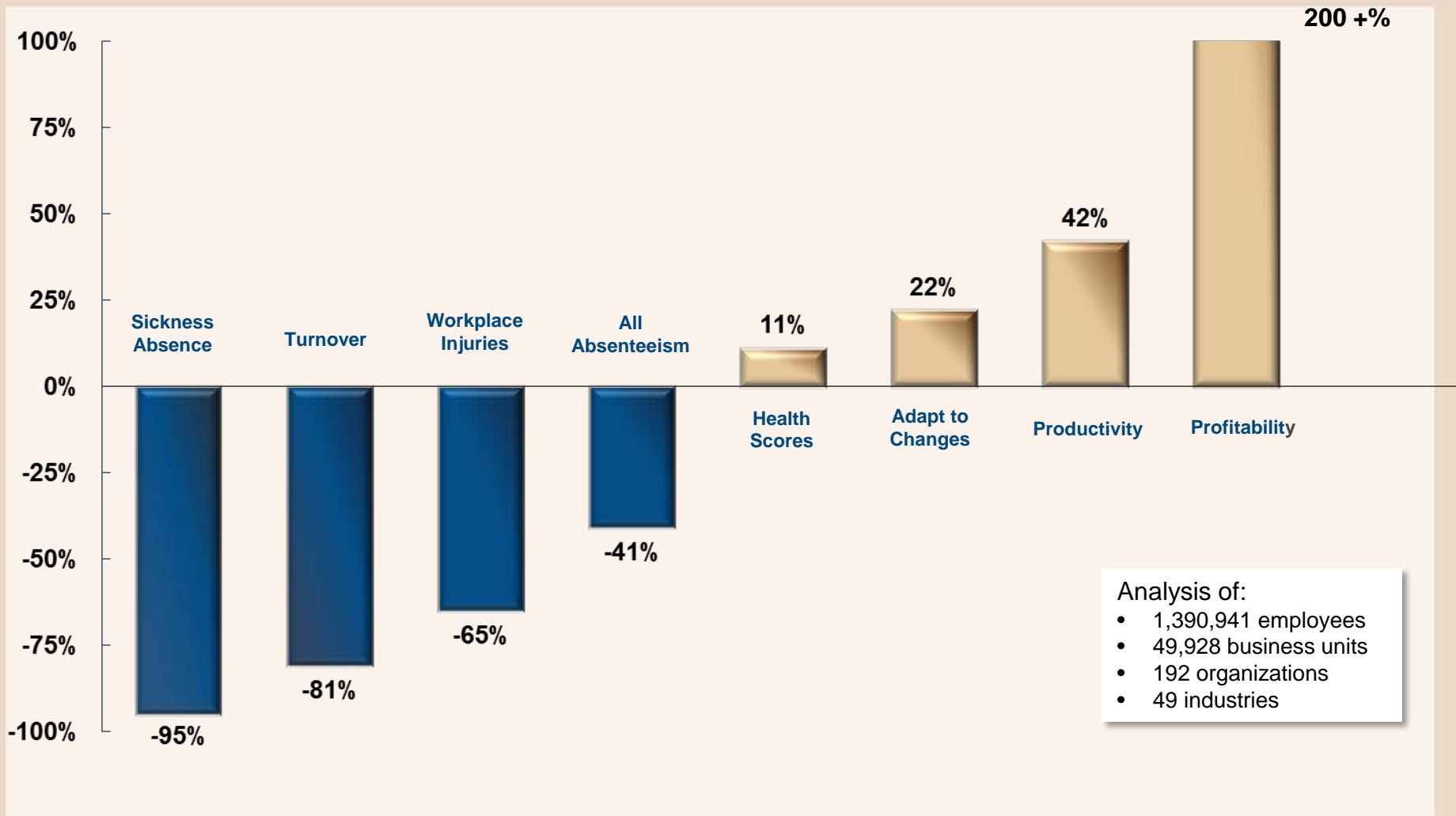




TAKE CHARGE OF YOUR  
**Well-Being**  
CARE | PLAN | GROW | GIVE

# GALLUP'S ELEMENTS

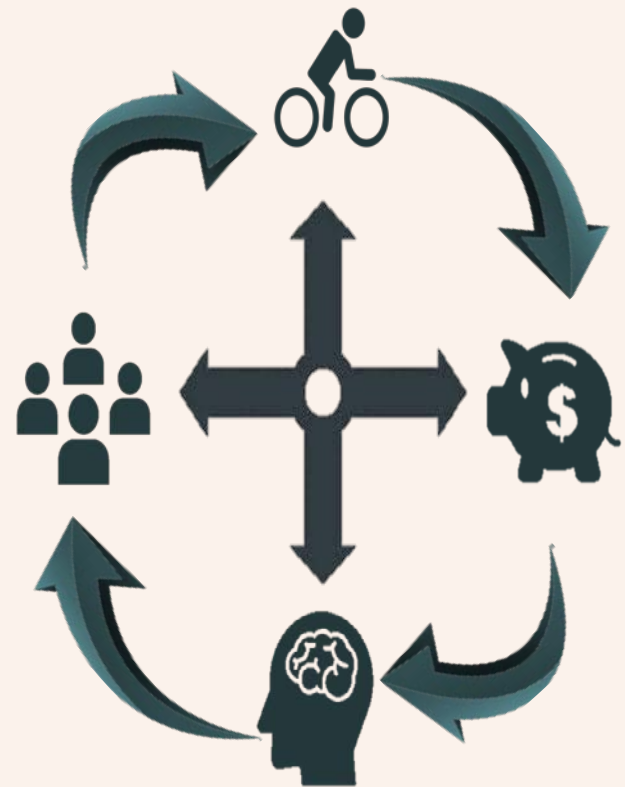
Difference between top and bottom engagement quartiles



Source: Gallup Organization





# WHAT IS EMPLOYEE WELL-BEING?

The combination of our love for what we do every day,  
the quality of our relationships,  
the security of our finances,  
the vibrancy of our physical and emotional health,  
and the pride we take in what we contribute to at Erickson Living.





# 2016 “TAKE CHARGE OF YOUR WELL-BEING” PLANS

| <i>Physical and Emotional</i>   | <i>Financial</i>  | <i>Personal and Career</i>  | <i>Social</i>   |
|---|---|---|---|
|  |  |  |  |
| Wellness Fund   | Basic Budgeting   | Erickson Living University Online   | Work/Life Balance; Family   |
| Health Advocate<br>— EAP and HealthCare Help                                      | Debt Management   | Erickson Living University  | Staff Appreciation  |
| Heart Health  | Savings and Investment  | Health Advocate<br>— Personal Development Resources                                 | Matched Volunteer Hours   |
| Physical Activity   | Retirement Planning   | Mentoring   | Matched Charity Contributions   |

# Our Next Steps...



# 2016 EHWC Goals

- Financial Performance
  - Achieve Increase in Elective Use by 5% Compared to Same Time from Previous Year. (Visits include Sick Visits and Follow Up, Health IQs, Well Visits, Flu Vaccines, and Smoking Cessation).
  - Achieve Average Incurred Cost per WComp Incident At/Below Internal Benchmark.
- Customer Service
  - Achieve High Scores and Positive Feedback.
- Management Practices
  - Audit At Least 10 New Hire Charts Per Month. Report Results and Follow Up Actions to HRD to Recall Employees and Resolve Missing Information. Complete Monthly Spreadsheet to Be Included With Productivity Report.
  - Audit at Least 10 Existing Employee Charts Per Month for Employees with Regulatory Requirements for Vaccines and TB Screening Requirements. Report Results and Follow Up Actions to HRD to Recall Employees and Resolve Missing Information. Complete Monthly Spreadsheet to Be Included With Productivity Report.
  - Build Partnership with Workers' Compensation Adjuster and Senior Occupational Health Nurse Including Monthly Discussion of all Open Cases to Facilitate Closure Plans.

# 2016 EHWC Goals – Cont'd

- Management Practices – cont'd
  - Maintain or Achieve Overall and CC-Specific Employee Flu Vaccine Rates of 60% or More or a 5% Increase in Overall and CC-Specific Rates from Prior Year. If Community Already Has Overall and CC-Specific Rates of 60% or More, Prevent Declines of 5% or More.
- Well-Being Engagement
  - Serve as Primary Champion of Weight Watchers And Achieve Minimal Goal of 15 Active Enrollees Per Site.
  - Achieve Increases in Referrals to Chronic Care Solutions
  - In Collaboration with HR, Plan for At Least 2 Brief Departmental Meeting Presentations Related to at Least 2 of the These Categories of Well-Being: Financial, Personal and Career Growth, or Social Well-Being.
  - Providers to Set Their Own Personal Well-Being Goal (e.g. Dr. Craig plans to do a yoga class 2 times each week).
- Employee Engagement
  - Demonstrate Growth For Your Medical Assistant in Either Their Educational Development or Influence in the Community.

# 2016 Health Plan Goals

- Optimize vendor partner relationship, monitoring and evaluation.
- Achieve multi-year pharmacy benefit plan including affordability, adherence and other pharmacy management plans (e.g. step therapy).
- Consider plan re-design to further incentivize wellness engagement.
- Drive participation in chronic care solutions.

# Annual Safety Plan Review and 2016 Goals

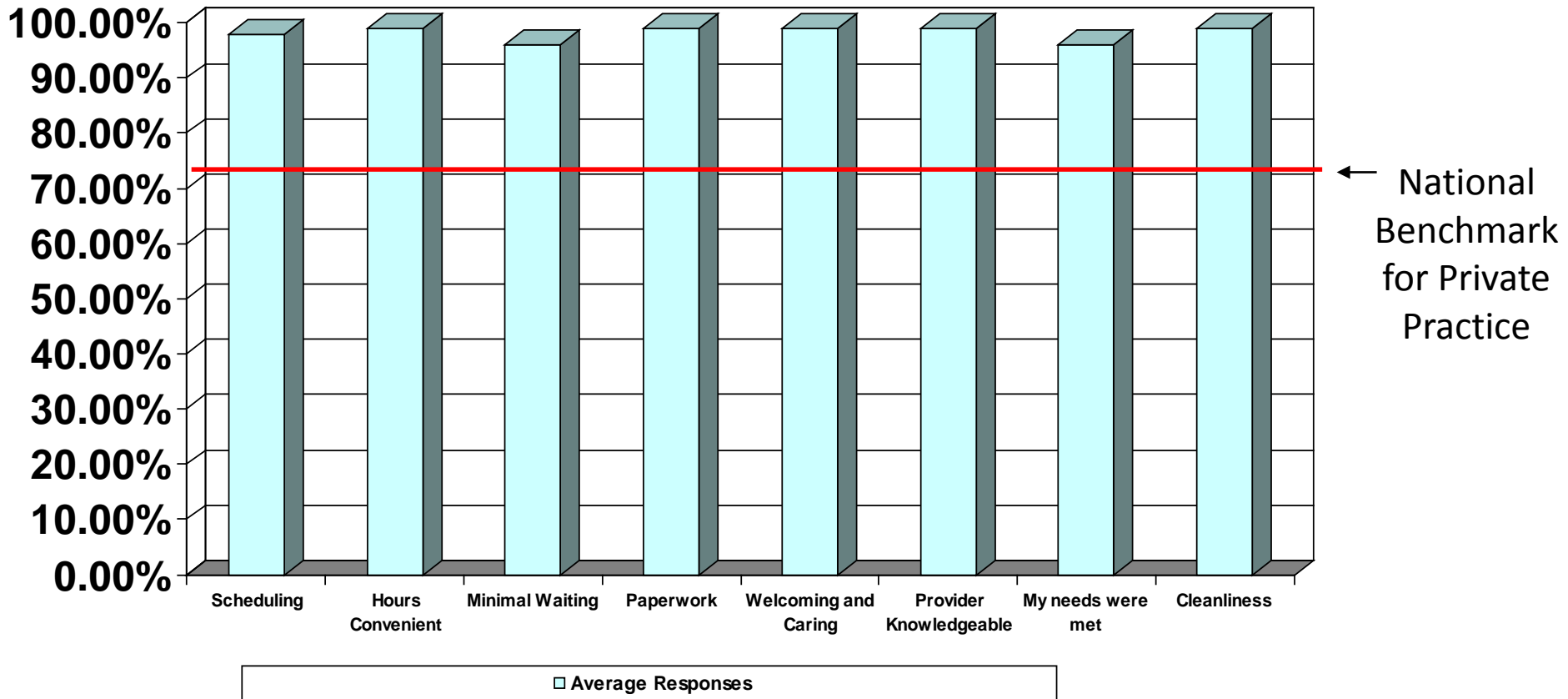
- 2016 evaluation of results to focus on our communities with the most opportunities to prevent injuries
  - Onsite community consultations to create action plans including management goals
  - Monitor injury frequency and incurred costs and adjust plans as needed
- Continued focus on safety culture development
  - Initiatives, safety topics of month, global/local training
  - Special initiatives such as safety baseball, football, etc.
  - Safety challenges and sharing best practices
- Post-Offer Employment Testing (POET)

# Voice of Our Employees

\* Personal information is not included for privacy purposes

- 52 y.o. female housekeeper for BP check. NP noticed asymmetric lip & favoring left side. She cried & said her face was numb. 911 call & received 'TPA' therapy in ER, avoiding a stroke. **"God bless you, you saved my life"**
- 46 y.o. male general services worker with cold. Heart exam revealed loud murmur. Cardiologist visit revealed leaky heart valve but normal heart function. Valve repair done with good outcome & back to work. **"The Cardiologist told me you found it before it damaged my heart"**
- 48 y.o. female laundry worker for BP medication. BP dangerously high at 210/113. Clearly depressed due to loss of daughter in last year (leaving her with 2 children) & loss of mother 1 month ago. EAP referral, then counseling. 2 weeks later, BP normalizing, in therapy & wants to quit smoking in new year. **"You really care about me"**

# Customer Satisfaction Results





***“Coming together is a beginning;  
keeping together is progress;  
working together is success .”***

Henry Ford, Founder of the Ford motor company and developer of the assembly line technique of mass production

