



# Health & Wellness in the Workplace:

Lessons and Best Practices from the

*Corporate Health Achievement Award*





# *2003 Award Winners*

# Corporate Health Achievement Award





# Introduction

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# Introduction



The CHAA reinforces the importance of measurable results and continuous improvement. It provides a forum in which participating companies can exchange ideas and best practices on creating healthy and productive working environments.

## The Corporate Health Achievement Award

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The American College of Occupational and Environmental Medicine (ACOEM) established the Corporate Health Achievement Award (CHAA) in 1996 to recognize organizations that have demonstrated outstanding achievement in employee health, safety, environment and management. The purpose of the CHAA is:

- to foster awareness of quality occupational and environmental medical programs,
- to identify model programs and outstanding practices with measurable results, and
- to encourage organizational self-assessment and continuous improvement.

Employee health programs operating in companies or government agencies within North America, including manufacturing, service, for-profit or non-profit organizations, with more than 1000 workers, are eligible to apply. Participating organizations submit a comprehensive application about their program and undergo a rigorous review by an expert panel to assess four key categories: Healthy People, Healthy Environment, Healthy Company, and Management & Leadership. Organizations have the opportunity to receive feedback on strengths and areas for improvement and gain recognition for best practices and model programs.

However, the CHAA does more than recognize the accomplishments of a single organization. It tells the North American business community that comprehensive occupational health programs make good business sense. The CHAA reinforces the importance of measurable results and continuous improvement. It provides a forum in which participating companies can exchange ideas and best practices on creating healthy and productive working environments. Finally, it helps foster an atmosphere that can attract and retain the talented people who help our companies achieve even greater successes.

This award highlights a commitment to excellence by its sponsor, ACOEM, and its co-sponsor, GlaxoSmithKline.

ACOEM is the nation's largest organization for occupational and environmental physicians and other health care professionals who promote the health and safety of people in the workplace and environment through preventive services, clinical care, research and education ([www.acoem.org](http://www.acoem.org)).

## Introduction



*"ACOEM is committed to the Corporate Health Achievement Award and in acknowledging those companies demonstrating excellence in health and wellness programs. ACOEM is also committed to disseminating this information to assist other corporations in ensuring healthy worksites."*

*Edward J. Bernacki, MD, MPH, FACOEM  
ACOEM President, 2002-2003*



In 1999, GlaxoSmithKline (GSK) became a co-sponsor of the Corporate Health Achievement Award. GSK is one of the world's leading research-based pharmaceutical and health care companies who is committed to improving the quality of human life by enabling people to do more, feel better, and live longer ([www.gsk.com](http://www.gsk.com)).

*"These companies make an investment in the wellness, fitness and safety of their most important asset – their employees. They do it because they know that healthy people work more productively. And that makes good business sense. We recognize how important this commitment is at GlaxoSmithKline, and we are pleased and proud to co-sponsor this prestigious award. Awards are not only satisfying, they send a strong signal to customers, stakeholders – and employees – that the winner 'walks the talk' and understands the vital link between healthy work environments and healthy employees. It shows others the rewards and recognition that come from improving people's lives by taking a vested interest in their health and well-being."*

*Robert Ingram  
Vice Chairman, Pharmaceuticals  
GlaxoSmithKline*



For more information on CHAA, visit [www.chaa.org](http://www.chaa.org).

## Introduction

### 2003 Award CHAA Winners\*



These organizations are committed to occupational and environmental programs of the highest quality. They are leaders in developing innovative and effective practices to promote the well being of both their employees and communities.

The American College of Occupational and Environmental Medicine and GlaxoSmithKline are proud to announce the following winners of this year's award:

BAE SYSTEMS, Information & Electronic Warfare Systems

Marathon Oil Company/Marathon Ashland Petroleum LLC

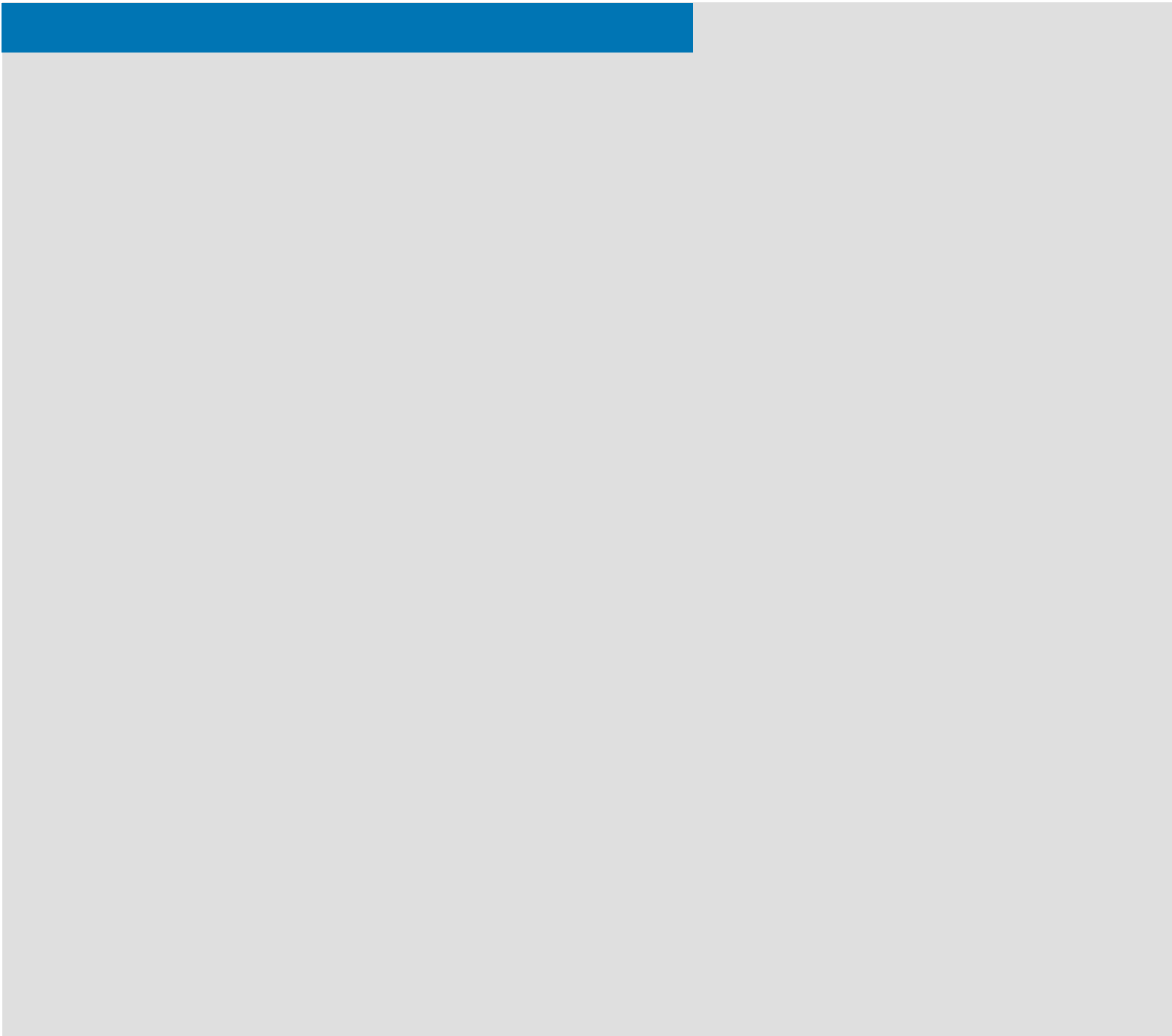
Union Pacific Railroad Company

These organizations are committed to occupational and environmental programs of the highest quality. They are leaders in developing innovative and effective practices to promote the well being of both their employees and communities. Through systematic self-evaluation, they are dedicated to the constant improvement of their activities in this area.

This publication highlights a small number of programs from each winning organization's total health, occupational, and environmental efforts. They illustrate exemplary approaches to workforce and workplace health and safety. For each company, examples are included for the key categories of: Healthy People, Healthy Environment, Healthy Company, and Management & Leadership.

\* Award winners from prior years are included in the appendix.

*BAE SYSTEMS*





### BAE SYSTEMS

BAE SYSTEMS Information & Electronic Warfare Systems (IEWS) employs 5,400 people at 10 major facilities in 8 states. The business unit is a major producer of aircraft self-protection systems and tactical surveillance and intelligence systems for all branches of the armed forces. Other major business areas include microwave, mission and space electronics, infrared imaging, and automated mission planning systems.

BAE SYSTEMS is a systems company, which prides itself on innovating for a safer world. BAE SYSTEMS employs nearly 100,000 people including joint ventures, and has annual sales of around \$18 billion. The company offers a global capability in air, sea, land and space with a world-class prime contracting ability supported by a range of key skills. BAE SYSTEMS designs, manufactures and supports military aircraft, surface ships, submarines, radar, avionics, communications, electronics, guided weapon systems and a range of other defense products. BAE SYSTEMS is dedicated to making the intelligent connections needed to deliver innovative solutions. Its logo states "We Protect Those Who Protect Us."

BAE SYSTEMS North America is a high-technology U.S. company employing more than 22,000 Americans who live and work in some 30 states, the District of Columbia, and the United Kingdom. The company is dedicated to solving its customers' needs with both highly innovative and leading-edge solutions across defense electronics, systems, information technology and services arenas.

BAE SYSTEMS Information & Electronic Warfare Systems (IEWS) employs 5,400 people at 10 major facilities in 8 states. The business unit is a major producer of aircraft self-protection systems and tactical surveillance and intelligence systems for all branches of the armed forces. Other major business areas include microwave, mission and space electronics, infrared imaging, and automated mission planning systems.

### Workforce and Workplace

IEWS has approximately 5,400 employees at major locations in Nashua, Merrimack, and Hudson, N.H.; Lexington, Mass.; Lansdale, Pa.; Pomona, Calif.; Yonkers, N.Y.; Manassas, Va.; Fort Worth, Texas; and the District of Columbia. The majority of IEWS employees work in the New Hampshire and Massachusetts facilities.

The company's workforce is well educated, professional, and stable. Engineering talent is vital to IEWS with half of its engineers having at least a bachelor's degree and the other half holding advanced degrees. About one-half of the workforces are engineers and program management personnel, one-third are manufacturing and operations personnel, and the remainder are support personnel (business management, facilities personnel, and others). IEWS employees average 45.5 years of age and have an average service length of 14.2 years. Attrition is low, with the current average voluntary attrition rate below 1.4%.

Many of the company's facilities consist of offices, laboratories and manufacturing spaces that range from shipping areas to high tech electronics facilities. Since the facilities are a combination of "clean" offices and laboratory and manufacturing areas with numerous environmental, safety and health controls in place, potential health and environmental hazards are relatively low. Workplace hazards include cumulative trauma disorders associated with office workstation use and exposure to noise, radiation, laser, electrical, and respiratory situations in laboratories and manufacturing areas.

## Health Achievement Overview

The following programs are highlights from the comprehensive corporate health and safety program at IEWS. They show some of the company's more innovative and exceptional initiatives in this area. In its goal to be "the employer of choice," IEWS demonstrates strong commitment to the total well being of its workforce.

On a routine basis, the medical department evaluates work sites and work practices to identify and eliminate exposures to cumulative trauma. Supervisors are required to send all employees who exhibit signs and symptoms of possible cumulative trauma disorders to the medical department for evaluation.

## Healthy People

### Ergonomics

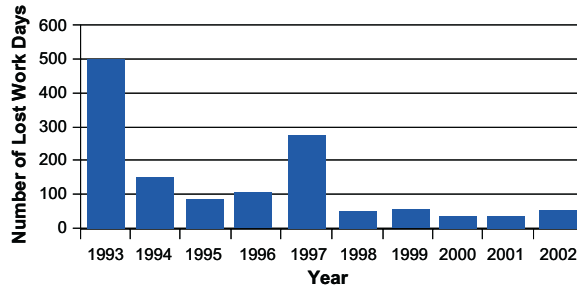
Since the early 1990's, IEWS has been proactive in ergonomics practices. Its ergonomics program is a systematic and thorough process to analyze workstation set-ups in administrative and production work areas. On a routine basis, the medical department evaluates work sites and work practices to identify and eliminate exposures to cumulative trauma. Supervisors are required to send all employees who exhibit signs and symptoms of possible cumulative trauma disorders to the medical department for evaluation.

Employee education and training in ergonomics begins at orientation and continues throughout employment. Starting with the New Employee Medical Evaluation and File setup, the business conducts ergonomic evaluations and recommendations are provided to both the employee and his or her manager. The Medical Department makes a follow-up visit to assess the effectiveness of the recommended ergonomic changes.

This intervention has resulted in a steady decrease of reported cumulative trauma disorder injuries and lost workdays. From 1992 to 2001, workers' compensation costs have declined from 0.69% to 0.18% of payroll, for a cumulative cost saving of \$7.7 million. In recent years, total workers' compensation costs as a percentage of payroll as well as incident rates are significantly below industry averages (Department of Labor, OSHA).

In 1997, however, there was an increase in the number of lost workdays associated with cumulative trauma disorders. A review of the transitional duty program coupled with manager and supervisor training led to identifying additional opportunities for the employee's return to modified duty assignments. If modified duty is not available in an employee's department, the employee is transferred to a transitional duty department where work restrictions can be accommodated for an extended period. This modified program has resulted in fewer lost workdays.

In January 2000, the program was upgraded by establishing Ambulatory Health Clinics across the business' New Hampshire sites. Through this move, the workforce is given ready access to quality medical treatment with minimal time away from the job at low or no cost to the employee.



OSHA Recordable Cumulative Trauma Disorder Days Away From Work  
1993 – 2002

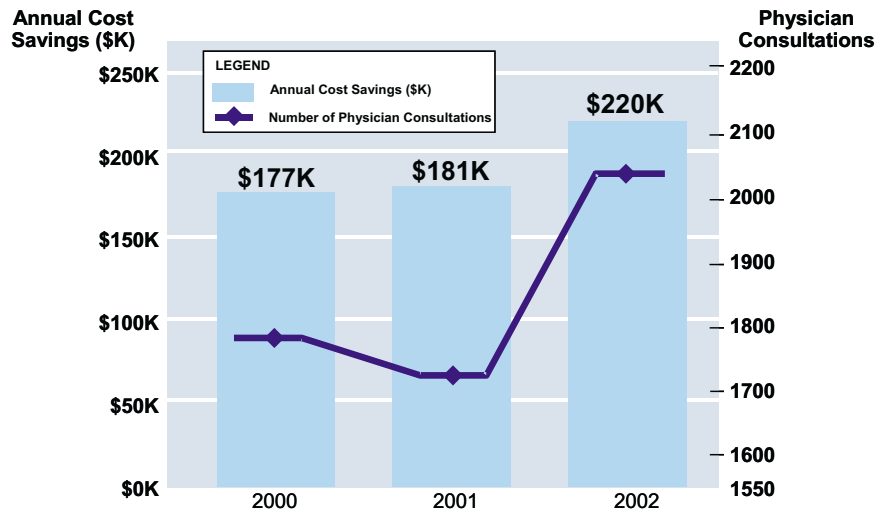
### Ambulatory Health Clinics

In the past, each IEWS facility had a medical dispensary staffed by a full-time nurse where medical supplies were stored and treatment was provided. In January 2000, the program was upgraded by establishing Ambulatory Health Clinics across the business' New Hampshire sites. Through this move, the workforce is given ready access to quality medical treatment with minimal time away from the job at low or no cost to the employee. Employees can make appointments to see the medical director or use the clinic on a walk-in basis. They are treated on site and are often given free prescription(s) and over-the-counter medication. When necessary, they are referred to their primary care provider for further treatment.



Employees using on-site clinics save an average of 3 hours of work time when compared to those who seek outside care. Since 2000, the number of physician consultations has increased, as have the associated cost savings to IEWS. Using average hourly pay rates, cost savings are calculated at \$181,000 in 2001 and \$220,000 in 2002.

The Chemical/Material Review Committee (CMRC) is a key component of this program's risk identification strategy. This committee reviews and approves all chemical product requests and establishes safe-use practices for all chemical products within the business facilities.



Employee Health Clinic Trends, 2000-2002 Use and Cost Savings

## Healthy Environment

### Toxicology Assessments

The company's extensive Industrial Hygiene program is the basis for its evaluation, inspection, and elimination of workplace hazards. The Chemical/Material Review Committee (CMRC) is a key component of this program's risk identification strategy. This committee reviews and approves all chemical product requests and establishes safe-use practices for all chemical products within the business facilities.

- All new use of chemicals or hazardous substances must be approved through the Chemical/Material Review Process prior to purchase, use or evaluation. This applies to new chemicals, chemical transfers to departments that have not received approval to use the chemical, and intra-department transfers to locations that have not received CMRC approval to use the chemical.
- Until the review process is complete, no chemical is permitted into the facility.

As people understand how they function psychologically, they can re-activate their basic strengths to achieve their full potential. Through individually based training seminars and team meetings, senior managers are helped to understand fundamental principles of emotional health.

- When a chemical is requested from a manufacturer who has not evaluated it sufficiently and a suitable substitute cannot be found, IEWS works with the manufacturer to ensure that adequate testing is performed before allowing the chemical into the company.
- Prior to a new chemical's use, IEWS secures information on its safe application and trains employees on how to correctly manage the chemical.
- The Medical Department is the final sign-off on the Chemical/Material Review Form so when it is returned to requesters, they know if the chemical is approved and if so, how to use it safely.
- In 2001, the Chemical/Material Review Committee evaluated 658 chemicals and rejected five.

IEWS has taken the initiative to terminate use of two hazardous materials at the Merrimack, N.H., facility. Operating groups have been asked to eliminate all Class II ozone depleting chemicals (use of Class I ozone depleting chemicals ended in 1994). While mercury use is minimal, it is being eliminated entirely at this facility.

## Healthy Company

### **State of Mind**

In addition to its comprehensive wellness and employee assistance programs, IEWS has expanded its efforts to promote the psychological and emotional health of its employees. The company has embarked on an innovative activity called *State of Mind* to enhance both its leadership's "emotional intelligence" and its organizational climate.

The premise of *State of Mind* is that people possess inherent health such as resilience and common sense. Over time they lose sight of this and encounter both personal and interpersonal problems. As people understand how they function psychologically, they can re-activate their basic strengths to achieve their full potential. Through individually based training seminars and team meetings, senior managers are helped to understand fundamental principles of emotional health.

IEWS credits *State of Mind* with contributing to the company's business success over the last several years, in spite of both the economic downturn and its acquisition in 2001 by a new corporation, BAE SYSTEMS. The current voluntary termination rate for professional staff is below 2% annually, where previously it had been in double figures.

While IEWS recognizes that economic downturn contributes to this decrease, it does not believe that it explains the entire decline. Senior management attributes much of the company's achievement to the leadership capability and high morale arising from *State of Mind*.

*"In today's competitive marketplace, a company's most important discriminator is its people and their ability to solve complex problems with creative and effective solutions. I have found that with a healthy state of mind, we can consistently tap into the vast creativity and wisdom that is available to all of us. While the traditional business approach is to manage the bottom line, I have found that if you nurture a healthy state of mind in your employees, business success and profitability take care of themselves."*



**Don Donovan, VP & GM**  
*IEWS Electronic Warfare/Electronic Protection Business Area*

Corporate values define employees as the greatest company strength and promise that "all our people will be encouraged to reach their full potential."

## Management and Leadership

Management at IEWS makes a strong point of defining employee health as encompassing physical, psychological and emotional components. Corporate values define employees as the greatest company strength and promise that "all our people will be encouraged to reach their full potential." Leadership is committed to the idea that healthy employees (physically, psychologically, and emotionally) are significantly more creative and productive.

To support this commitment, IEWS is in partnership with the Sydney Banks Institute for Innate Health at the West Virginia School of Medicine to study whether long-term shifts in state of mind result in improved quality of work and life. More than 100 employees at a time attend 2-day "Stress Cure" seminars to explore principles of psychological functioning. The belief is that when they understand how the mind works, they can manage their thoughts more effectively so that negative thinking does not control their lives.

Through its partnership, the company is conducting research on the effectiveness of this approach. Questionnaires collect information on factors individuals consider to be limitations to success and clarity, their understanding of their own states of mind, and their understanding of their own resiliency. In addition, employees rate themselves on a self-evaluation scale on the roles that worry, resentment, guilt, fear, and grief play in their lives. Preliminary results from the first group of seminar participants show significant positive improvement. A 6-month follow-up is in process with preliminary findings suggesting that people continue to improve after the seminar, even without further intervention.

Future research will add a salivary cortisol testing protocol to the evaluation process. The company will also track information such as workplace anger, violence, complaints, absenteeism and turnover.

**BAE SYSTEMS**

## Conclusion

BAE SYSTEMS has a strong senior management and eloquent corporate commitment to health, safety, wellness and productivity, as reflected in policies, staffing, programs, and insurance coverage of employee health-related benefits. The management team acknowledges that one of its greatest strengths is the productivity of its highly educated and stable work force. BAE SYSTEMS also recognizes its role as a member of the community in which it operates and actively works to promote a cleaner and healthier environment, not only for its employees, but also for all of the area's citizens.

The management team acknowledges that one of its greatest strengths is the productivity of its highly educated and stable work force.

## Corporate Health Achievement Award: Prior Award Winners



### 2002 Recipients

**Bristol-Myers Squibb Company's (BMS')** mission is to extend and enhance human life by providing the highest quality health care products and services. BMS's medicines are making a difference in the lives of millions of customers across the globe. In 2001, total company sales for BMS were approaching \$20 billion worldwide. Twenty-eight product lines recorded annual global sales of more than \$100 million each. What has enabled BMS to achieve market leadership – and provide superior value to hundreds of thousands of shareholders – is an unwavering commitment to the values of excellence, reliability, growth, innovation, fairness and good citizenship.

**Eli Lilly and Company** is a leading innovation-driven pharmaceutical corporation. They are developing a growing portfolio of best-in-class – often first-in-class – pharmaceutical products by applying the latest research from their worldwide laboratories, by collaborating with eminent scientific organizations, by making use of the most up-to-date technologic tools and by providing exceptional service to their customers. Through these internal programs and external initiatives, Lilly is seeking answers for some of the world's most urgent medical needs. Lilly employs more than 41,000 people worldwide and markets its medicines in 158 countries. Lilly has major research and development facilities in nine countries and conducts clinical trials in more than 60 countries.

**International Business Machines (IBM)** strives to lead in the creation, development and manufacture of the industry's most advanced information technologies, including computer systems, software, networking systems, storage devices and microelectronics. Their worldwide network of IBM solutions and services professionals translates these advanced technologies into business value for our customers. IBM's worldwide research labs work in all areas of information technology, from physics and cognitive science to leading-edge application research. IBM, with nearly 3,000 researchers worldwide, has research laboratories in eight locations in six countries, and has cumulatively produced more research breakthroughs than the rest of the industry combined. IBM has employed five Nobel laureates. IBM scientists have been awarded the National Medal of Technology – the highest award for technological innovation in the U.S. six times, and the National Medal of Science three times.

**Kerr-McGee Corporation** is an Oklahoma City-based company with assets of \$11 billion. The company is engaged in two worldwide businesses – oil and gas exploration and production with the production and marketing of titanium dioxide pigment. With proved reserves of more than 1.5 billion barrels of oil equivalent at year-end 2001, Kerr-McGee ranks among the largest U.S.-based independent exploration and production companies. Kerr-McGee is committed to quality, safety, environmental responsibility and ethical conduct. Quality is a priority, and 16 of the company's operations and units have met strict requirements for certification under the ISO 9001 and 9002 international quality standards. Safety and environmental management systems have been integrated into the company's worldwide operations.

**Vanderbilt University** is a comprehensive research university in Nashville, Tennessee, providing innovative programs, state-of-the-art facilities and a supportive environment for interdisciplinary inquiry. The University comprises 10 schools, a public policy institute, a distinguished medical center and The Freedom Forum First Amendment Center. Vanderbilt offers undergraduate programs in the liberal arts and sciences, engineering, music, and education and human development, as well as a full range of graduate and professional degrees. Employing more than 1,900 full-time faculty, part-time and clinical faculty of approximately 1,500 and staff of more than 13,000, Vanderbilt is the largest private employer in Middle Tennessee and the second largest private employer based in the state.





## 2001 Recipient

**The National Security Agency/Central Security Service (NSA/CSS) Office of Occupational Health, Environmental and Safety Services (OHES)** is based in Fort George G. Meade, Md. NSA/CSS, a division of the U.S. Department of Defense, is the keystone of the U.S. cryptologic system. NSA provides foreign signals intelligence information to U.S. policymakers and the military while it also protects U.S. national security-related information systems.

## 2000 Recipients

**Dow Chemical Company** is a leading science and technology company that provides innovative chemical, plastic and agricultural products and services to many essential consumer markets. With annual sales of \$19 billion, Dow serves customers in 162 countries and a wide range of markets that are vital to human progress, including food, transportation, health and medicine, personal and home care, and building and construction, among others. Committed to the principles of sustainable development, Dow and its 39,000 employees seek to balance economic, environmental and social responsibilities.

**GE Power Systems** – From turnkey power plants to full financial services, project development to engineering and design and total life cycle service, GE is uniquely prepared to fulfill world demand for abundant, reliable and efficient energy well into the next century. The diverse products and services of GE Power Systems represent one of the industry's most impressive portfolios, ready to serve the full spectrum of power needs from wellhead to consumer.

**Sherman Health Systems** is the largest network of medical care facilities in the far Northwest suburbs of Chicago, Illinois, and includes Sherman Hospital, Sherman West Court (a long term care facility), Sherman Home Care Partners and two immediate care facilities. Sherman Hospital is a regional heart center, performing more cardiac procedures than any other hospital in Kane, Mc-Henry, DuPage, Lake, and Will counties. Other hospital services include emergency services and Level II Trauma Center, oncology services, diabetes center, orthopedic care and the birthing center with a neonatal intensive care nursery.

## 1999 Recipients

**AlliedSignal Inc.** is an advanced technology and manufacturing company serving customers worldwide with aerospace and automotive products, chemicals, fibers, plastics and advanced materials.

**City of Indianapolis & Marion County Sheriff's Department**, the occupational health program, "A Vision for a Healthier Community," covers 4,200 employees of the City of Indianapolis who provide services to over one million residents. Goals for the program are public safety, health program leadership, population and outcomes focus, and healthier community leadership. It illustrates the success of a public-private partnership and is supported by a strong joint labor-management relationship between three unions, administration and an interdisciplinary network of providers. There are six departments – administration; metropolitan development; capital asset management; public safety; public works; and parks and recreation. The scope of the program includes health promotion and disease prevention, outcomes research, fitness, special services for public safety, employee assistance program and chemical dependency, information services, and occupational injury and rehabilitation.

**Baltimore Gas & Electric Co.**, is a member of the Constellation Energy Group (NYSE: CEG), which in 1999 reported nearly \$3.8 billion in revenues and \$9.7 billion in assets. Constellation Energy Group is a holding company whose subsidiaries include energy businesses focused mostly on power marketing, generation, and portfolio management, plus BGE, which provides service to more than 1.1 million electric customers and more than 584,000 gas customers in Central Maryland.

## Appendix A



**Glaxo Wellcome Inc.**, headquartered in Research Triangle Park, N.C., is a pharmaceutical research and manufacturing company. Glaxo Wellcome conducts research in a variety of therapeutic areas, though it is particularly known as a leader in respiratory, central nervous system, AIDS/HIV and anti-infective research.

### 1998 Recipients

**IBM** is the world's largest information technology provider (hardware, software and services) with 1998 revenues of more than \$87 billion and is the worldwide leader in e-business solutions.

**The Boeing Company** faces unique challenges in its employee safety and health programs. The company has field representatives in 60 countries. Employees are dispersed in facilities as small as single-person offices to complexes large enough to house 74 football fields.

**Johnson & Johnson** with approximately 99,000 employees is the world's most comprehensive and broadly based manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical and professional markets. Johnson & Johnson has 190 operating companies in 51 countries around the world, selling products in more than 175 countries.

**First Chicago NBD** is the nation's ninth-largest bank holding company, with assets of \$11.4 billion. The corporation has more than 35,000 employees, two-thirds of whom are women, and operates a total of 10 worksite occupational medical units in Illinois, Michigan, Indiana, New York, New Jersey, and Delaware.

### 1997 Recipients

**Hughes Electronics Corporation** is the world's leading provider of digital television entertainment, satellite services and satellite-based private business networks, and is a unit of General Motors Corporation.

**Lockheed Martin Energy Systems** is a global enterprise principally engaged in the research, design, development, manufacture and integration of advanced technology systems, products and services. The Corporation's core businesses are systems integration, space, aeronautics, and technology services.

# *Appendix B*



### CHAA STEERING COMMITTEE



Charles M. Yarborough III, MD, MPH, FACOEM, Chair  
William S. Wanago, MD, MACOEM, Chair, Review and Selection Committee  
Melissa A. Bean, DO, MBA, MPH, FACOEM  
Emmett B. Ferguson, Jr., MD, MPH, FACOEM  
Vernon A. Maas, MD, MPH, FACOEM  
Kent W. Peterson, MD, FACOEM  
William J. Schneider, MD, MPH, FACOEM  
Gregg M. Stave, MD, JD, MPH, FACOEM  
Jeffery Thompson, MD  
Carl N. Zenz, MD, MPH, FACOEM

### 2003 EXAMINERS

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Dennis E. Schultz, MD, MSPH, FACOEM  
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Cheryl J. Szabo, MD, MPH, FACOEM  
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