



Health & Wellness in the Workplace:

Lessons and Best
Practices from the

*Corporate
Health
Achievement
Award*



AMERICAN COLLEGE OF
OCCUPATIONAL AND
ENVIRONMENTAL MEDICINE



2003 Award Winners

Corporate Health Achievement Award



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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

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).

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).

"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.

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

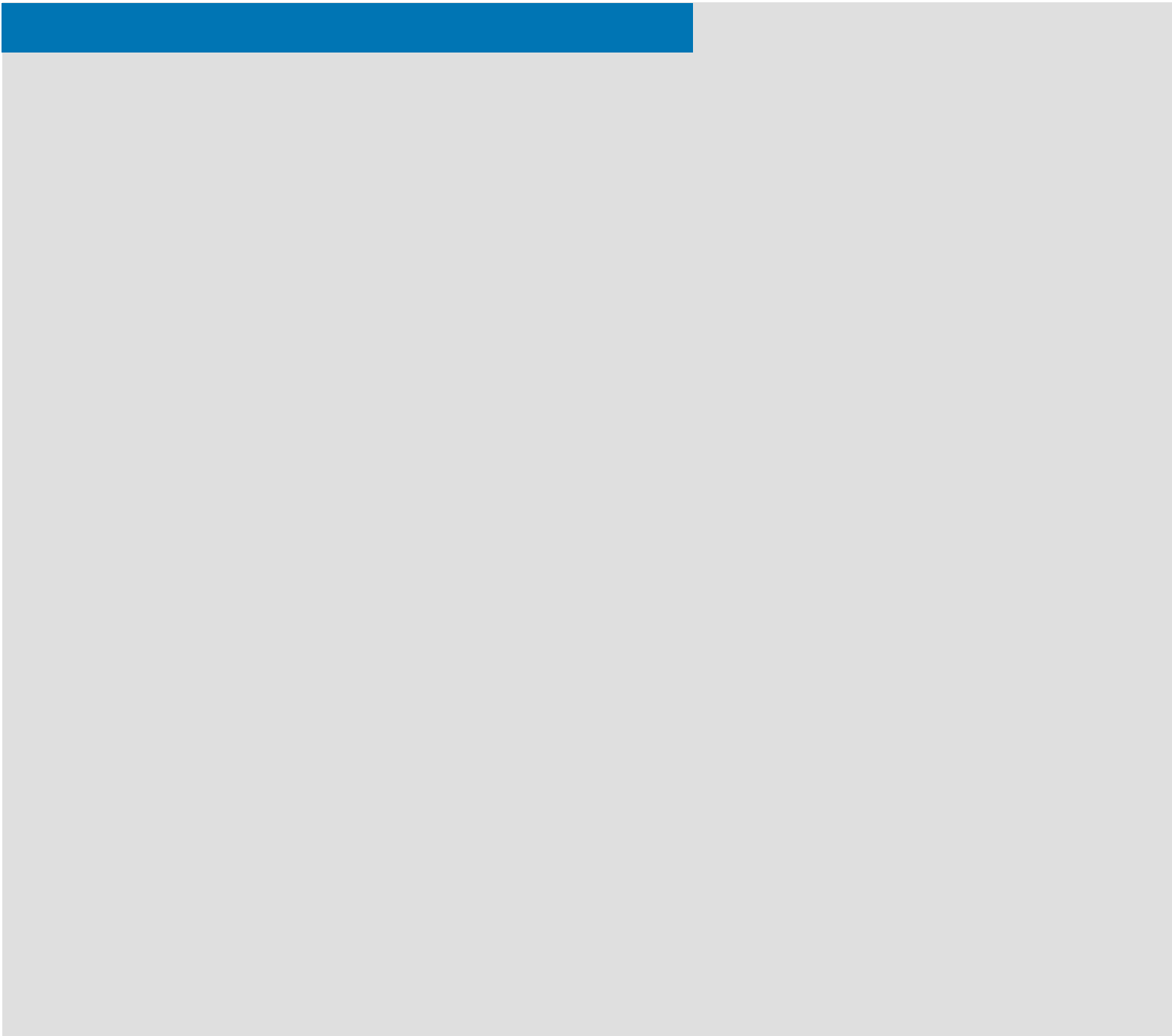
Union Pacific Railroad Company

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.

*MARATHON OIL COMPANY
MARATHON ASHLAND
PETROLEUM LLC*



MARATHON OIL
COMPANY
MARATHON
ASHLAND
PETROLEUM
LLC



MAP is also one of the largest terminal operators in the U.S. with operations including both light product terminals and asphalt/heavy oil terminals.

The Company

Houston-based Marathon Oil Company (MOC) is an integrated energy business and a top-five U.S. oil company specializing in exploration and development activities in 10 countries. Principal exploration activities are in the United States, the United Kingdom, Angola, Canada, Equatorial Guinea and Norway. Principal development activities are in the United States, the United Kingdom, Canada, Equatorial Guinea, Gabon, Ireland, the Netherlands and Norway. MOC produces 412,000 barrels of oil equivalent per day.

Marathon Ashland Petroleum LLC (MAP) was formed January 1, 1998, from the downstream operations of its long established parent companies, Marathon Oil Company, a 62% interest owner, and Ashland Inc., a 38 percent interest owner. MAP is a highly efficient, cost-effective and competitive refining, marketing and transportation company, commanding approximately \$8 billion in assets.

Although MOC and MAP have separate operational management structures, they share health services and benefits.

Workforce and Workplace

With a combined workforce of 9,500, MOC has 3,000 employees worldwide and MAP has 6,500 employees. MOC's international operations, characterized by exploration, drilling and production of liquid and gas hydrocarbon wells both on land and offshore, require extensive employee international travel.

MAP's operations in refining, transportation, marketing, pipeline, and chemical manufacturing span 21 states. Its seven refineries have a capacity of 935,000 barrels of crude oil per day. MAP operates an extensive pipeline system that transports crude oil and refined products to and from production fields, offshore platforms, river barges, refineries, product terminals and other pipeline companies. MAP is also one of the largest terminal operators in the U.S. with operations including both light product terminals and asphalt/heavy oil terminals. A fleet of transport trucks and one of the largest private tank barge fleets in the country complete the distribution system.

Health Achievement Overview



The programs highlighted below represent only a small part of Marathon's extensive efforts in employee health and safety. They were chosen to illustrate some of the more innovative and comprehensive activities that Marathon Ashland Petroleum LLC and its parent company, Marathon Oil Company (collectively referred to as Marathon) have adopted to promote well being in and beyond the workplace. These programs also demonstrate Marathon's leadership and excellence in this area.

Healthy People

Pre-assignment and Periodic Health Evaluations

Maximizing employee health on the job starts with a specific knowledge about the potential hazards an employee may encounter in the workplace,

Maximizing employee health on the job starts with a specific knowledge about the potential hazards an employee may encounter in the workplace, a thorough understanding of the requirements of each employee's job tasks, and correlation of employee physical limitations with these specific job demands to ensure an appropriate "fit." A continuous improvement process has helped Marathon become more sensitive in the determination of fitness for duty in both pre-placement and other periodic health evaluations by focusing on a few key components.

1. Advanced job analyses are performed using a formal process to identify specific and quantifiable physical demands of employee jobs.
2. A corporate database has been established to reference providers. Marathon will soon be able to further profile healthcare providers that seek reimbursement from its health benefits plans, which will allow it to identify physician outliers in relation to practice utilization, charges per CPT and ICD-9 codes, and compliance with standard practice guidelines.
3. To reduce variability in the examination process, a single provider (mobile van) is utilized for most of the medical surveillance examinations performed domestically. Since the same provider is at all of the locations, all fitness for duty decisions are made utilizing the same method by the examiner, thus enhancing our position within the framework of the ADA. Examinations through this process have resulted in real cost savings and because these exams are done onsite, lost work time is minimized.



Diagnosis and Treatment of Occupational Injuries and Illnesses

Nearly 75% of Marathon employees can receive rapid triage and referral by an occupational nurse or physician for managing work-related injuries and illnesses. For employees in areas without an onsite nurse, the company has established an internal reporting structure known as MAPLINE. In the event of an occupational injury or illness, supervisors, employees or safety support personnel report the incident by calling the toll free number for MAPLINE. Corporate occupational health nurses are notified immediately and early intervention can begin.

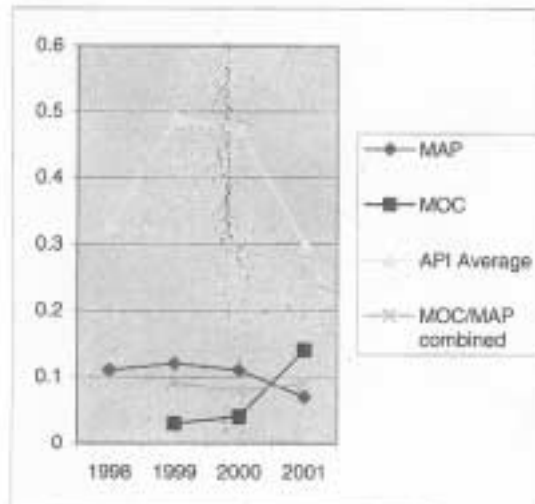
During an employee's recovery, Marathon's Health Services communicates with the treating provider about treatment plans and fitness for duty and is the liaison with the field, allowing for an early return to work. Upon their return, managers provide employees with transitional work to keep them as valuable team members and to manage their disabilities effectively.

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Safety Performance

Both companies have exceptional safety records and therefore, significant occupational injuries are rare. However, when they do occur, Health Services is called upon to manage cases to reduce the impact on the injured employee and the job. Health Services plays a critical role in minimizing the number of OSHA recordable cases and lost time accident cases. The lost time injury rate is in the top tier within their industry, and significantly below other industries. The recordable incidence rate is slightly below industry averages.

Figure 3 OSHA Lost Time Incidence Rate



Healthy Environment



Marathon has established a new ergonomics program with the goal to eliminate ergonomic related injuries.

Occupational and Environmental Hygiene

The primary mission of the occupational and environmental hygiene program is to protect employees and the public from workplace chemical, microbiological and physical health hazards. The company uses well-established practices of “anticipation, recognition, evaluation and control” of situations where employee exposure to potential hazards exists.

Marathon continually strives to improve its programs by adopting proactive processes for anticipating and recognizing problems, measuring leading indicators rather than lagging statistics, and establishing corporate guidelines and example plans that all business units can modify and implement. Marathon has based its programs on the correlation of disease and exposure. As disease is correlated to exposure, exposure necessarily drives medical surveillance activities.

As an example of proactive efforts in preventing injury or illness, Marathon has established a new ergonomics program with the goal to eliminate ergonomic related injuries. Marathon has added a number of tools for risk analysis, such as a web-based questionnaire for office workers, and a Baseline Risk Identification of Ergonomic Factors Survey (or BRIEF survey) for job screening. A detailed job analysis is then completed when screening results suggest ergonomic risk factors exist. The company also uses the traditional tools such as the NIOSH Lifting Manual, the Snook Push-Pull, and the Strain Index. Going forward, an example of a proactive measurement will be the number of ergonomic risk factors mitigated.

Disaster Preparedness

Marathon defines emergency preparedness as a vital function, necessary to protect employees, communities and the environment. The company is highly committed to its extensive efforts in this area. To meet this commitment, Marathon has established a Corporate Emergency Response Team (CERT) to handle both domestic and international events.

Annual training drills are conducted at both domestic and international locations using scenarios that are most likely to occur and pose the highest risk for environmental damage. Drills are two or three day events involving corporate participants and representatives from the U.S. Coast Guard, state and federal Environmental Protection Agency, police and fire departments, emergency medical services, Civil Air Defense, the Occupational Safety and Health Administration, the FBI, mayors and State Department officials. Drills are critiqued for effectiveness and the action plan is revised as necessary.



Benchmarking studies recognize the Incident Command Structure of Marathon's CERT as the leading program among oil industry peers. Introduced to this program in 1999, a Russian Environmental Protection Ministry was impressed enough to adopt this structure as law.

In addition to CERT participation, Health Services conducts hydrofluoric acid (HF) exposure drills for the 6 refineries that utilize HF acid in catalytic processes. Several months prior to holding a HF exercise, educational seminars and grand rounds are sponsored at nearby hospitals and with the first responders so that expectations of medical treatment are established ahead of time. During the drill, Health Services rates performance of first responders, local EMS, ambulance crews, hospital staff and physicians on their knowledge of HF treatment protocols.

Healthy Company

Well ALL Ways

Marathon became one of the pioneering companies to offer free colonoscopy screening to all employees and spouses age 45 or older, with repeat screens offered every five years.

In 1989, Marathon established a wellness program that provided health information and modest reimbursement of wellness activities. By 2000, the participation rate had dropped to just 20% of eligible employees. Recognizing the need for change, the company completely revised the program in 2001 and renamed it Well ALL Ways. Staywell® Health Management provides administration and program content.

The program's cornerstone is the HealthPath® Health Risk Assessment. Employees and spouses who complete the annual assessment receive \$250 in a wellness bank to be used for reimbursement of health-related services, activities and equipment. In 2002, the program's first year, participation jumped to 84% of all eligible employees and 70% of eligible spouses.

To further reduce risk, Marathon offers employees and spouses free biometric screening at its larger worksites. In addition, health plans now allow every employee and dependent to receive an annual wellness physical at no cost to the employee.

The showpiece of Well ALL Ways is the new colonoscopy screening benefit. In the past, only executive managers could have company paid screening colonoscopies. Over one year, nearly 50% of executives had some colon pathology and several high-cost cases in their health plan data were due to colon cancer. Marathon became one of the pioneering companies to offer free colonoscopy screening to all employees and spouses age 45 or older, with repeat screens offered every five years.



"I feel very fortunate to work for a company that provides the Well All Ways program and cares about their employees. Every employee should take advantage of the Well All Ways program and colonoscopy program. It could save your life, it saved mine."



*Connie Thomas
Senior Administrative Assistant*

Management and Leadership

Both companies are committed to excellence in the areas of health, environment and safety (HES), and in HES performance, predicated on twelve guiding principles. This commitment is an essential part of the business, and is being achieved through the adoption of management systems based on continual measurement and improvement.

Marathon established a formal epidemiology program to complement its industrial hygiene and toxicology programs. Epidemiology research in 2002 included a comprehensive survey of malaria transmission on Bioko Island in Equatorial Guinea. After acquiring assets in the country, Marathon discovered that malaria is the greatest health threat to the people living and working there, including Marathon employees. With strong management support, the company sent a team of experts to assess the extent of this disease and the requirements for its control. Marathon is committed to eradicating or significantly reducing malaria on this island.

Because no well-defined metrics existed for either its industry or corporate health programs in general, the company tackled this problem by participating in the American Productivity and Quality Center Consortium Benchmarking Study conducted by MEDSTAT. The study used data from participating companies and external norms to identify opportunities for cost savings and quality improvement. While results identified occasions for enhancing corporate financial health, Marathon further commissioned MEDSTAT to conduct a Medical Department Benchmarking Study with 20 other companies to collect key metrics on employee, environmental, and organizational health and leadership based upon ACOEM's Corporate Health Achievement Award criteria. As Marathon builds upon its measurements, it welcomes all opportunities to set consensus standards with other groups and forums and benchmark against these.

"Our malaria eradication program is a great example of the company's commitment to its employees and to the communities in which we operate. By cooperating with the Equatorial Guinean government on this project, we will be helping to save literally thousands of lives."

*Susan Rynard, MSPH
Senior Advanced HES Professional*

Marathon further commissioned MEDSTAT to conduct a Medical Department Benchmarking Study with 20 other companies to collect key metrics on employee, environmental, and organizational health and leadership based upon ACOEM's Corporate Health Achievement Award criteria.

Conclusion



Marathon Oil Company/Marathon Ashland Petroleum LLC has an employee advocate culture. The healthy corporate culture manifests itself in all aspects of MOC/MAP operations, from employee health (both occupational and non-occupational), to worksite safety, where employees are provided with significant resources and support to maintain productivity in a safe work environment. Senior management supports the activities of Health Services and shows much enthusiasm and support, including both financial resources as well as active participation in programs to promote employee involvement. This endorsement by senior management has led to the implementation of numerous programs and services that will continue to enhance the overall health of this corporation.

Senior management supports the activities of Health Services and shows much enthusiasm and support, including both financial resources as well as active participation in programs to promote employee involvement.

Appendix A



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
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