

# Implications of an Aging Workforce

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# The Effects of Aging



Getty



## Objectives today

- Review aging worker trends
- Better understand the effects of aging on the body
- Discuss the implications of age on injury & recovery
- Identify solutions for mitigating the workers' compensation spend in the aging workforce population



# Trends: Aging Workers Are Not Retiring



- Federal legislation rescinding mandatory retirement (1967);
- Anti-age discrimination laws
- Economic factors
  - Need for supplemental insurance
  - Need income/poor retirement planning
- Choose to work: stimulation
- Living longer...decline in mortality rate... better health

# Statistics

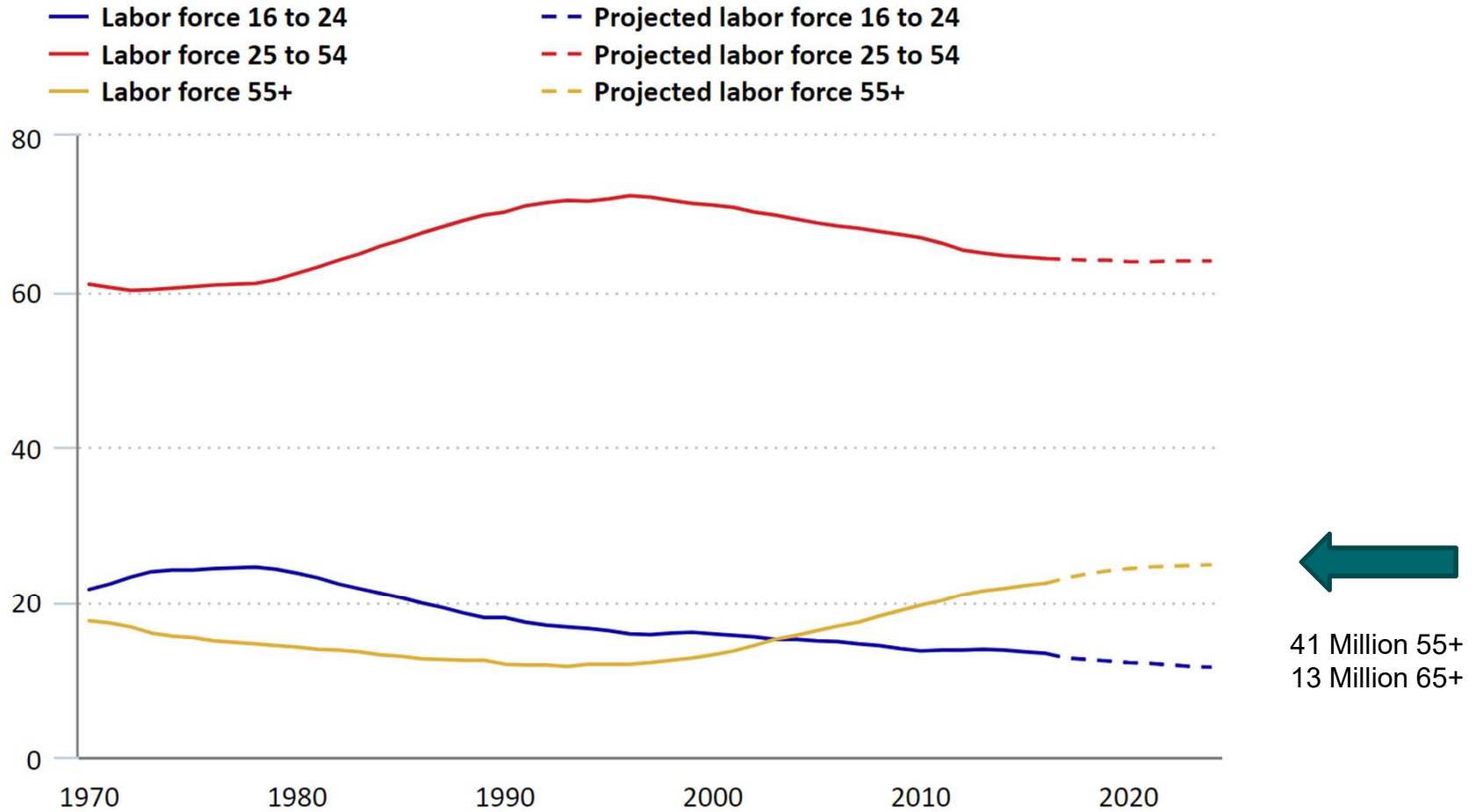
- 76 million baby boomers (Born 1946 - 1964)
- Current ages: 58 - 76
- 15% of population are boomers
- They represent 24% of U.S. workforce<sup>2</sup>
- Not enough younger workers to replace them<sup>1</sup>
- 13 million workers over age 65<sup>2</sup>

1. An Aging Workforce's Effect On U.S. Employers, Scott Reeves, Forbes.com, 09.29.05

2. Bureau of Labor Statistics (2019).



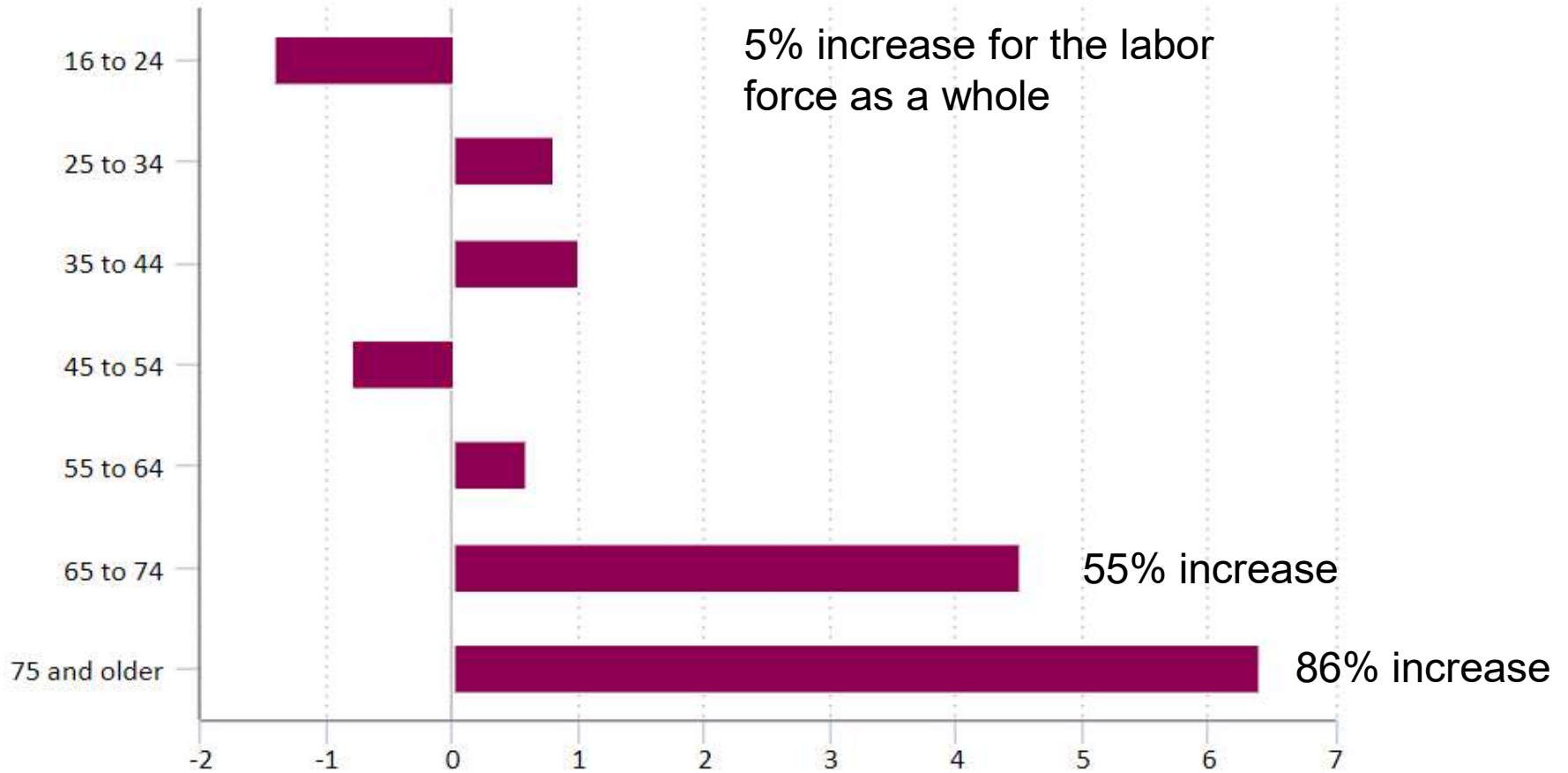
**Chart 1. U.S. labor force shares by age, 1970 to 2014 and projected 2014–24 (percent)**



Click legend items to change data display. Hover over chart to view data.  
 Source: U.S. Bureau of Labor Statistics.



**Chart 2. Annual growth rate in labor force by age, projected 2014–24 (percent)**



Hover over chart to view data.  
Source: U.S. Bureau of Labor Statistics.



# Work related injuries

## < 50-year-olds

- Higher frequency
- Lower severity
- Short duration
- More common to have “incidents”

## Over 50

- Lower frequency WC/STD
- **HIGHER** severity
- Longer durations
  - **Time missed** per illness/injury is greater by **33%**
- Higher % RTW with restrictions





## WC Costs

- The 45-55 y.o. claimant's average claim cost is 52% higher than the 25-35 y.o.
  - AGE is the most critical factor in determining length of disability
  - Most common injuries are rotator cuff, knee injuries and low back

Reference source: The Leader Journal, VI 2, Issue 1, Winter 2015

# Is It Work Related?

- Degenerative Changes
  - Primary reason X-Ray is ordered may be to help document age-related DJD, DDD
  - Address Causation of Injury from start
  - Pre-Existing condition?

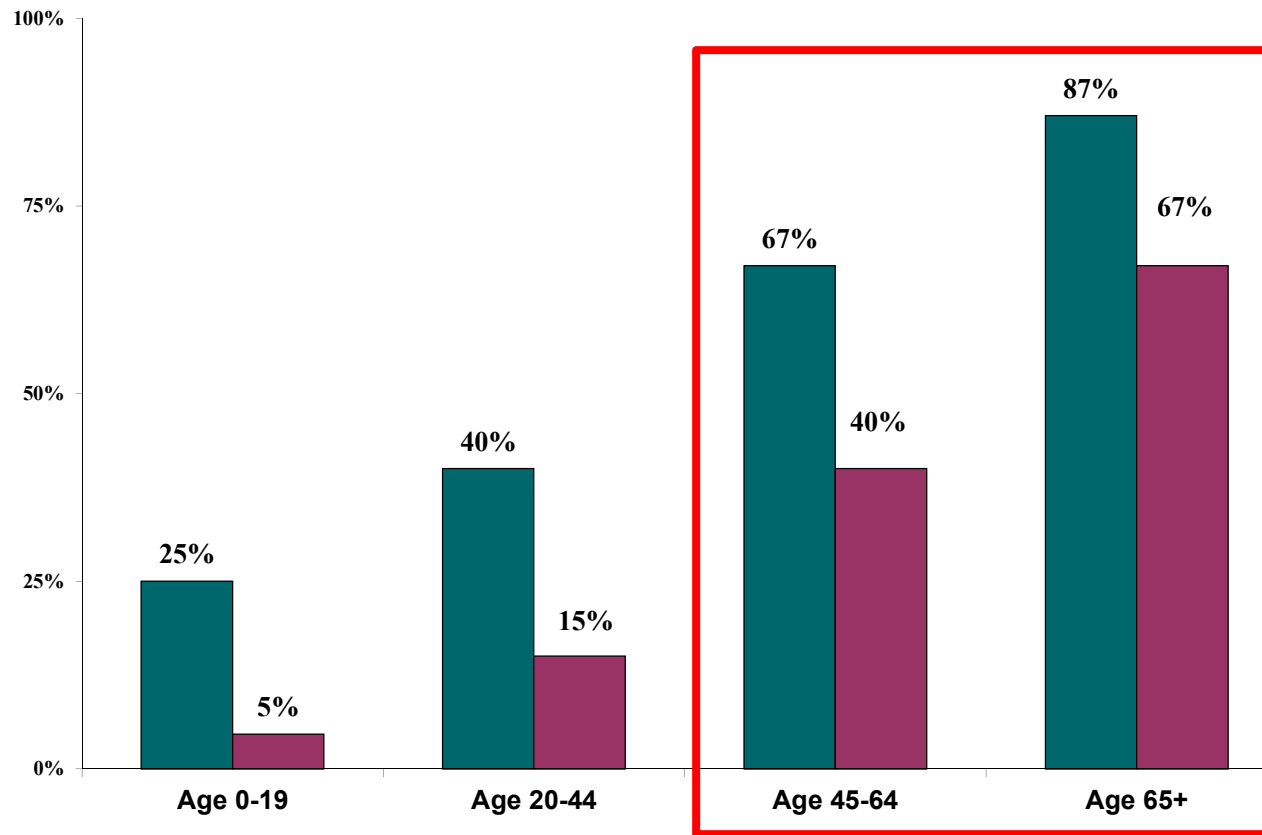


# WC Costs and Chronic Disease



- Those with a chronic disease (HTN, DM) and/or are obese are:
  - 2 times more likely to have a WR injury
  - 5 times more likely to NOT to RTW

# Percent of population with chronic conditions by age group



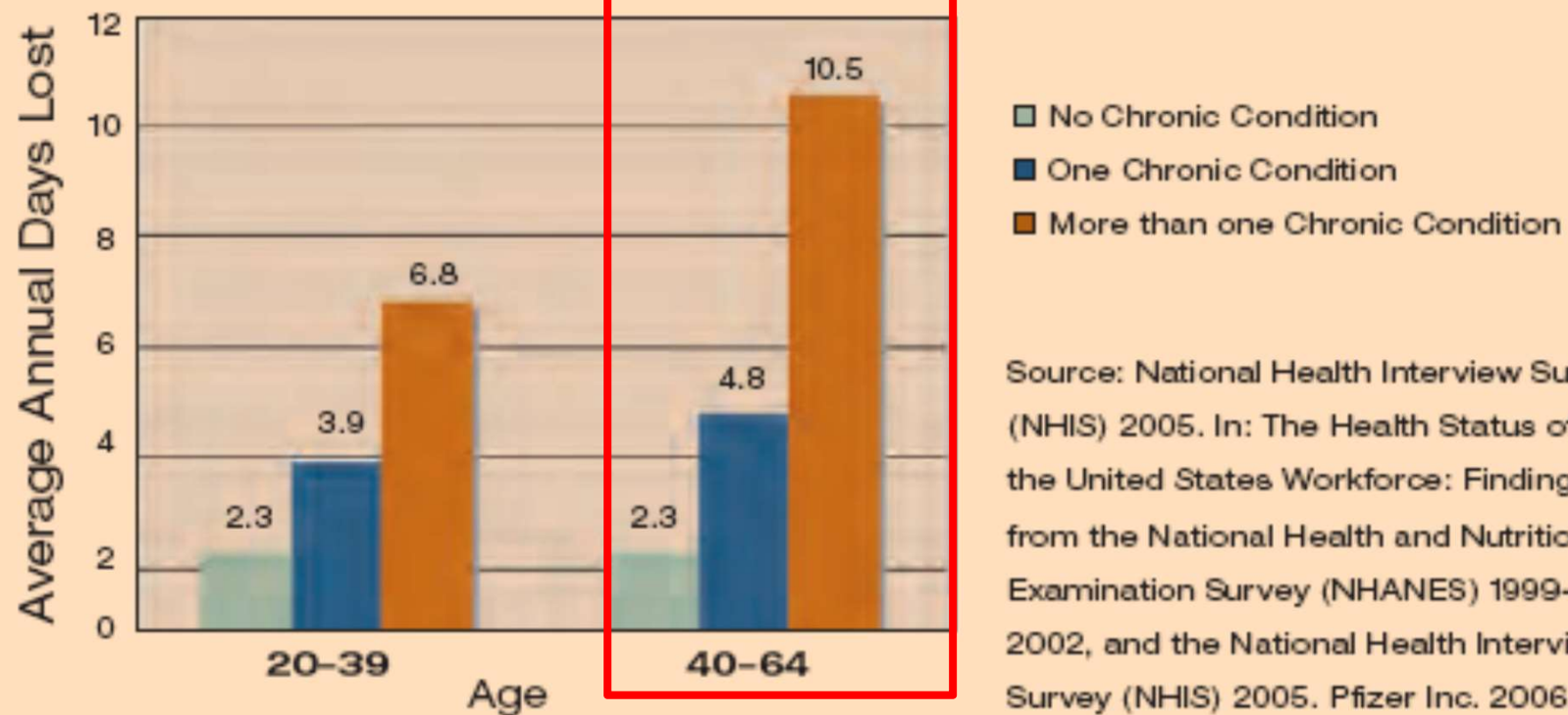
■ One chronic condition

■ Two or more chronic conditions

Source: Medical Expenditure Panel Survey, 2001, Johns Hopkins University, Partnership for Solutions

# Lost time & productivity: by age & # of chronic conditions

Average Days Lost in the U.S. Workforce by Age and Health Status



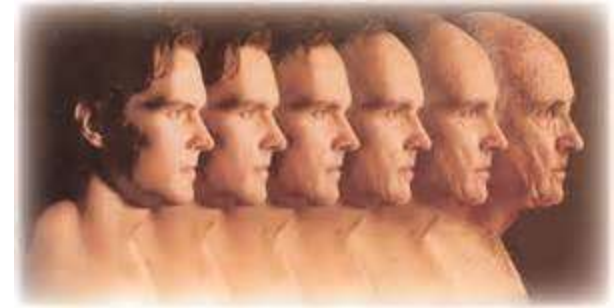
# The Bad News



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## As we age.....(the bad news)



### ■ Musculoskeletal

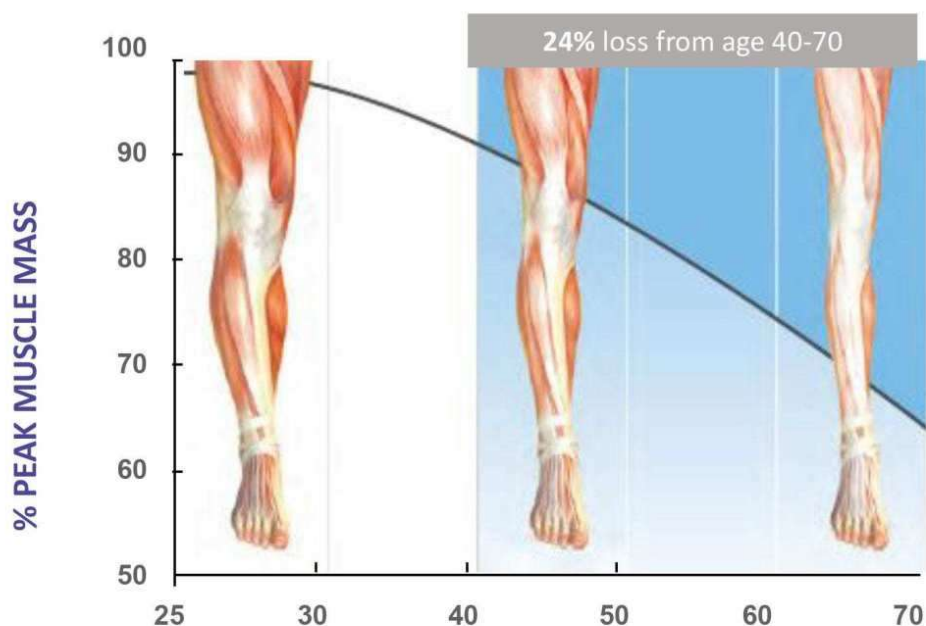
- Arthritis of joints (stiffness/ROM)
- Atrophy of muscle (strength)
- Decreased flexibility
- Agility/Balance
- Deconditioning/fatigue
- Decreased reflexes (neurological)
- Grip strength

### ■ Systems

- Hearing
- Visual
- Cardiovascular
- Endocrine (Diabetes)
- Depression
- Immunity
- Mental Processing
- Chronic Conditions

# Muscle Changes with Age

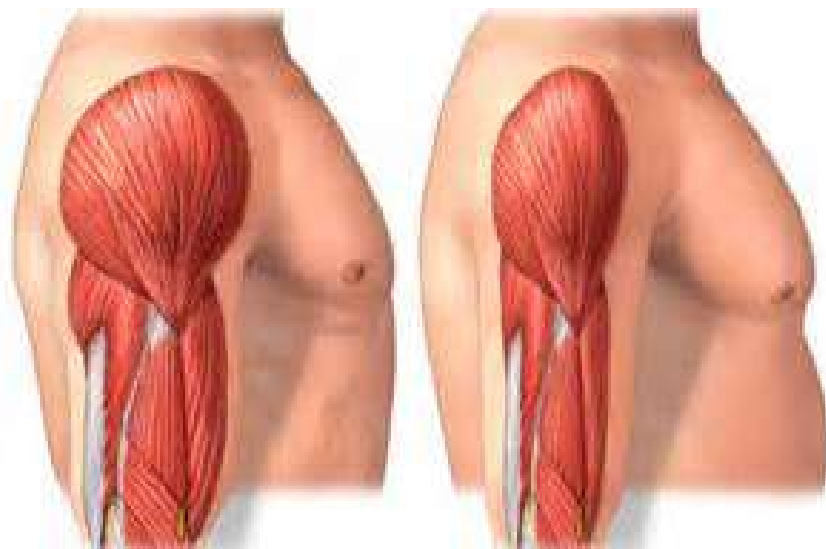
- Decreased muscle mass
- Decreased force (strength) capabilities of our muscles
- Slower to respond to an action (neurological)
- Fatigue faster





# Loss of Motor Control- Strength

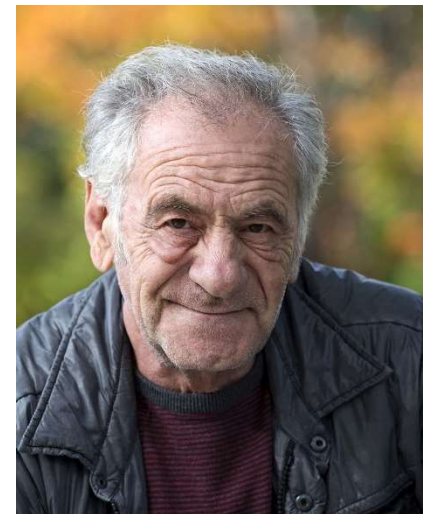
- 10-25% decline in strength by age 65
- POWER muscle groups (quads, deltoids, etc.) decline the fastest
- Affects Balance & Proprioception



# Loss of Fluids/Water Content with Age



- Water content of tendons (muscles → bone) decreases
  - tissues therefore stiffer and less able to tolerate stress
- Water content of cartilage decreases cushion between bone
  - more susceptible to stress
  - degeneration of cartilage = arthritis
- Ligaments (bone → bone)
  - become less elastic → decreased flexibility
- Discs in spine



# Loss of Flexibility



- Decreased joint and muscle flexibility and mobility
- Lose 25% of flexibility by age 65
- Loss of flexibility is associated with increased incidence of falls and sprain/strains

# Decreased Postural Steadiness



- Decreased balance
  - Can be related to obesity and diabetes, which also are more prevalent with aging
- Decreased core stability and scapular stability

# Nervous System

- (Brain): Changes accelerate after age 60
- Short term memory reduces
- Reflexes – significantly slower with age
- Balance



# Loss of Grip Strength with Age

## Leads to:

- decreased lifting ability
- difficulty turning a valve, opening a jar
- decreased pulling ability

## Reduce amount of gripping time

- Fatigue/Repetitive motion

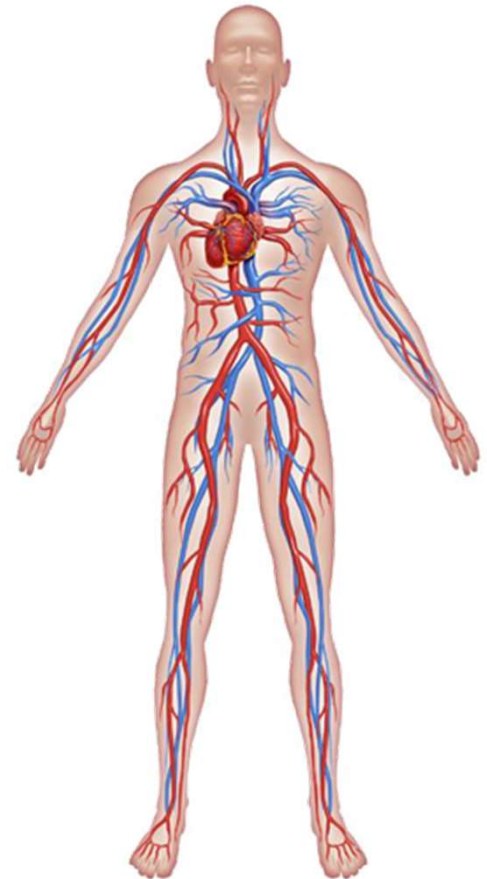
## Reduce gripping force

- mechanical assists
- appropriate size tools (female vs. male)



# Age-Related Cardiovascular and Respiratory System Changes

- Blood vessels stiffen
- Heart valves stiffen
- Heart cells die
- Muscle thickness of heart wall decreases
- Cardiac output gradually decreases
- Functional lung volumes decrease



Cheitlin MD. Cardiovascular physiology changes with aging. *Am J geriatr cardiol* 12(1). 2003.  
. *BMC Medical Imaging* 13:1-6. 2013.

# Fatigue

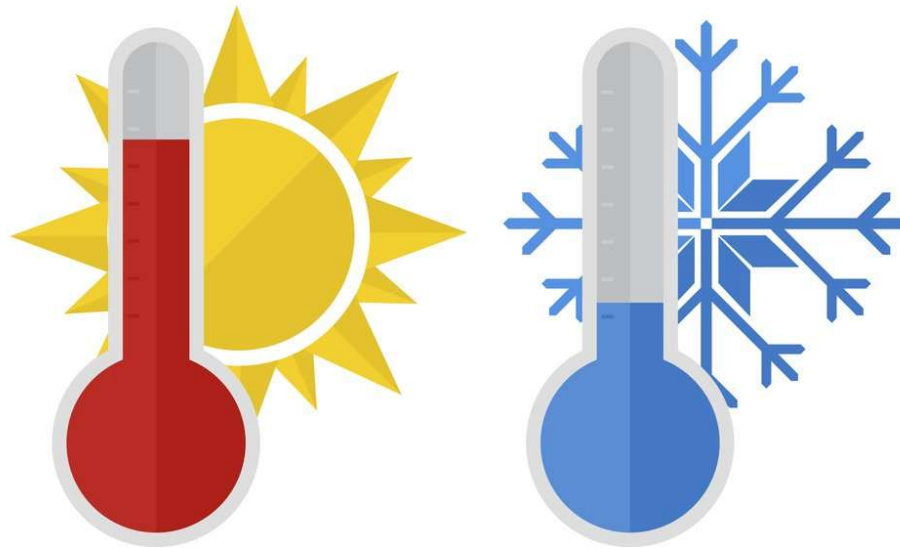
- Aerobic capacity at age 65 is about 70% of a 25-year-old
- Aerobically demanding work is more hazardous for older workers
  - more difficulty regulating body temperature
  - more likely to have heat stroke due to slowed response of sweat glands, and a decrease in overall body fluid





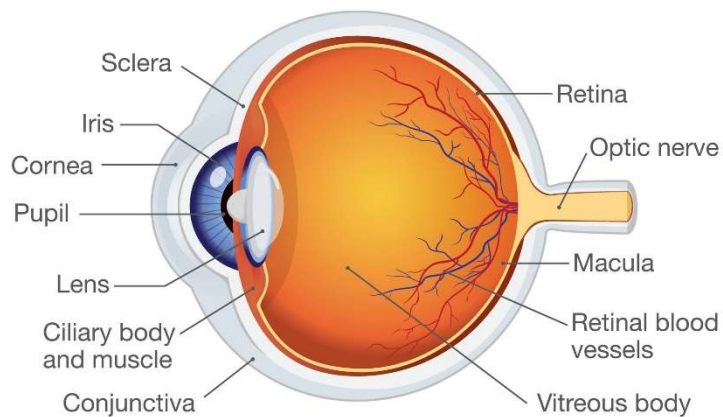
# Medications Affect Heat and Cold Response

- Older workers are more likely to be taking medications
- Might decrease the body's ability to adjust to heat



# Visual Impairments

Human Eye Anatomy



- Atrophy of muscles which control pupil size
  - Slower to adjust to changes in light
  - Smaller pupil reduces amount of light entering the eye
- Yellowing of lens: color matching errors
- Glaucoma: Tunnel Vision
- Cataracts: Glare and decreased vision
- Driving accidents rise significantly over age 70

# Vision Problems



**normal vision**



**floaters**



**cataracts**



**glaucoma**



**macular degeneration**

# Hearing Impairments

- Hearing loss
  - 25 db hearing loss is experienced from age 25 to 70 and this accelerates with age
  - 40-50 db hearing loss by 70 if exposed to environmental noise due to inadequate hearing protection at younger age
- A 70-year-old person experiences a
  - 10% intelligibility decline under ideal circumstances (quiet room, 120 word/minute speech)
  - 20% decrement with more rapid (300 word/minute) speech
  - 30% decrement with added background noise
- Affects communications
- Embarrassment



## Other Changes

- Metabolism reduces = weight gain
- Greater susceptibility to temperature extremes
- Kidneys: Reduce in size and function, risk of dehydration increases.
- Bone: Reduced density
- Learning capabilities reduces

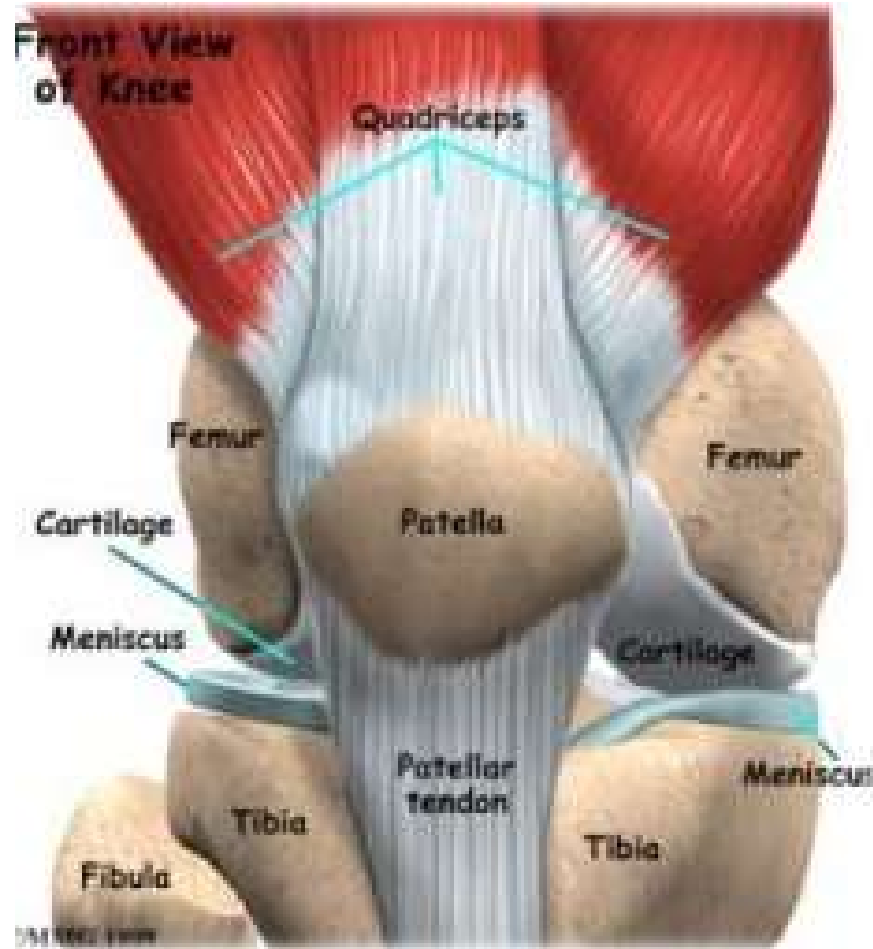


# Musculoskeletal Conditions

- Degenerative meniscal tears
- Knee arthritis
- Spinal stenosis
- Rotator cuff tears



# Knees

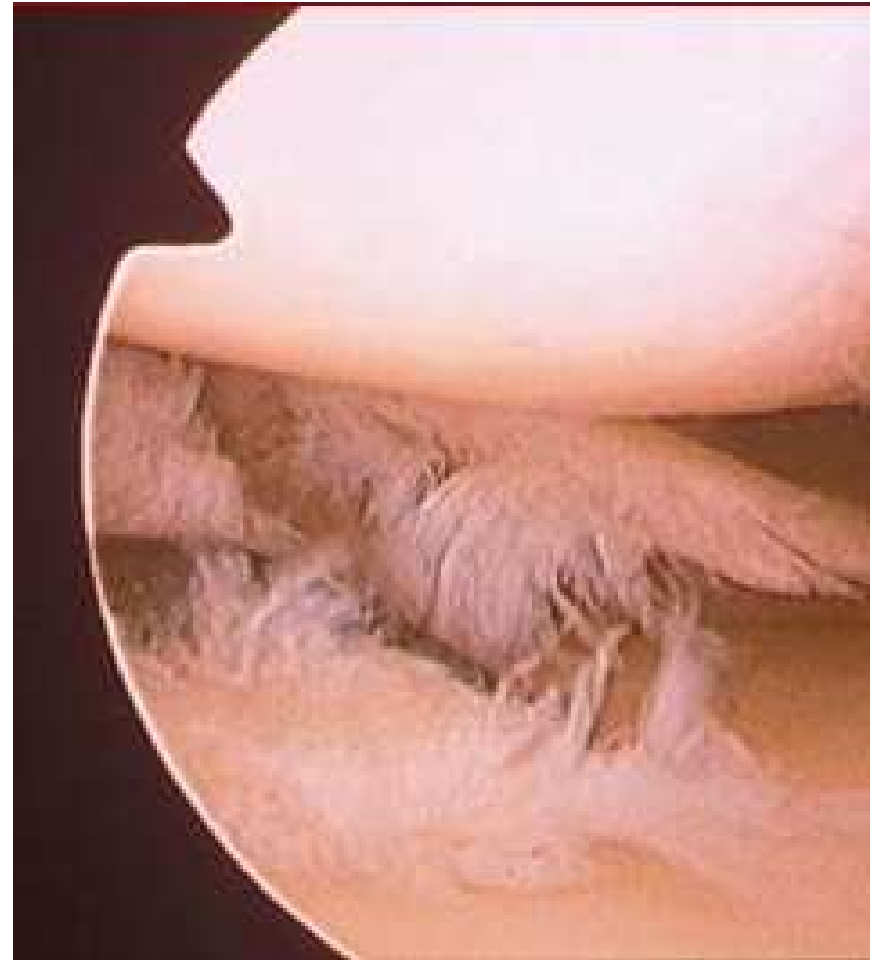


## Multiple Compartment Arthritis



# Knee Meniscal Tears - Normal Degeneration or Work-Related Injury?

- Middle-aged men and women with degenerative meniscal tears constitute a large group of patients presenting with knee pain, swelling and loss of function.
- Many meniscal tears occur without a trauma in physically active individuals as well as in older people and could be a part of early osteoarthritis.



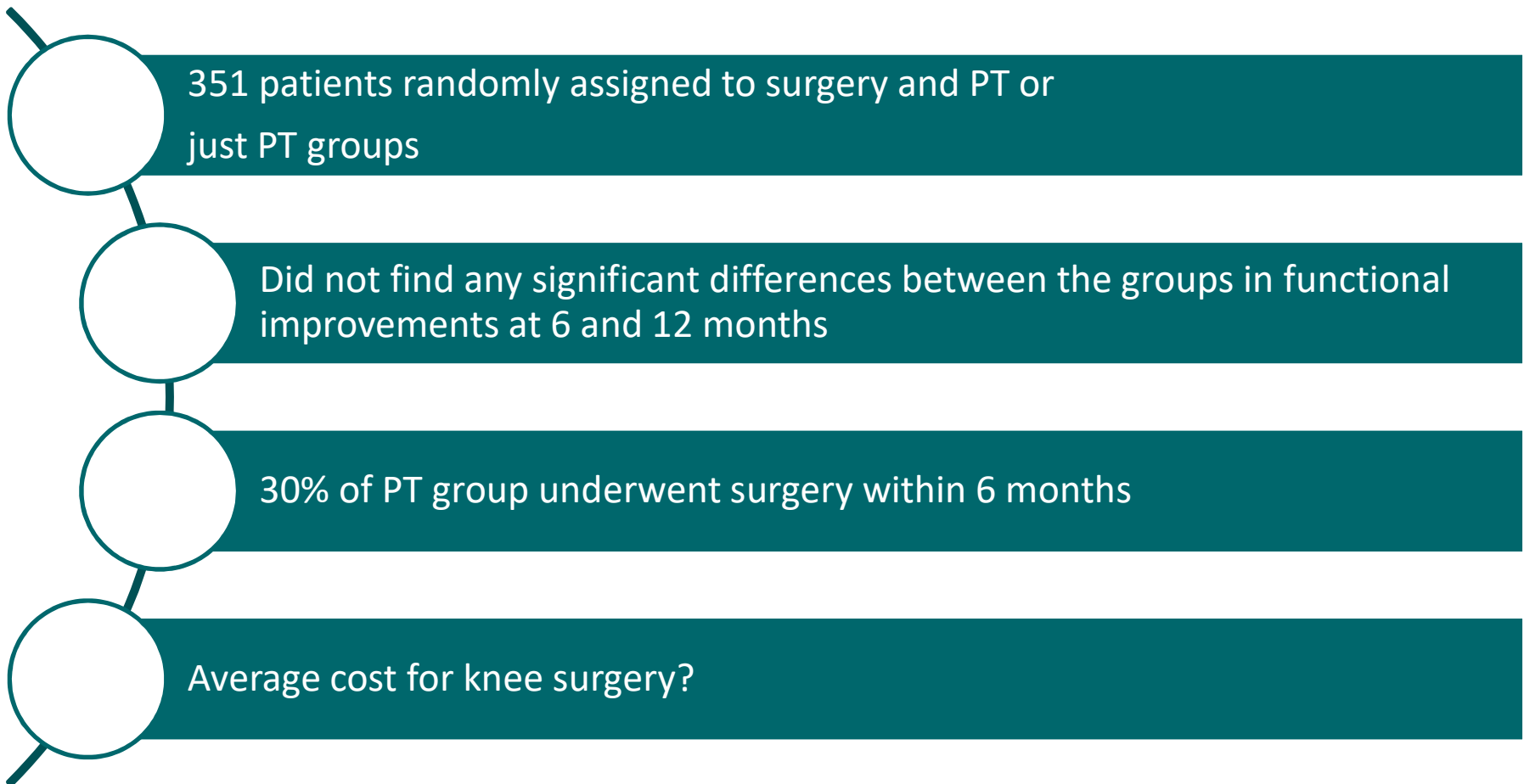


# Knee Meniscal Tears - Normal Degeneration or Work-Related Injury?

- Battacharyya et al. showed with **magnetic resonance imaging (MRI)** that medial or lateral meniscal tear was a common finding in older patients with or without symptomatic osteoarthritis and that
  - **91%** of the individuals with knee related problems had an abnormal meniscus defined as meniscus tear.
  - also found in **76%** of the individuals in the asymptomatic control group.



# Surgery vs. PT for a Meniscal Tear and OA by Katz, et al. 2013.



## Osteoarthritis by the Numbers

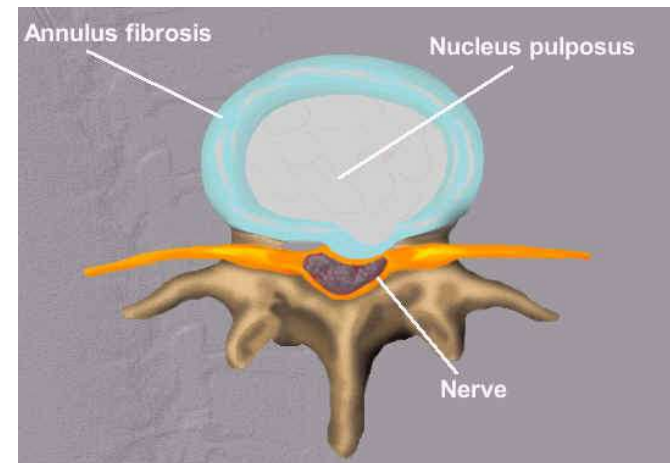
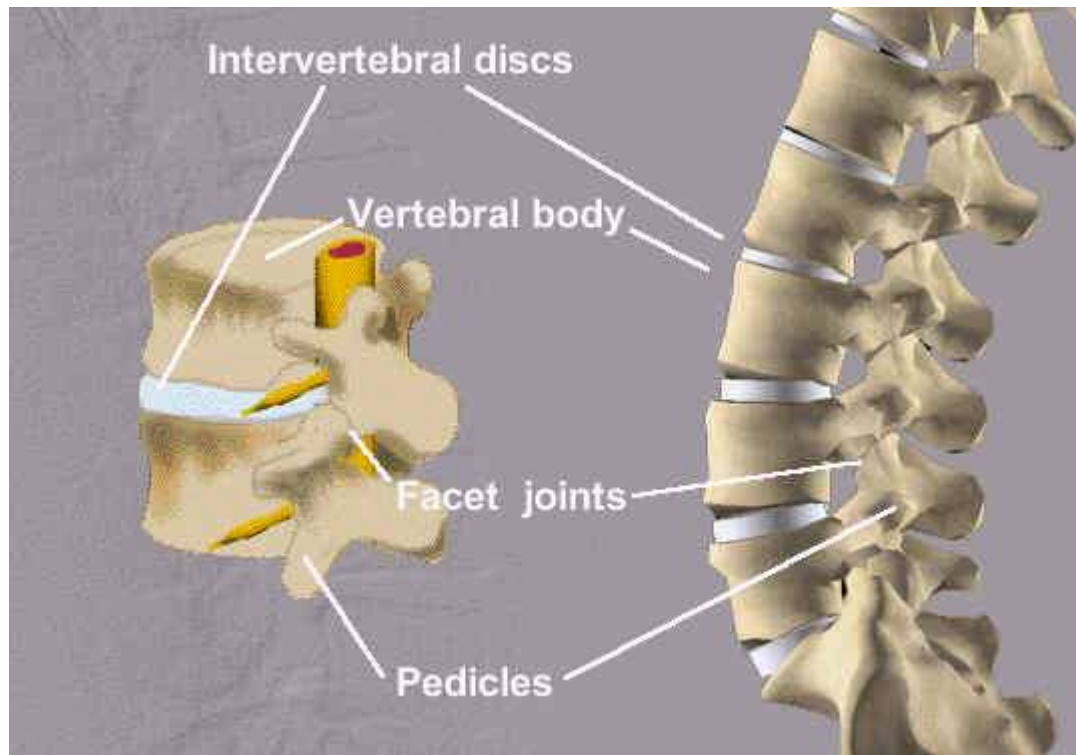
- 600,000 Americans had knee replacements in 2011. By 2030 that number will be 3.5 million
- Cost of a knee replacement: \$24,000+ (not counting diagnostics or rehabilitation)
- Lost work time following knee replacement:
  - Sedentary work: 6 - 12 weeks
  - Medium work: 6 - 12 months
  - Heavy work: not recommended
- Replaced knees last an average of 15 years in normal weight individuals

# Spinal Stenosis (narrowing of nerves/cord)

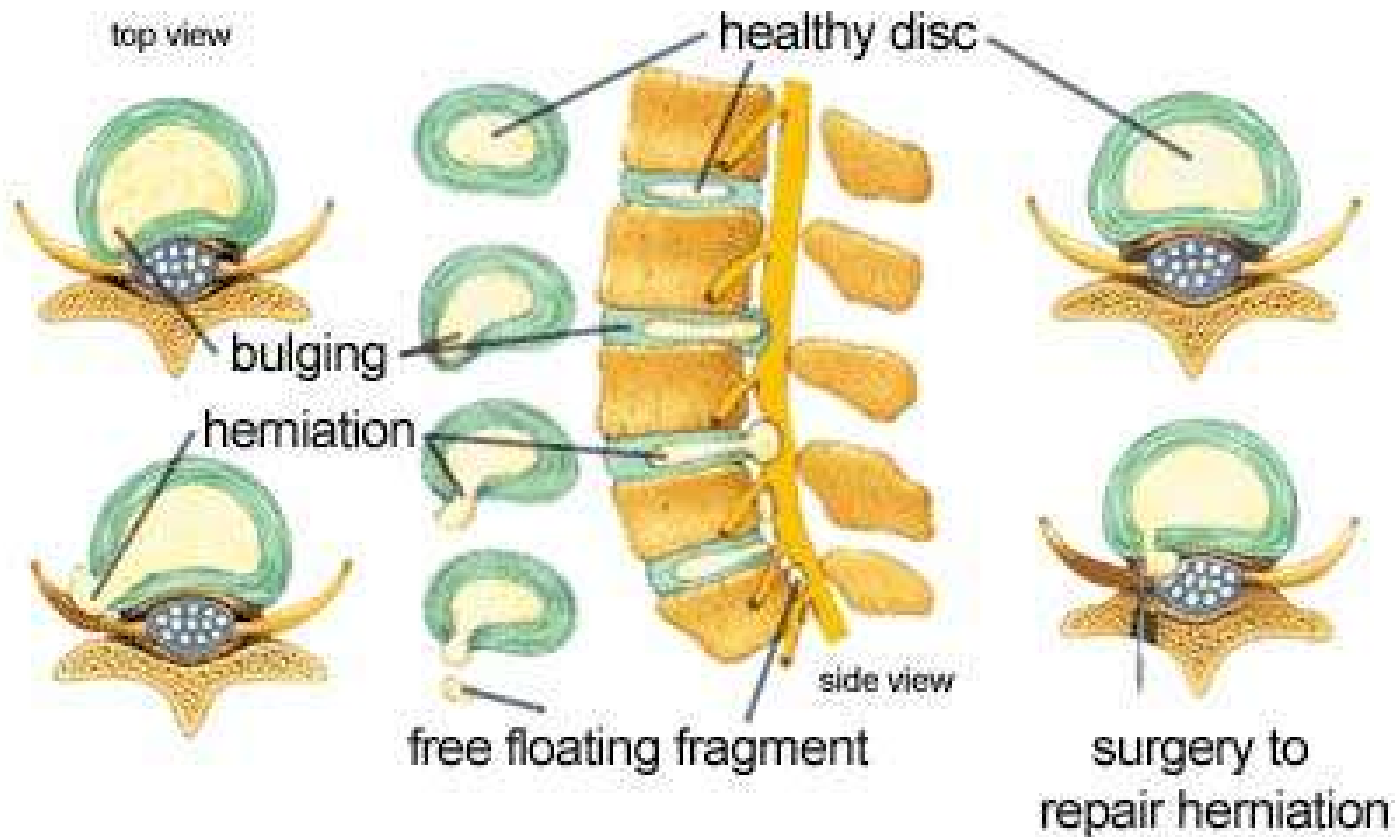


- With aging, stenosis and other deformities are more common
- An incident at work could lead to aggravation of that existing condition
- Medical treatment for spinal stenosis often includes surgery for decompression or fusion and resultant narcotic medications

# Spine: Disc Degeneration



# Discs: Healthy to Surgery



# Systematic Literature Review of Imaging Features of Spinal Degeneration in Asymptomatic Population,

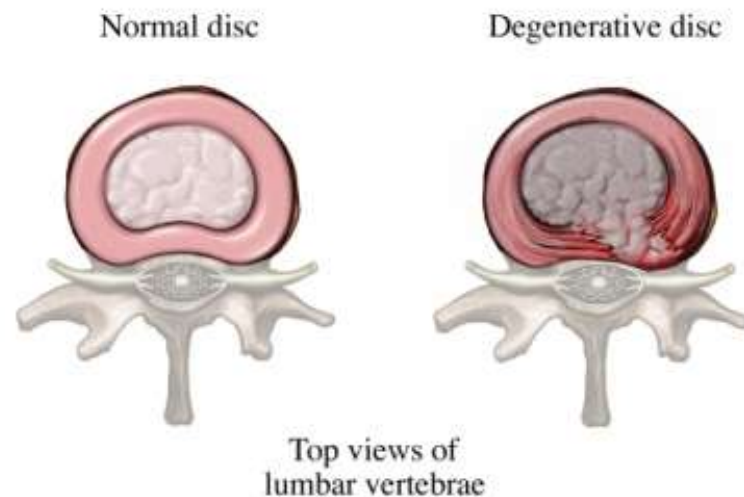
Brijikji et al 2015

## Disc Bulging

- 30% of 20-year-olds
- 60% of 50-year-olds
- 84% of 80-year-olds

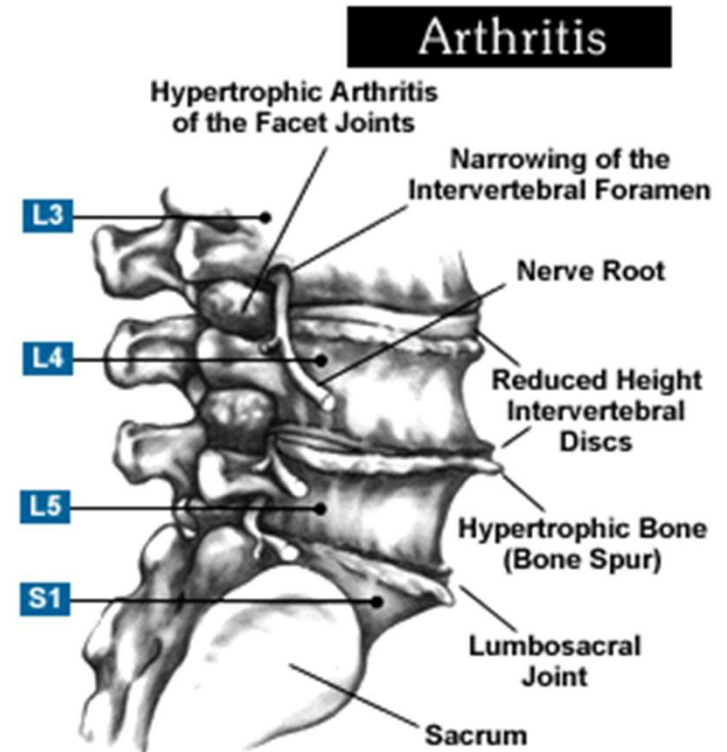
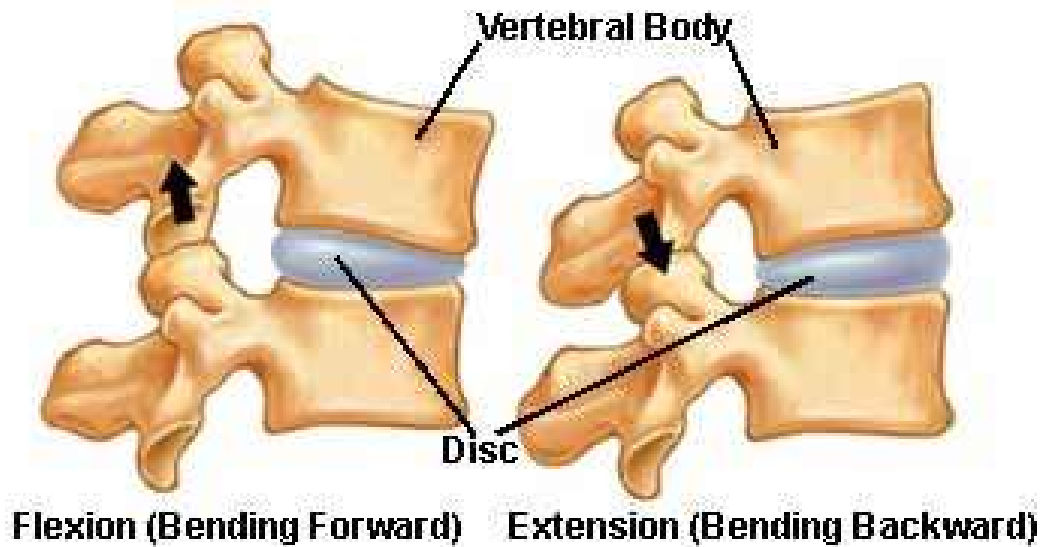
## Disc Degeneration

- 37% of 20-year-olds
- 80% of 50-year-olds
- 96% of 80-year-olds



# Lumbar Facet Joints

## Facet Joints in Motion

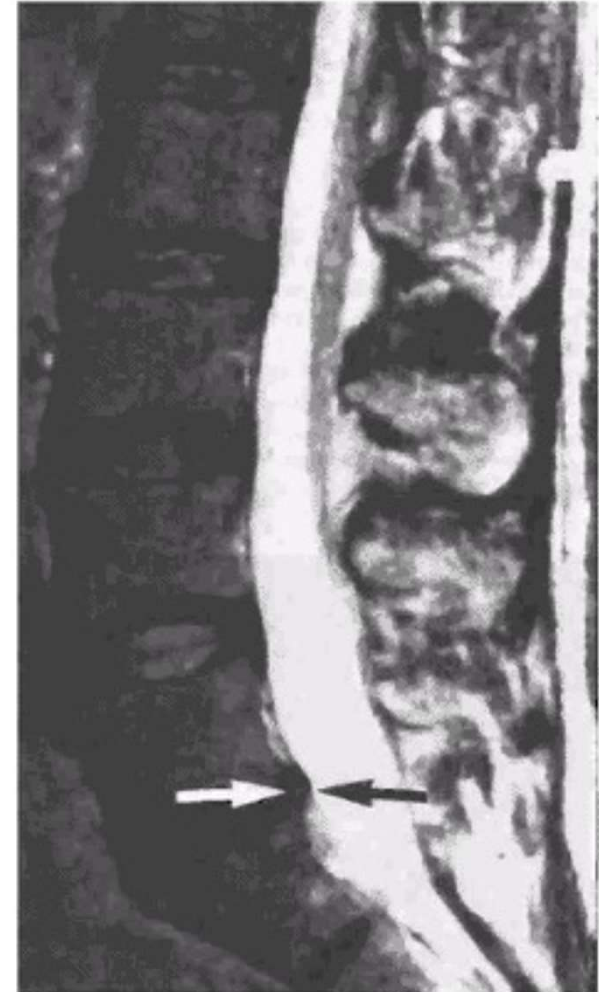




## MRI Study on Asymptomatic People 98 subjects form 20-80 years old

New England Journal of Medicine 1994

- 36% had normal discs
- 52% had a bulge at one level
- 27% had a protrusion
- 1% had an extrusion
- 38% had abnormality at more than one level
- The prevalence of bulges and not protrusions increased with age



A Disk Bulge in a 21-Year-Old Man without Back Pain.

## Results/Outcomes

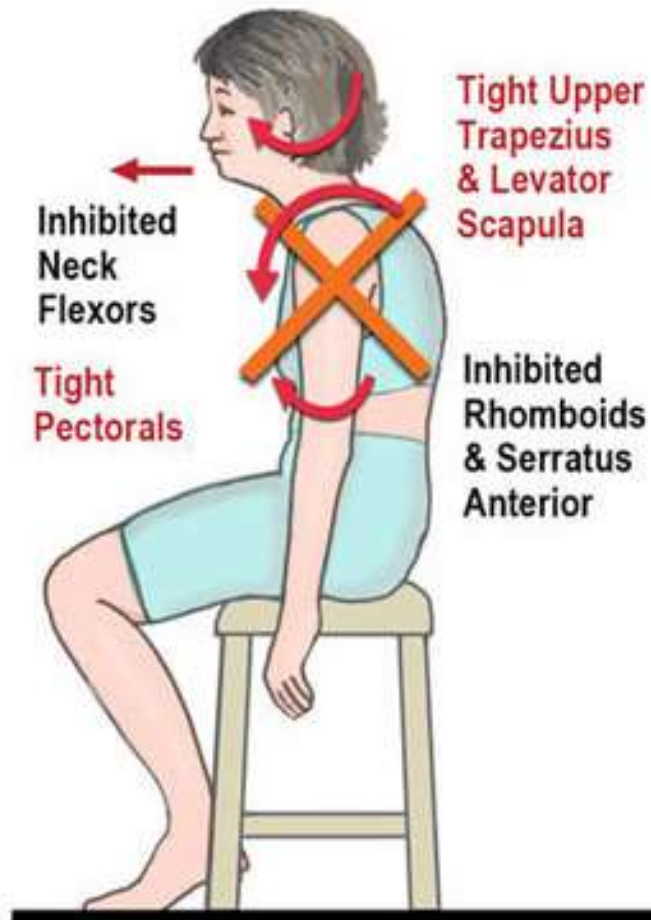
- Degenerative changes may be incidental and not causally related to presenting symptoms
- Normal age-related changes rather than pathologic process
- No consistent association between low back pain and MRI findings
- Relationship between imaging findings and surgical outcomes has not been well established

# Spinal Stenosis

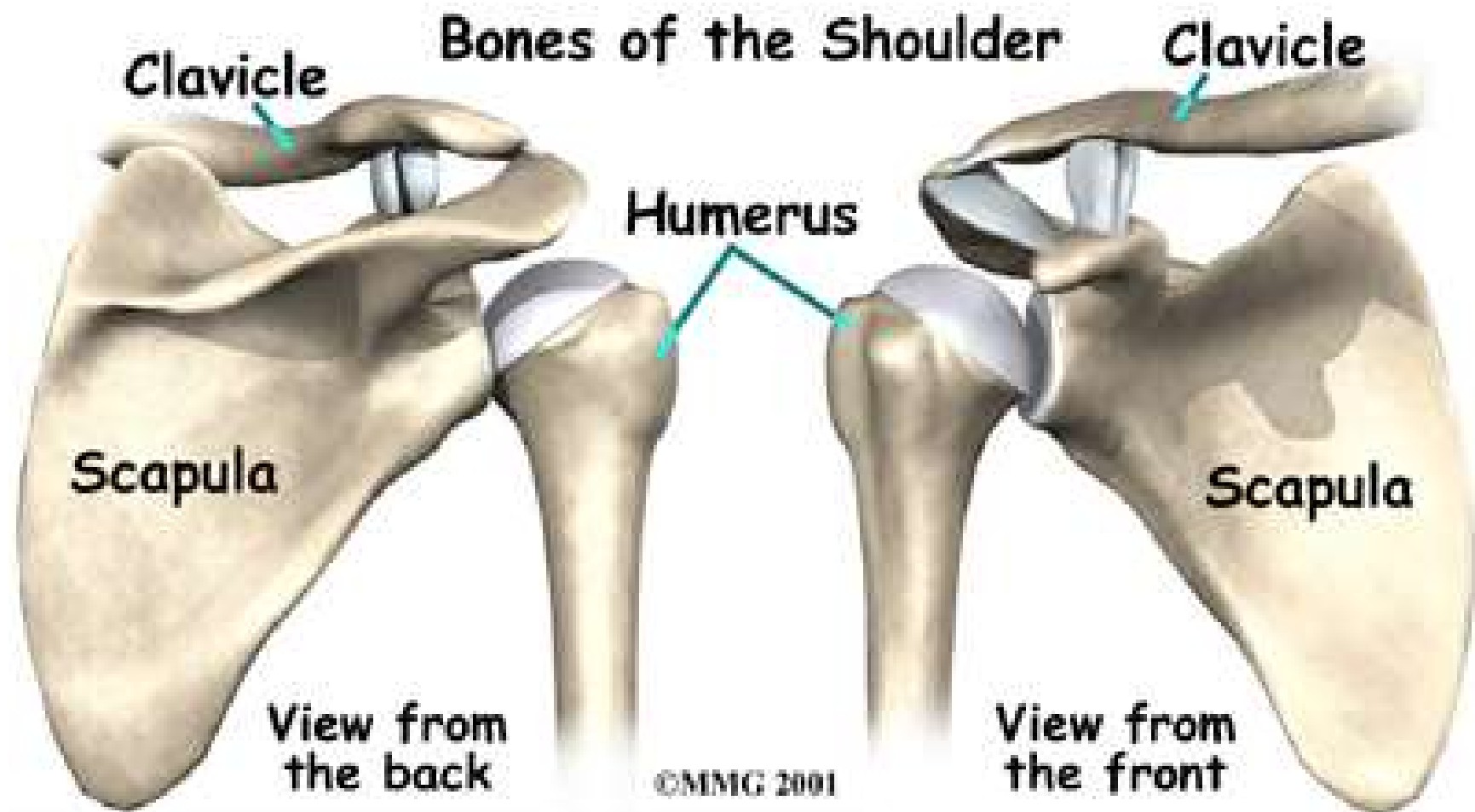
“Proper nutrition, adequate physical exercise and avoidance of smoking and of inappropriate physical loads are at present time the only means of prevention at our disposal.”

Source: Benoist M. (2005)

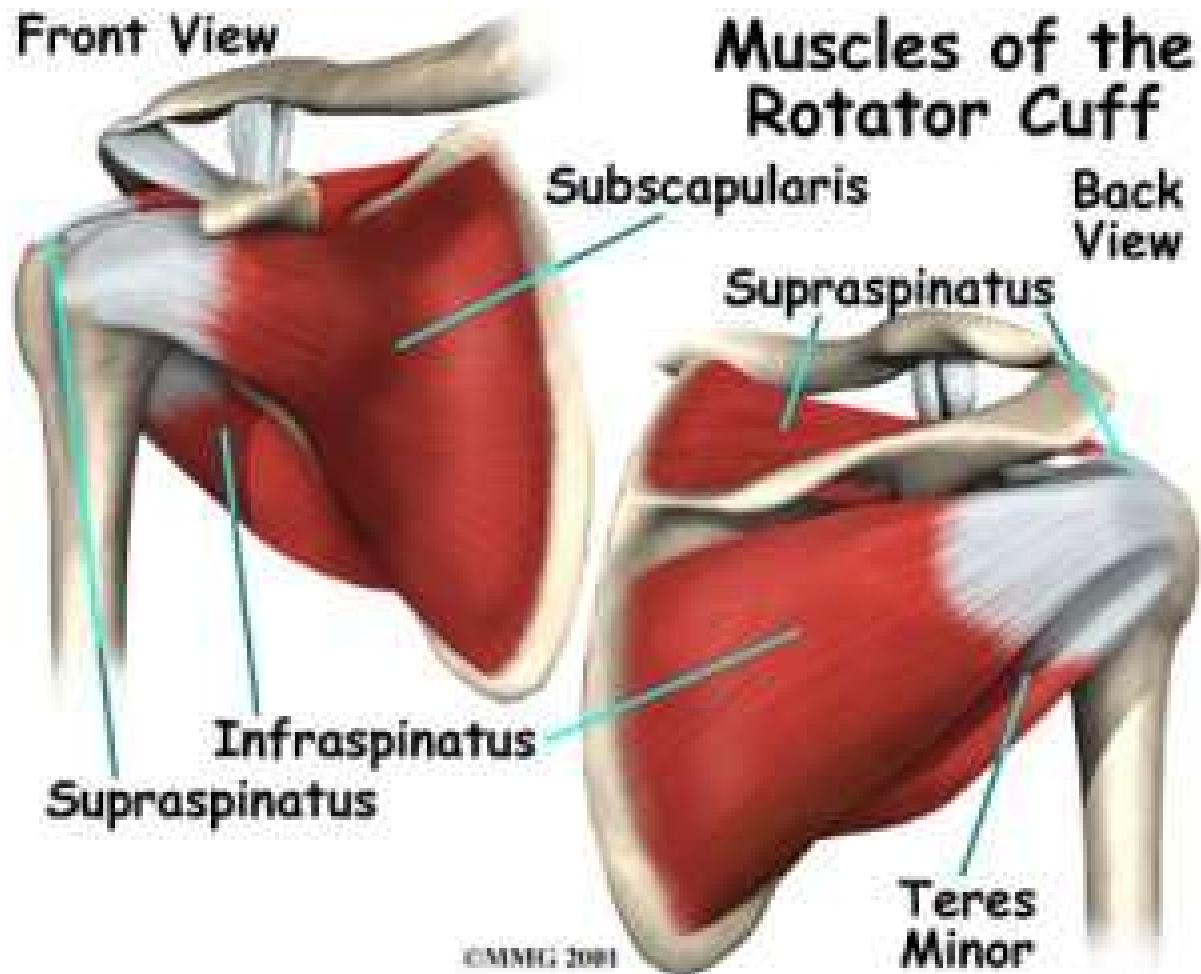
# What causes shoulder injuries?



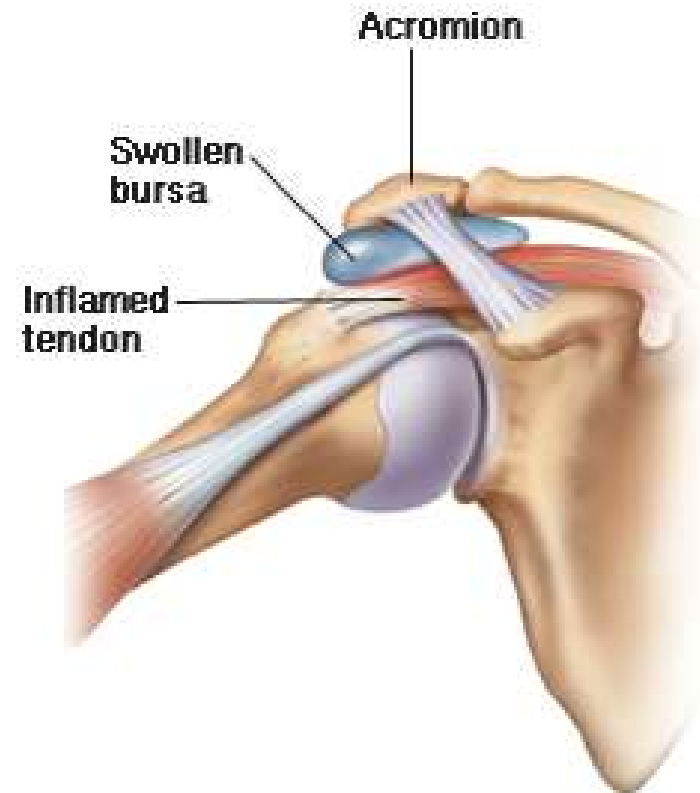
# Shoulder Anatomy



# Shoulder Rotator Cuff



# Impingement

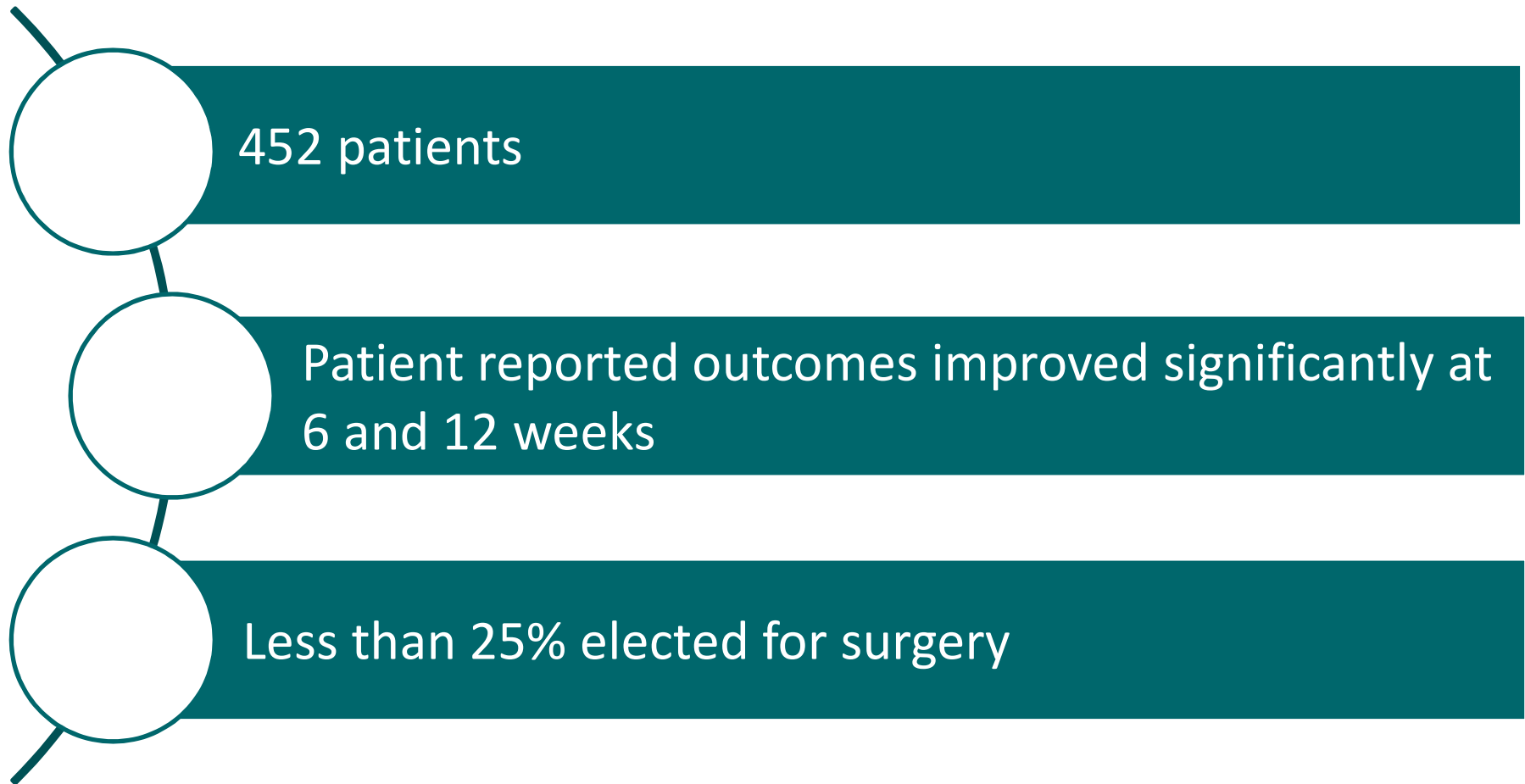


# Etiology and Prevalence of Rotator Cuff Tears

- The etiology of rotator cuff disease is likely multifactorial, including age-related degeneration and microtrauma.
- Several risk factors predispose individuals to the development of rotator cuff tears:
  - Increasing patient age is probably the most important.
  - Smoking, hypercholesterolemia, and genetics have all been shown to influence the development of rotator cuff tearing.



## Effectiveness of PT in treating atraumatic full thickness tears- 75% success followed for 2 years



RCT. Kuhn et al. 2014

# The Good News



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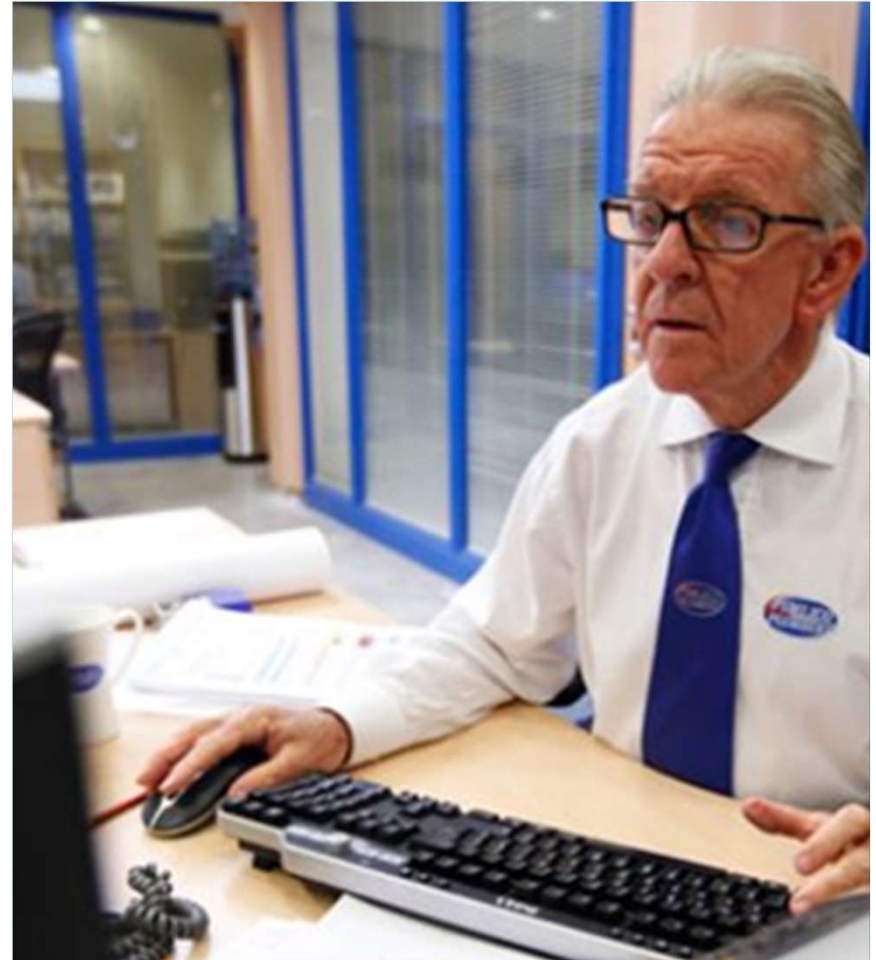
# Accommodating for the Effects of Aging

- ADA : American with Disabilities Act suggests protection of older workers
- Reduced capacity secondary to aging process = minor disability?
- Reasonable accommodation applies





# What Can You Do to Accommodate?

- Job descriptions with accurate physical demands
- Post offer and fit for duty testing
- Ergonomic assessments
- Education/Mentoring programs
- Stretch-Conditioning programs
- Functional PT and work conditioning
- Functional capacity evaluations
- Wellness Programs



# Job Analysis Reports

 <b>Work Task Analysis</b> <i>Keeping America on the Job!</i>	
<b>EMPLOYER INFORMATION</b>	
Job Position: Field Service Representative	Type of Business: Water Distribution
Employer: Water Company	Department: Waterville
Location: USA	City: Waterville
Address: 100 Water lane	Zip Code: H2000
State: USA	Contact Title: Operations Supervisor
Contact Name: Mr. Aqua	Fax: 123-456-7890
Phone: 123-456-7890	Email: aqua@hotmail.com
Brief Description of Employers Business: Water Utility, distribution, repair and maintenance.	
<b>WORKSTRATEGIES® REPRESENTATIVE INFORMATION</b>	
Name: Katie McBee	Date: 12/15/10
Company: NovaCare/KORT>Select	Title: WorkStrategies regional Director
Address: 1227 Goss Ave	City: Louisville
State: KY	Zip Code: 40217
Phone: 502-552-4914	Email: kmcbee@kort.com
<b>JOB DESCRIPTION</b>	
Job Title: Field Service Representative	
Classification: <input type="checkbox"/> Sedentary <input type="checkbox"/> Light <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Heavy <input type="checkbox"/> Very Heavy	
(Up to 10 lbs.) (11 to 20 lbs.) (21 to 50 lbs.) (51 to 100 lbs.) (>100 lbs.)	
Job Performed: <input type="checkbox"/> Part of Team <input type="checkbox"/> Rotation Basis <input type="checkbox"/> Assembly Line <input checked="" type="checkbox"/> Alone	
Max Weight Handled: 50 lbs. Employment Hours: 8 Hrs. work/d/ day 40 Hrs. work/d/ wk. Yes Lunch and Breaks	
Brief Description of Job: Employee in this position is assigned a list of job tasks for each shift that could include turning water off and on, changing meters, and trouble shooting. The employee in this position has to take 24 hr call on rotation with other employees in addition to 40 hours a week.	
Educational Requirements (Specific Training, Experience, Certification and/or Licensing): N/A	
Dress Code/ Protective Gear: Vest or Jacket with reflective coloring, steel toed boots, hard hat, ear plugs, water boots and snow cleats.	
Tools / Equipment: Lid Key, Hook Tool for larger lids, shovel, wrenches, electric pump, rod to probe ground for pipe, computer in truck, truck, tool to listen to pipe, small and large meters, miscellaneous tools to work on water pipes and meters and hand pump to get water out of vaults.	

 <b>Work Task Analysis</b> <i>Keeping America on the Job!</i>			
<b>EMPLOYER INFORMATION</b>			
Employer: Water Company	Job Title: Field Service Representative		
Date: 12/15/10			
*Frequency performed per shift: N = Never (0%) O = Occasional (1 – 20%) F = Frequent (24 – 69%) C = Constant (67 – 100%) One Min. – 2:30 Hours 2:31 – 5:30 Hours 5:31 – 8:00 Hours One – 20 Min / Hour 21-40 Min / Hour 41-60 Min / Hour			
Tasks	Frequency	Essential	Task Physical Demands
1. Gather equipment for day and job list containing 40-45 orders.	Occasional	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	1. Walking to work area. 2. Communicating with fellow employees. 3. Lifting necessary equipment and carrying and loading into truck.
2. Drive to and from locations for jobs.	Frequent	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	1. Climb in and out of truck. 2. Push and Pull door open and closed. 3. Operate controls of truck and turn steering wheel. About 4 hours in truck per day. 4. Ability to see other cars and follow traffic laws.
3. Turn water on and off.	Frequent	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	1. Locate appropriate meter and use key to twist bolt and lift 15-50# lid. 2. Bend to reach key to shut on/off valve and turn in appropriate direction using 20-30# of force. 3. Replace lid and tighten. 4. Walk to customer door and let them know about service performed or leave a note. 5. Enter work performed into computer in truck.

# Post Offer Employment Testing

- Medical screening of new hires
- Essential Function/Physical demands
- Positional tolerance/agility screening
- Validation process
- Functional baseline data collection
- Medical risk identification
  - Cost savings through:
    - Injury prevention (hiring physically qualified individuals)
    - Musculoskeletal Baseline that can be utilized post injury
    - Apportionment savings (having baseline data in case of injury)



# Fit for Duty Testing- Existing Employees

- EEOC Enforcement Guidance: Disability Related Inquiries and Medical Examinations of Employees under the ADA
  - If you have 15 or more employees, you are subject to the Americans with Disabilities Act
- Allows employer to test:
  - when an employer “has a reasonable belief, based on objective evidence, that an employee’s ability to perform essential job functions will be impaired by a medical condition”
  - when an employer can reasonably attribute performance problems to a known medical condition
- The medical examination must be
  - job-related and
  - a business necessity
  - Cannot be punitive

# Conditioning Programs

What if worker fails a fit for duty test, what do you do?

- Reasonably accommodate
- have them complete a specific training program to get back in shape and
- then test again later.



# Stretch Programs

- Series of stretches considering age-related safety
- Incorporate warm-ups
- Flexibility measurements
- Implementation process defined

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**ON THE JOB STRETCHES**

 <p><b>MODIFIED INTERNAL ROTATION STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand with feet shoulder width apart.</li> <li>Raise your right arm to 90° with elbow bent to 90° and your hand across your chest.</li> <li>With your left hand, grasp the elbow of the right arm and lift, while keeping the elbow firm on top of the right forearm.</li> <li>Push down with the left elbow.</li> <li>Hold for 30 seconds. Repeat 3 times.</li> <li>Repeat with opposite arm.</li> </ol>	 <p><b>WRIST EXTENSION STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand with feet shoulder width apart.</li> <li>Straighten left arm in front of you with your palm up.</li> <li>Extend hand down.</li> <li>Gently push down with right hand.</li> <li>Hold for 30 seconds. Repeat 3 times.</li> <li>Repeat for your opposite hand.</li> </ol>	 <p><b>WRIST WATCH STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand with feet arm extended in front of your body and palm facing the floor.</li> <li>Make a fist with one hand. Move fist toward the floor.</li> <li>Slowly raise your fist out like you are holding a watch in your wrist.</li> <li>Hold for 30 seconds.</li> <li>Repeat 3 times each side.</li> </ol>	 <p><b>STANDING EXTENSION</b></p> <ol style="list-style-type: none"> <li>Stand straight with both hands on your hips.</li> <li>Slowly lean back on the balls of your feet.</li> <li>Keep your head level and your knees straight.</li> <li>Hold for 30 seconds.</li> <li>Repeat 3 times.</li> </ol>	 <p><b>MODIFIED HAMSTRING STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand with feet shoulder width apart.</li> <li>Step forward with right foot. Place heel or ground surface pointed to ceiling.</li> <li>With knee straight, slowly lean down toward your toes. Hold for 30 seconds.</li> <li>Slowly return to start position. Repeat 3 times with each leg.</li> </ol>
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THIS STRETCHING PROGRAM IS PROVIDED BY THE WORKSTRATEGIES TEAM WITH



Denatification Stretches Program 1  
sacobaypt.com   

 <p><b>LEVATOR SCAPULA STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand in a balanced posture with your ears over your shoulders.</li> <li>Tilt your head to the left side. Then turn your head to the left side.</li> <li>Hold for 30 seconds.</li> <li>Repeat 3 times to each side.</li> </ol>	 <p><b>STANDING BARNER STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand straight with your feet shoulder width apart.</li> <li>Reach behind your back with one hand.</li> <li>Gosh behind with your right hand.</li> <li>Gently pull your wrist to the right while you lean your head to the right side.</li> <li>Hold for 30 seconds.</li> <li>Repeat 3 times for each side.</li> </ol>	 <p><b>AIRPLANE CHEST STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand straight with feet shoulder width apart.</li> <li>Raise arms to shoulder height and turn palms up.</li> <li>Put your hands back behind the plane of your body. Squares your shoulders back together.</li> <li>Hold this position for a 30-second count.</li> <li>Repeat 3 times.</li> </ol>	 <p><b>CHICKEN WINE</b></p> <ol style="list-style-type: none"> <li>Stand straight with your feet shoulder width apart.</li> <li>Place your right palm at the base of your neck, with the elbow pointed to the ceiling.</li> <li>Grasp your right elbow with your left hand and pull your elbow behind your head.</li> <li>As you do this motion, lean your trunk to the left.</li> <li>Repeat this exercise with the left elbow and lean to your right.</li> <li>Hold this position for a 30-second count.</li> <li>Repeat 3 times to each side.</li> </ol>	 <p><b>SHOULDER STRETCH</b></p> <ol style="list-style-type: none"> <li>Stand straight with your feet shoulder width apart.</li> <li>Push across your body with your right arm.</li> <li>Grab the right elbow with your left hand and gently pull across your body.</li> <li>Keep your shoulders and hips pointed straight ahead.</li> <li>Hold for 30 seconds.</li> <li>Repeat 3 times to each side.</li> </ol>
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Report any discomfort or pain to your immediate supervisor or manager.

# Ergonomic Assessments

- 80% of injuries are due to worker behavior not job design.
- Evaluate worker behaviors and make recommendations to decrease stress on joints.
- For 20% that are related to job design, reset workstation to fit worker, pace, or rotate jobs before buying all new equipment.



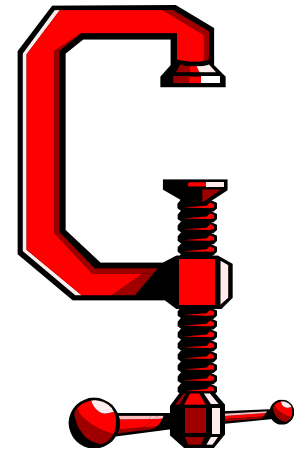
# Ergonomic Solutions for Musculoskeletal Problems for Aging Workers

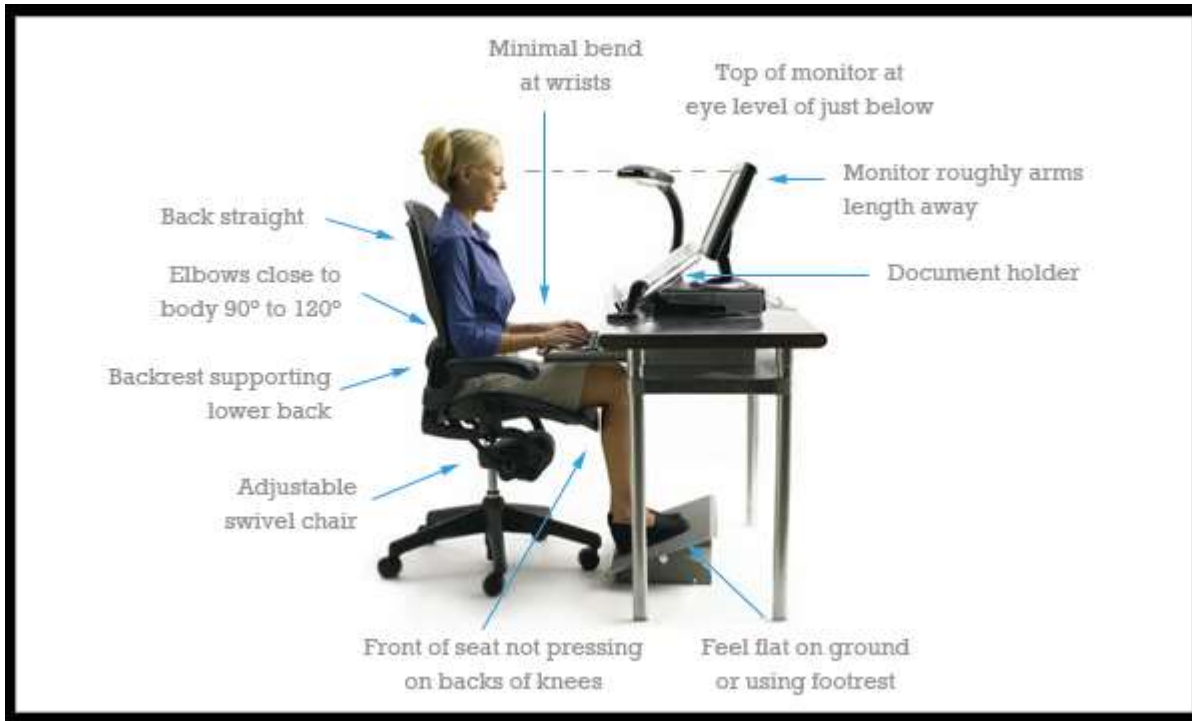
- Reduce extreme joint movements
  - Reduce above shoulder reaches
  - Elevate items from the floor
  - Tool/handle re-design to reduce awkward joint positions
- Install handrails to improve balance on steps
- Address uneven surfaces



# Ergonomic Solutions for Musculoskeletal Problems for Aging Workers

- Reduce forces needed
  - Design controls /switches to reduce pinch and grasp forces needed to operate
  - Replace knobs with levers or push buttons
  - Reduce static muscle use (fatigue)
  - Keep cutting edges sharp
  - Use jigs and clamps instead of hands
  - Use mechanical assists
  - Pad/cushion to reduce harmful pressures





# Ergonomic Solutions for Musculoskeletal Problems for Aging Workers

- Reduce repetition
  - Mechanize tools with power drivers
  - Automate processes
  - Vary tasks more frequently
- Examine organizational policies
  - Mandatory breaks (stretch programs)
  - Setting weight limits on older workers (should be 20% less weight when over age 45)



# Solutions for Visual Impairments

- Print in easily readable font- Increase size
- Improve lighting
- Reduce glare
- Promote regular vision exams
- Bright color stripe on steps
- Avoid rapidly changing or moving stimuli
- Use high contrast colors
  - 3-4 fold more contrast needed at 60 than at 20 years of age
  - Signs, computer screens



## Differences in Contrast

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?



## Differences in Contrast

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

How well do you see this?

# Computer Work



- Mouse use:
  - age related tremor can make a sensitive mouse or trackball difficult to use
- Touch screens can be a good option
- Simplify program navigation
- Avoid sudden changes of lighting
- Dark letters on white background (increases contrast, less visual fatigue)
- Reduce glare

# Solutions for Hearing Impairments

- Eliminate piped in music
- Add insulation
- Isolate mechanical systems (heat, A/C)
- Add carpeting to reduce noise
- Acoustic ceilings
- Ability to see facial expression and mouth movements needed for better intelligibility
- Speak slowly



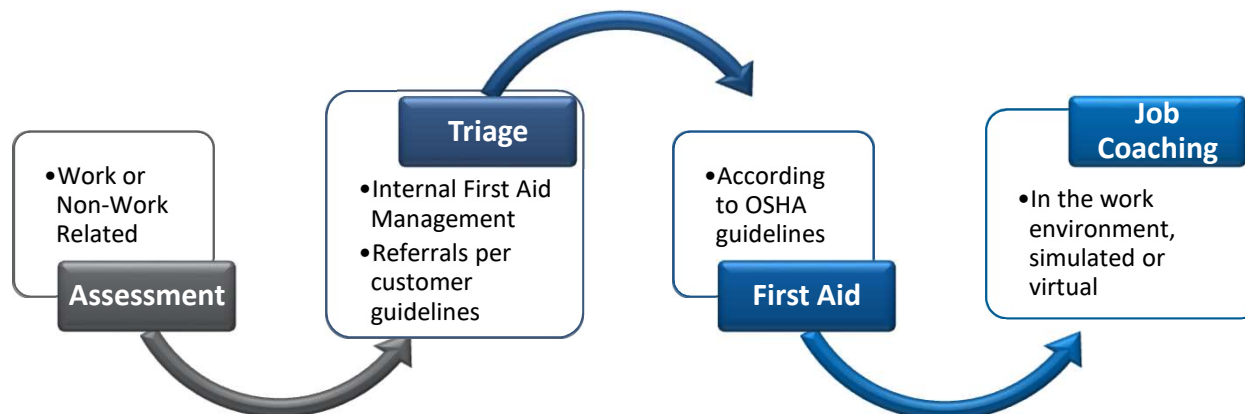
# Education Programs

- Safety education
- Behavior modification
- Stretching programs
- Education regarding CTD/injury prevention



# Early Symptom Intervention (ESI)

- Employers refer their employees to onsite personnel or nearby Saco Bay center for intervention
- Assessment and first aid care for workers in the early stages of soreness,
  - which if not appropriately managed, could result in more serious injury
  - OSHA recordable event or Costly Work Comp claim



# ESI: First Aid

Regulated by OSHA: 1904.7(b)(5)(ii)



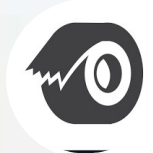
Non-prescription Meds  
at non-prescription dose



Wound Care



Hot or Cold Application



Non-Rigid Support



Massage



Hydration

# Functional PT and Work Conditioning

- Skilled active care that is job specific.
- For medium and heavy jobs, consider progressing patients into work conditioning programs.

## FCE (Functional Capacity Evaluations)



# Wellness programs

- Because **health trends** are not sustainable
  - Insurance premium increases
  - Inactivity/Sedentary lifestyles
  - Rising obesity rates
  - Poor nutrition
  - Rising diabetes rates
  - Stress/Poor sleep habits





# Wellness Planning



- **Align**
  - Leadership & Vision
  - Policies/Health Plan
- **Assess & Measure**
  - data
- **Engage (motivate)**
  - Screens, programs
  - Wellness Committee
  - Health Coaching
  - Incentives
- **Culture**
  - Environment
- **Sustain & Enhance**
  - Community Resources

# The Full Cost of Employee Poor Health

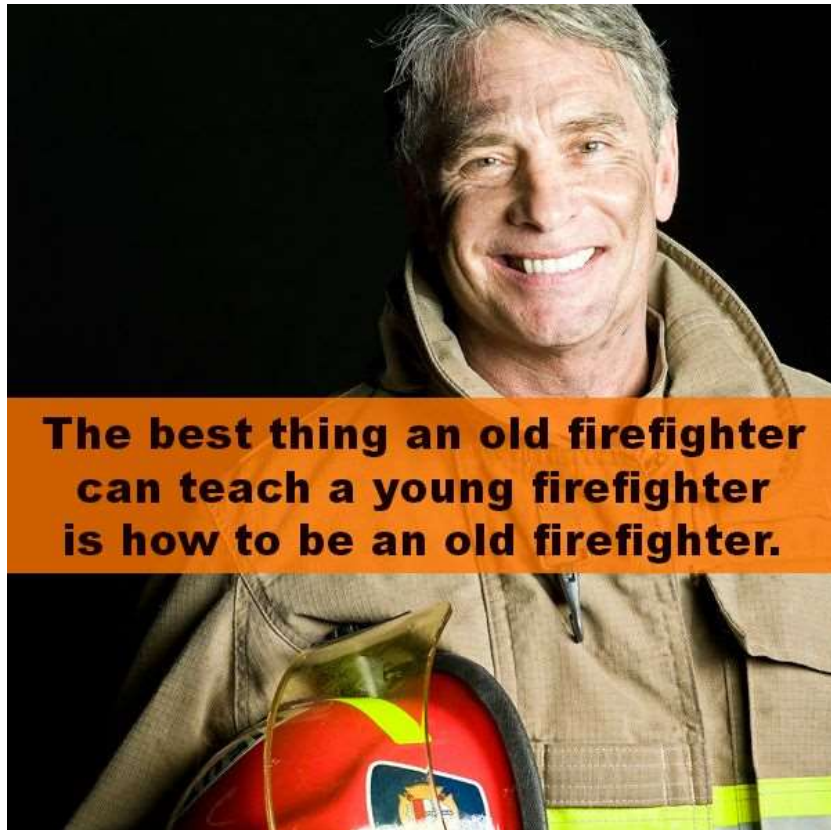


Sources: Edington DW, Burton WN. *Health and Productivity*. In McGunney RJ, Editor. *A Practical Approach to Occupational and Environmental Medicine*. 3rd edition. Philadelphia, PA. Lippincott, Williams and Wilkins; 2003: 40-152. Loeppke, et.al., JOEM, 2003; 45:349-359 and Brady, et.al., JOEM, 1997; 39:224-231



**SACO BAY**  
Orthopaedic & Sports  
PHYSICAL THERAPY

# Businesses Can Make A Difference



**The best thing an old firefighter can teach a young firefighter is how to be an old firefighter.**



By helping employees to adopt healthy lifestyles as we age

**WORKSTRATEGIES**  
*Keeping America on the Job!*

# Questions?



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IS EXCLUSIVELY  
PROVIDED BY  
THESE BRANDS:





Wrinkles should merely indicate  
where smiles have been.

~Mark Twain, *Following the Equator*

Age does not diminish the extreme  
disappointment of having a scoop  
of ice cream fall from the cone.

~Jim Fiebig



# Thank You!

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