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# Lessons and Best Practices from the CHAA



## Corporate Health Achievement Award



Healthy Workers

Healthy Environments

Healthy Organizations

Co-Sponsored by:



GlaxoSmithKline





AMERICAN COLLEGE OF  
OCCUPATIONAL AND  
ENVIRONMENTAL MEDICINE

## Sponsor –ACOEM

**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)).**



GlaxoSmithKline

## Co-Sponsor-GSK

**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)).**



## Introduction

### *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.

The award is open to any organization in North America with more than 1,000 employees, including manufacturing, service, government, for-profit, and non-profit organizations. 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 and 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 organizations. 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 organizations 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 organizations achieve even greater successes.

### *2004 CHAA Recipient\**

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

# CIANBRO

This organization is 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 Cianbro's total health, occupational, and environmental efforts. They illustrate exemplary approaches to workforce and workplace health and safety. Examples are included for the key categories of: Healthy People, Healthy Environment, Healthy Company, and Management & Leadership.

### *The Company*

Cianbro is one of the East Coast's largest civil and heavy industrial construction and construction services companies. Its corporate office is located in Pittsfield, Maine, with regional offices in Pittsfield and Portland, and offices in Bloomfield, Connecticut, and Baltimore, Maryland. Cianbro has more than 2,000 team members and gross annual sales in excess of \$360 million. It operates in 13 states as a prime contractor under the guidelines of a "federal contractor." The company is employee-owned and is recognized nationally for its safety program.

Cianbro is ranked as a leader in the market areas of hydropower, pulp and paper, industrial process, and manufacturing and is listed as 125 in *Engineering News Record's* Top 400 Contractors.

*\*Award recipients from prior years are included on pages 5-8.*



Cianbro is best known for hands-on construction, but also provides construction management services. The company self performs 80 percent of its work and subcontracts out the remaining 20 percent.

### *Health Achievement Overview*

The programs highlighted below represent only a small part of Cianbro's extensive efforts in employee health and safety. These programs were chosen to illustrate some of the more innovative programs that Cianbro has adopted to reach its goal of being one of "The Healthiest Companies in America."

## *Healthy People*

### *Injury Management*

Cianbro has a comprehensive injury management process in place that begins with pre-placement evaluations. Occupational Medical Consulting (OMC) conducts pre-placement evaluations for Cianbro which consist of complete medical and occupational histories including exposures, physical examinations, agility tests, medical fitness for respirator use assessments, pulmonary function testing, and laboratory testing. OMC works with several clinics in the states in which Cianbro operates and is in contact with these clinics prior to the clinic conducting evaluations in order to review the requirements for the exam. Cianbro's medical director reviews all the evaluations. Any work modifications or accommodations are discussed with both the applicant and Cianbro's human resource representative prior to employment. The medical director also notifies all applicants of any medical issues significant to their health, but not related to job performance. OMC follows up with any employee who has an acute medical issue (i.e., significantly elevated blood pressure) to ensure that they have addressed the issue.

All employees assigned to a known exposure site are required to complete Occupational Safety and Health Administration (OSHA) compliant medical surveillance evaluations (i.e., lead, arsenic, and

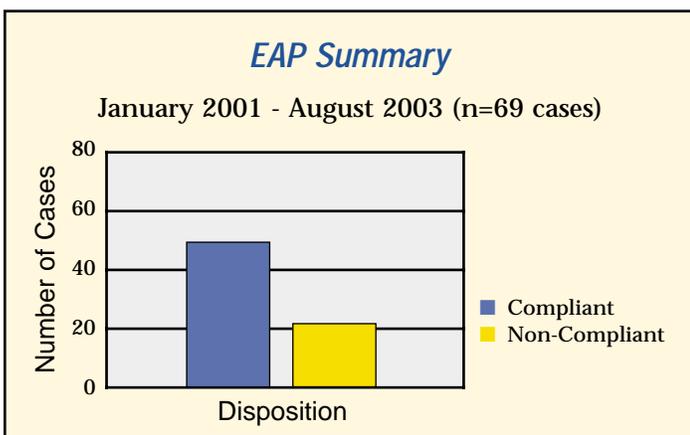
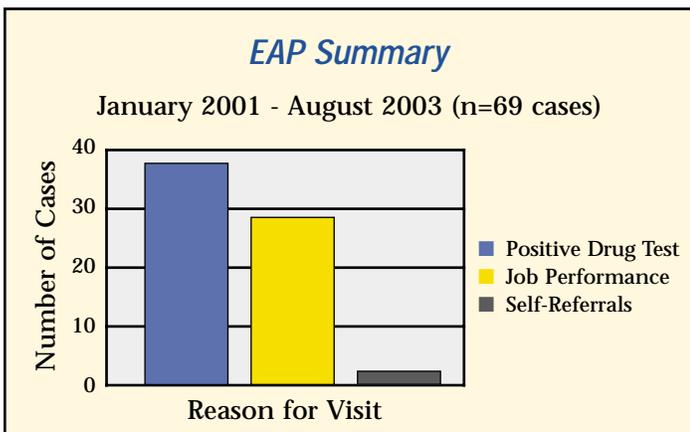
asbestos) when indicated. Cianbro and OMC track the medical exam and laboratory results. All employees who use respirators must complete annual medical questionnaires and pulmonary function testing (PFT) every three years to continue using the respirator. Cianbro also requires that employees complete an annual welding medical questionnaire.

<i>Pre-Placement Evaluations</i>		
<u>Types of Medical Exams</u>	<u>2002</u>	<u>2003</u>
New Hires	967	734
DOT Personal Protective Equipment	37	26
Periodic Exams	62	114

### *Substance Abuse Program/Employee Assistance Program (EAP)*

If there is any reason to believe that an employee is impaired or under the influence of a substance, a drug or alcohol test may be required. The employee's supervisor, other supervisory personnel, a licensed physician or nurse, or Cianbro's safety personnel will determine the probable cause. If the employee refuses to take a test, he or she is immediately terminated. If the test is completed and it reveals a positive result, Cianbro requires that the employee receive help in order to ensure the safety of others on the project. Employees in specific positions or assignments are subject to random drug and alcohol screenings that are mandated by the Department of Transportation.

Cianbro offers all employees and their dependents access to its Employee Assistance Program (EAP) for confidential, short-term counseling to help with their problems (i.e., mental or emotional, substance abuse). Referral to the EAP can either be by self-referral or be mandatory. Cianbro has mandatory referrals for those employees who have a positive substance abuse test result or those who have experienced deterioration in job performance (referral by supervisor). Mandatory referrals require the employee to participate in the EAP as a condition of continued employment.



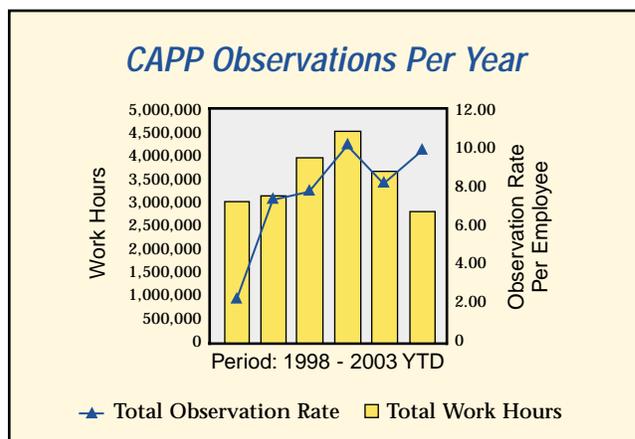
## Healthy Environment

### Safety "Wall-to-Wall" Inspection

The Corporate Safety Department conducts a "wall-to-wall" inspection (x-ray) at project locations, on an ongoing basis, to assess safety compliance and effectiveness. The Safety Department prepares a written report and discusses the findings with project management at the job site. The report outlines strengths and weaknesses observed during the x-ray and the level of management participation. At least one member of the inspection team will follow-up with the job site within six weeks to ensure that the corrective measures have been implemented.

## Cianbro Accident Prevention Process (CAPP)

The Cianbro Accident Prevention Process (CAPP) is a behavior-based safety process that gives all employees the opportunity to participate in safety improvement by performing observations that identify both safe and at-risk behaviors in everyday work activities. All Cianbro employees receive training in conducting observations and providing feedback. Nearly 95 percent of the workforce has been trained in CAPP. Employees have access to more than 40 safety bulletins (e.g., ergonomics, respiratory protection, etc.) that provide details on identifying potential hazards, steps to limit exposures, as well as procedures for reporting an incident. Employees are encouraged to observe their team members to ensure that everyone is working safely. These observations of employee behaviors open the door to discussion of at-risk behaviors and the barriers to safe behavior.





## Healthy Company

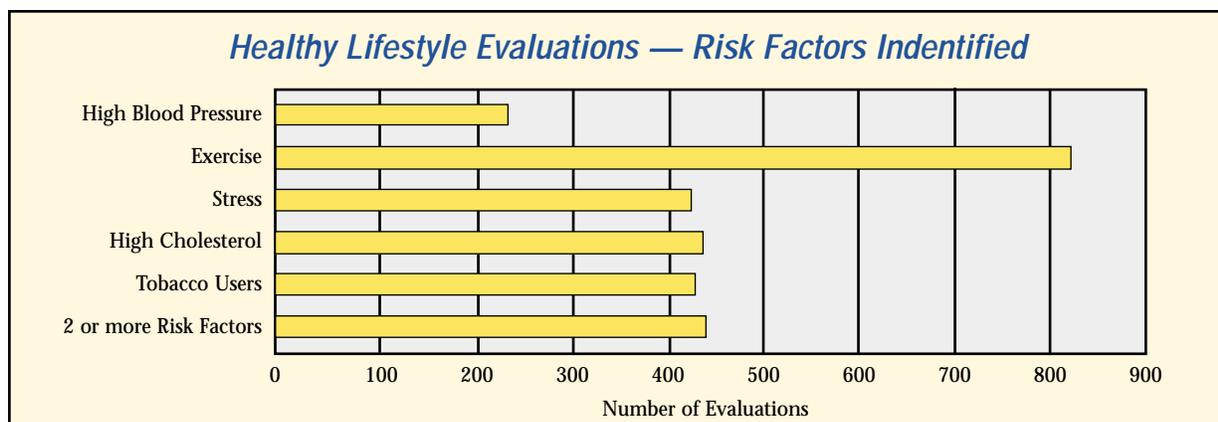
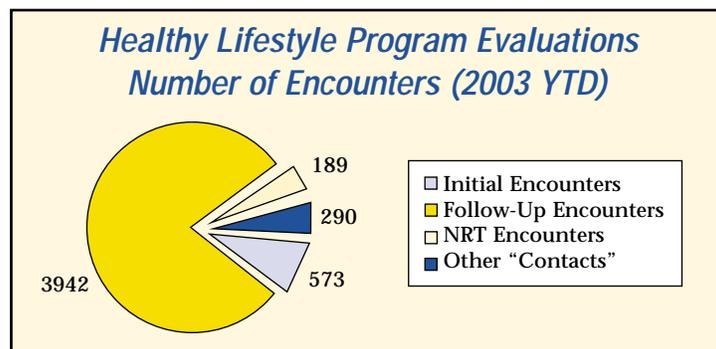
### Healthy Lifestyles Program

Cianbro is dedicated to wellness in the workplace and demonstrates this through a variety of activities they offer to its employees and their dependents. Some of these activities include a monthly "Wellness Matters" newsletter which contains health information tidbits, healthy recipes, and company health risks and a "Wellness Matters" web site (available to the public) which features an "Ask the Doctor" column, a wellness "library" of all "Wellness on Worksite" bulletins (i.e., fitness centers, SARS, etc.), and health education resources (i.e., Harvard Health Online). Employees also have the opportunity to earn incentive points which can be redeemed as LLBean, Sears, and Home Depot gift certificates or be applied to gym memberships.

The center of Cianbro's wellness effort is the Healthy Lifestyles Program. In the Healthy Lifestyles Program, Health Educators, under the direction of Cianbro's medical director and OMC, complete health risk appraisals and collect health

"measurements" (i.e., total cholesterol, HDL cholesterol, blood pressure, and BMI) for all interested employees and their dependents. The Health Educators interview employees preferably on-site during work hours (interviews may be completed by phone if necessary). During the interview, the Health Educators identify stages of change for each health risk discovered, help prepare the participants for change, and help them establish realistic goals for changing and maintaining changes of at-risk health behaviors. These goals are reviewed at follow-ups which are scheduled on an individual basis. The Healthy Lifestyles Program is also available to dependents.

Data from this program is stored in the Cianbro Wellness Tracking System software to organize the process and track risks, results, and outcomes. Health information is shared with treating physicians and Health Educators work to further the treating physician's education and behavior change goals. Employees who purchase health insurance through Cianbro and enter into the Healthy Lifestyles Program are given a 15 percent premium discount.





## Management and Leadership

Peter Vigue, President and CEO of Cianbro, believes that people are the company's most valuable resource and that as an employee-owned company, safety and health should be a priority in every work activity. Cianbro's mission is to become one of the "Healthiest Companies in America." To help reach this goal, upper level management in all three Cianbro regional offices enthusiastically supports wellness by providing time and money for numerous wellness interventions that take place during work hours. For example, when Cianbro decided to go tobacco-free as of January 1, 2003, Peter Vigue visited all regions and the larger job sites to explain the reasoning behind the company's decision. Just prior to the program's effective date, he authorized the wellness team to provide free nicotine replacement therapy on-site to all members who participated in the smoking cessation program. Senior level management also introduced and supported the wellness program which has resulted in a 70 percent Healthy Lifestyles Program participation rate and early impressive outcome interventions in health behavior modifications.

*"Today, as with safety in 1987, we are at a crossroad—this time with health care. Our choices are two—accept what the current system and society imposes on us, or motivate ourselves to take control of our health. I ask all team members to join us. After all, it's your life, your future—take control."*

Peter Vigue  
President and CEO, Cianbro

## Conclusion

Cianbro's strong senior management is highly committed to health, safety, and wellness as reflected in its policies, staffing, programs, and insurance coverage of employee health-related benefits (including 100 percent lab and x-ray coverage, 100 percent coverage of colonoscopies, and coverage for hearing aids). Cianbro has an extensive training program for its employees to give them the knowledge they need to perform their jobs safely. The company regularly reviews its data on occupational and non-occupational injuries and safety related incidents to identify trends and make changes to the company's health care plans and/or safety procedures.

## Corporate Health Achievement Award: Prior Award Recipients

### 2003 Recipients

**BAE SYSTEMS** is a systems company, which prides itself on innovating for a safer world. It 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."

**Marathon Oil Corporation** is engaged in the worldwide exploration and production of crude oil and natural gas, as well as the domestic refining, marketing, and transportation of petroleum products. Marathon is among the leading energy industry



players, applying innovative technologies to discover valuable energy resources and deliver the highest quality products to the marketplace. With operations that embrace four continents, Marathon strives to be the company of choice for investors, partners, customers, neighbors, and employees in the areas in which we do business.

**Union Pacific Railroad**, headquartered in Omaha, Nebraska, is the largest subsidiary company of Union Pacific Corporation. It is the largest railroad in North America with over 33,000 miles of track in 23 states in the Western two-thirds of the country. Union Pacific Railroad has over 47,000 employees that live and work in cities as varied as Hermiston, Oregon, population 13,000, and Houston, Texas, population over 3 million. The company divides its major work activities into three categories: transportation, building and repairing of track, and maintenance and repair of equipment.

## 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' 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 translate 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.

**GlaxoWellcome Inc.**, headquartered in Research Triangle Park, N.C., is a pharmaceutical research and manufacturing company. GlaxoWellcome 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 \$114 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.



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