

## **Live Well, Work Well Program – Changing culture, changing lives**

### **New Hope Group – Coal Operations – New Acland Mine**

#### **The Problem**

Sedentary work environments have been found to be associated with a range of health problems including musculoskeletal disorders, cardiovascular disease, diabetes, obesity, some cancers and premature mortality.

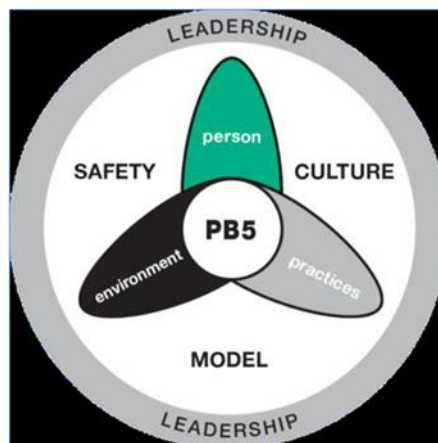
The work style required for a number of roles in the mining sector make sitting for long periods of time unavoidable.

This impact on health also creates problems for the safety of the employee with data demonstrating that the injury/disease incidence rate for the coal mining industry to be considerably higher for employees working in this sector.

Solutions to address this problem in the mining sector need to address the whole person, lifestyle and workstyle, and provide a culture of support while at work.

#### **The Solution**

The solution for the New Hope Coal (NHC) Health and Safety team was to create a culture at its Acland site which supported employees to be their healthiest and happiest selves. To create this outcome all strategies had to fit with its philosophy depicted the below diagram.



The initiative had to provide support for the person, environment and practices in order to address real changes to the culture.

In April 2013, NHC introduced the Live Well, Work Well program to its employees.



The program addresses the whole life picture maintaining that an employee who knows how to “live well” will then be able to “work well” and stay safe (*Refer diagram above*).

“Person” strategies:

- Monthly health promotion and instruction sessions delivered at Toolbox talks. Each element of the program is delivered by different health and wellness professionals. These include:
  - Strategic Ergonomics – Occupational Therapist
  - Strategic Movement – Exercise Physiologist, Physiotherapist
  - Strategic Intervention – Physiotherapist, General Practitioner, Wellness Coach
  - Strategic Eating – Dietitian
  - Strategic Thinking – Psychologist
  - Strategic Living – Financial Planner, Solicitor, Wellness Coach
- Creation of site health and safety Committee comprised of volunteers from across all departments in the site.

“Environment” strategies:

- Provision of bar tables at crib huts for machine operators to be able to stand while they have their crib breaks.
- Provision of weekly movement sessions at lunchtime for office-based employees. A 30mins movement session with a personal trainer on site addresses the toll that long periods of sitting can have on the body.
- Provision of exercise equipment at crib huts for machine operators to undertake a 5 -10 mins



workout in their break thereby offsetting their long stretches of sitting in machines. This is to be rolled out in June 2017.

**“Processes” strategies:**

- Provision of a weekly onsite physiotherapy clinic for all employees while at work. Employees are encouraged to see the physiotherapist for any aches and pains, immaterial to whether it is as a result of work or recreational activities.
- Prestart stretch and activate (PSA) sessions led by crew ‘Stretch Leaders’ PSA stretch leaders volunteer from each crew and are trained up over 2 hours by a physiotherapist in how to conduct the sessions. A monthly email is also provided to each stretch leader which updates with new stretches.



- Functional capacity evaluation (FCE) and suitable duties plans for Return to Work - any employee returning to work following a work related or non-work related injury completes a FCE to assess the full range of ability to complete their tasks. From there a Suitable Duties Plan is created and used by Supervisors to assist with a safe return to work for the employee.

**Demonstrated Benefits/Effects of the Program**

**“Person” strategies:**

Video testimonials have been collected to provide anecdotal changes to employees’ health and wellness and also their families (*Refer video attached*).

An annual health program survey has been conducted since February 2015. A summary of key findings are tabled below:

NHG – CO Acland site – Annual Health survey results			
	2014-15	2015-16	2016-17
<i>Note: % = % of respondents</i>			
Has the program made positive change to your health? YES	76%	78%	77.5%
Have you quit smoking in past 12 months? YES	Nil employees	7 employees	15 employees

Are you stretching regularly at work? YES	N/A	37%	61.5%
Are you stretching regularly at home? YES		51%	50%
Have you taken opportunities to sit less on shift? YES	N/A	N/A	31%
Have you taken steps to reduce stress ? YES	41%	39%	40%

The survey results have indicated significant shifts in behaviour such as a 50% increase in the number of employees stretching at work and who have quit smoking in the past 12 months.

“Environment” strategies:

‘Standing tables’ - Supervisors and management make regular visits to crib huts and report that the tables are well used. Anecdotally, employees report that they eat their food sitting at regular tables for first 10 mins of the break and then stand for the remaining 10 mins.



Exercise sessions for office-based employees – Each round of sessions were regularly attended with growing numbers as each block progressed. Anecdotally, employees reported enjoying the opportunity to just leave their desk and stretch out and ‘chill’ for 30 mins while on site – a reprieve from work.



### “Processes” strategies:

Weekly onsite physiotherapy clinic – Eleven (11) half hour physiotherapy slots are available each Tuesday onsite and it is rare that they are not filled. Over 35% of the workforce has attended in the last 12 months. The physiotherapist is surveyed after each visit and he is averaging 9/10 on all scores. Comments that have been written about the service include:

- “My back pain and movement has improved out of sight.”
- “Good results immediately and explanation as to what was causing pain and how to combat it.”

### Prestart Stretch and Activate (PSA) program



The pilot was measured on the following outcomes (*94% of the crew completed the end of pilot survey*):

- Physical benefits for the individual
  - 68% of respondents reported a reduction in pain since participating in prestart stretch and activate sessions
  - 34% of respondents reported they had reduced pain since participating
  - Very encouraging written responses – less visits to the physio, wanting more time, people stretching in their breaks.

- Engagement - Very high engagement levels with ‘stretch leaders’ observing maximum of two individuals not participating in the PSA sessions across the pilot. Stretch leaders and crew members reported an increased awareness of how to prevent injuries - the positive link between stretching, injury and use of the physiotherapist.
- Other organisational culture benefits – Supervisors and stretch leaders reported an increase in group discussion at prestart and Toolbox talks which has resulted in greater ownership, increased confidence to speak up and participate, and to be more proactive with their 50% of responsibility.

Based on these results, the NHC approved the roll out of PSA training across the entire site. Completed in March 2017, each crew and department has a PSA session incorporated into each shift prestart. The Daily Operation meeting for site management and coordination staff also begins with PSA - displaying leadership and endorsement from the top down.

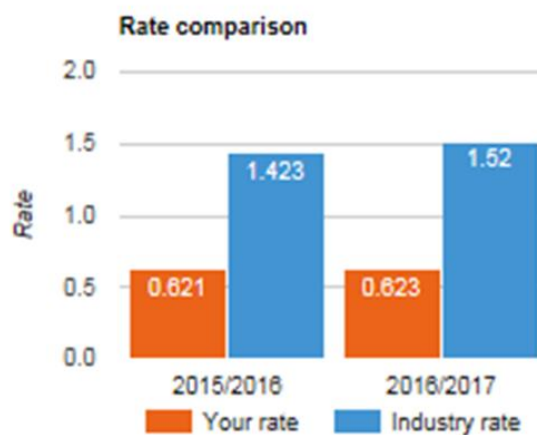
FCE and suitable duties for return to work process – Supervisors have reported great results using this service and feeling more confident bringing team members back in and not harming them. In the past 12 months this process has been utilised for Ten (10) non-work related injuries and only Two (2) work related injuries.

Other measures –

See below the gains that have been made on other measures;

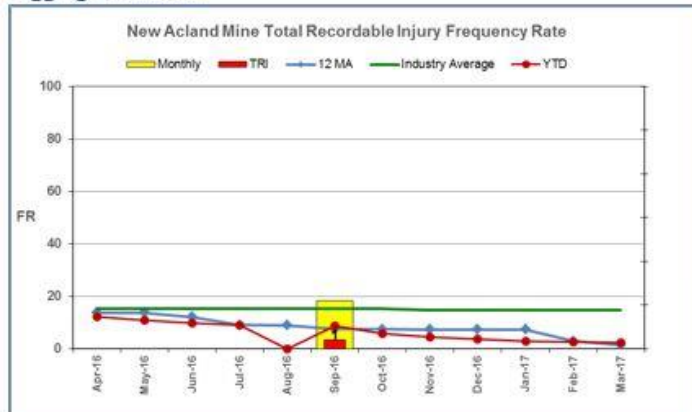
1. WorkCover ratio - 2016/17

The Industry Average Ratio for Open Cut Coal Mining is 1.52, which represents a cost per person of \$2436. New Acland Coal’s Ratio is 0.62, which represents a cost per person at NAC of \$1011 per person. This represents a cost saving of \$1425 per person compared to the industry average.



## 2. TRIFR

### Lagging Indicators



**Total Recordable Injury Frequency Rate (TRIFR)**

12mma = 1

YTD = 2

The New Acland Coal Mine has a current TRIFR of One (1) measured against the Industry Average of Fourteen point Eight (14.8); in December 2013 the TRIFR was at 18.

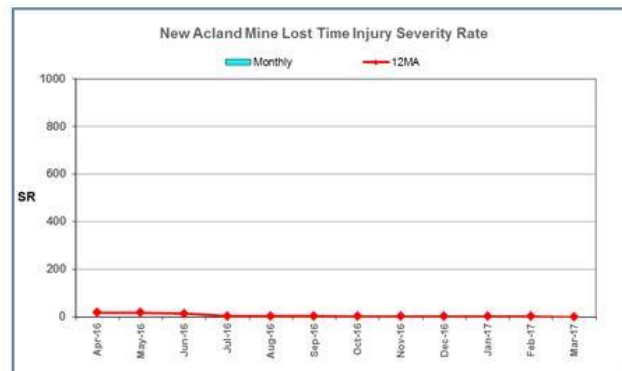
## 3. LTIFR

**Lost Time Injury Severity Rate (LTISR)\***

12mma = 0

YTD = 0

\*Demonstrates number of lost days



The LTIFR is currently Zero (0) below the industry average of Two point One (2.1); in October 2013 the LTIFR was 9.

## Transferability

Following the success at New Acland, New Hope Group has rolled out the program across its entire business.

Successful transferability relies on commitment to;

1. Creation and support for a voluntary Health & Safety Committee;
2. Availability of Allied Health Services, face-to-face consultations on-site; and
3. Desire of a management team to create a culture of health and wellness amongst its employees – a concept beyond providing health assessments.

In summary, the ultimate success factor that separates this program from all others is the tripartite partnership between; management, a dedicated Committee, and

Allied Health Professionals. Implementing a Health and Wellness Program that relies solely on the use of an external Health Provider will eventually fail or become boring. For Health and Wellness to stay fresh, programs such as ours are continually changing and maturing to stay in step with the organisations desire to accept a Healthy Lifestyle and be happy and safe at home and at work.

### **Approximate Cost**

Our investment cost into this program for 2017 is \$65/person/month. This cost represents value and can be directly offset against reduced WorkCover costs including number of cases and common law costs; injury reduction; absenteeism and presenteeism reduction, and most of all through the active engagement and participation of employees and their families.